

1-DEFINING LEADERSHIP

Developing leadership includes—

- reading the best books on leadership**
- listening to the best voices**
- hanging out with those who do it**

The aim of this course is to be one of those voices, taking the student through the basic issues of leadership, working through various exercises, and engaging in personal assessment

In studying leadership—there are some initial challenges:

A-Difficulties in Defining

1-We might assume leadership is self-evident—requiring no definition

- the reality—it is much more complex**
- like beauty-leadership is difficult to define¹**
- it cannot be defined in one short sentence²**

a-it is not purely a science

-leadership is not the same as chemistry—the rules are not so exact

-it is a SCIENCE—in that one can focus on theories, empirical

studies, skills, techniques

-Margaret Wheatley-in her book “Leadership and the New Science” bases much of her theories on leadership on her understanding of the theories behind physics, biology, and chemistry³

b-it is also an ART-there is a certain unpredictability, random abstractness to it⁴

-leadership can be like directing a drama, playing music-a combining of the creative with the professional, the visionary with the logistical

-there is analysis—there is also mystery—ambiguity, paradox, contradiction⁵

¹ Bennis, OBL, 1

² Gibbs, LN, 22

³ Wheatley, 10

⁴ LTW, 44

⁵ See Banks, Reviewing Leadership, 26ff

2-For sure—leadership is complex

a-Part of it has to do with DIFFERENT FOLLOWER READINESS that will require a different style of leadership

- one style is necessary for a rookie's first day of NFL training camp**
- another style is necessary for a veteran playing in a super bowl**
- one is more task driven—the other is more relational**

b-Part of it has to do with DIFFERENT CONDITIONS

-peacetime or wartime leadership requires different leadership
-in her chapter, “Peacetime Management and Wartime Leadership, Bardwick notes that peacetime leaders tend towards the status quo. In war, they must create strategies, bring change, and generate confidence.⁶

-a good illustration is Bush's first term presidency

c-Part of it has to do with DIFFERENT CONTEXTS

-winning a football game, earning a profit, governing a nation, leading a church—each require a certain kind of leader, a certain sound of trumpet

-Wills refers to 16 different kinds of leadership, including The Business Leader (Perot); The Electoral Leader (Roosevelt)⁷

-sometimes the church forgets this, applying the business model of leadership without sensitivities to the differences between churches and businesses

-leadership in the body of Christ is different—just from the standpoint the church is countercultural, subversive to secular understandings of power and authority

-there are commonalities (need for efficiency, setting vision, building teams, setting strategies)—but there are some distinct differences—REQUIRING DIFFERENT LEADERSHIP

-in Scripture-leaders are not always reproducible—because of a different context, different personality (e.g Abraham was a patriarch,

⁶ LOF

⁷ Certain Trumpets

Joseph was a grand vizier, David headed a theocracy, Jesus was the Son of God)

-we can extrapolate principles—but we cannot necessarily emulate

d-Part of it has to do with DIFFERENT CULTURES that call for different kinds of leadership

-some require a father figure (Haiti)—but this is radically different from Israel—where everyone is expected to be a leader—it's part of survival

e-Part of it has to do with DIFFERENT STYLES, PERSONALITIES, TRAITS—

-as Drucker notes—

-some leaders are ultragregarious—some lock themselves in their office because they are shy

-some are impulsive/some are very methodical

-some are austere/some are ostentatious

-some are ruthless-Attila the Hun-“heads I win-tails you lose”/some are nurturing

-some are incredibly vain/some are self-effacing, modest

-some are more controlling—others are more empowering—some more executive-some more legislative

-Collins-Those who lead great organizations are generally modest—yet behind a “placid” personality is always an inner intensity, a dedication to making anything that is touched the best it can possibly be⁸

(NOTE HO-Hybel's article

f-Part of it has to do with DIFFERENT TIMES

-in the 40's-50's-leadership was very hierarchal-chain of command—great man theory of leadership

-on the 70's-80's-leadership is more consultative, collegial, teams, coaching

⁸ Good to Great, 25

-in this new century-an emerging generation has a certain aversion to leadership-preferring a looser approach—empowering all members

(NOTE HO-2007 WSJ article-After the Revolt, Creating a New CEO)

-there is a growing desire for structures that are more relational—less emphasis on professional performance-more emphasis on participation⁹

-missional thinkers, apostolic leaders

(NOTE HO-see Ward article-pp 19, LJ, Spring 2006)

g-Part of it has to do with DIFFERENT EXPECTATIONS

-Christ has different expectations than the world's

-popularity, efficiency, productivity are not the expectation

-the church is a community which has no analogy in the world—a countercultural protest, a faith driven community

-so that leaders, while learning from secular models, etc, do not take their cues from them alone

-we can learn from Moses, Nehemiah (see Baron's Moses on Management-though note one reviewer on Amazon who wrote—"How could someone who took 40 years to make an 11 day journey possibly be the greatest manager of all times"?)

-learn from Jesus—as even those in the secular world are doing (Jones, Jesus CEO; Manz-The Leadership Wisdom of Jesus)

-our leadership is to be congruent with Christ, who does many things radically different than the world would expect of a leader, starting with calling a handful of ordinary, unskilled, woefully inept people, and modeling servanthood as His principle definition of leadership¹⁰

**PT-LEADERSHIP IS NOT A SINGLE THING, AN EXACT SCIENCE
-UNDERScoreD IN THE PLETHORA OF BOOKS, EACH WITH THEIR OWN THEORIES**

-but there are some major components applicable to almost every situation--

⁹ Gibbs, LN, 24

¹⁰ Willimon, Pastor, 277

B-Three Basic Components of Leadership

1-A LEADER IS SOMEONE PEOPLE FOLLOW

-at its most basic level—leaders are those who have followers

-Peter Drucker-“The only definition of a leader is someone who has followers”¹¹

-numerous leaders concur—Maxwell has his favorite proverb—“He who thinks he leads, but has no followers, is only taking a walk.”¹²

-Kouzes and Posner-“A person with no constituents is not a leader”¹³

-De Pree-followers are the stay and strength of a leader—one only accomplishes something by permission of the followers¹⁴

-adds Wills-“The test of a leader is not temperament or virtue, but the ability to acquire followers” If you want to become a leader, find the right goal and the right followers

-Covey-you can’t lead things—inventions, time, information, facilities. These we manage. We lead people, and those they follow are leaders¹⁵

Scripture support-

-what made Moses, Joshua, David, Jesus, Paul leaders—in part was the fact that they had followers—willing to lay their lives on the line for them

Pro 14:28-in a multitude of people is a king’s glory

30:31-a king with an army is lit. “doing well”

So what are the implications?

1-effective leaders are aware of and consciously manage the dynamics of their relationship with followers¹⁶

¹¹ The Leader of the Future, xii

¹² TO-20

¹³ LC, 11

¹⁴ LJ, 201

¹⁵ LOF, 217

¹⁶ LOF-125

-K&P-any discussion of leadership must attend to the dynamics of this relationship

-this is what leaders must do—

2-they focus upon what attracts followers—

-constancy (they stay the course); congruity (they walk the talk); reliability (they are there when it counts); integrity (they honor their commitment); competence; compassion;

-understanding—leaders try to see life through the eyes of their followers; team—they aim for a mutually determinative activity

Welch summarizes it this way—

-prior to being a leader—success was about growing self

-now as a leader—success is about growing others¹⁷

Illustrations of Leading--

Roosevelt-revered as a leader because he worked at his relationship with followers. His followers felt he confided in them, consulted them

-some felt he veered with shifting opinion—found what appeased followers

-hence-no ideological consistency—policy coherence

-but he was smart enough to sense what the people wanted—he knew how to find common ground

-this is different from a congenital compromiser

Alexander the Great-men willing to go over a cliff for him

David-even in a harsh, cruel, and dangerous environment-he attracted a following—misfits, riffraff who were shaped into an army

-he attracted those during a season of floundering—who hungered for direction

-and built a loyalty such that they would give their lives to satisfy his thirst

-because they saw in him character, anointing, respect, concern

But this definition raises questions--

1-if the situation requires the courage to, if necessary, go it alone, is that person no longer a leader?

¹⁷ Welch, Winning

-this was the situation with some of God's prophets (Jeremiah is the illustration par excellence; cf William Wilberforce)

-JFK-Profiles in Courage-writes of those who defied their constituents

-8 US Senators proclaimed independence from their erring constituents¹⁸

-Wills-"Kennedy praised them at the very point where they ceased to be leaders"¹⁹

-he makes the pt that a lonely genius, a martyr for truth—people who forge their souls in fierce independence—may be heroes—but what have they to do with leading other people?

2-what happens when some followers balk? At what point do you move forward? Is consensus or unanimity required?

-at what point do you stop becoming a leader?

-cf John 6

3-at one pt do you stop becoming a leader because of misguided inclusiveness?

-trying to appeal to everyone to achieve a following, receive praise rather than abuse

-Kennedy, in entering Congress, was given this advise—"The way to get along is to go along"²⁰

Pt-leadership is not just about having followers

4-if people follow because they are ordered (e.g. recruits in the army), is it leadership?

-Collins-"True leadership only exists if people follow when they have the freedom not to"

-another major component—

2-A LEADER IS SOMEONE WHO INFLUENCES

-it's not about someone who has title, position, role

¹⁸ note p. 10, Profiles in Courage

¹⁹ Wills, 23

²⁰ Profiles in Courage, 4

-it's about someone who has the ability to effect others

-John Maxwell-after much research, 50 definitions, concludes

—“Leadership is Influence. That’s it. Nothing more; nothing less”²¹

-in his 21 Laws-“If you don’t have influence, you will never be able to lead others”

-in any given situation, there is a prominent influencer—that person is the leader

-the person others will gladly and confidently follow

-it may be the church boss, the church mom

Others concur—

-J. Oswald Sanders-“Leadership is influence”²²

-Banks-“in sum, leadership involves a person, group, organization that influences and empowers enough people to bring about change”²³

-McManus-leadership is about influencing, shaping the environment, the ethos

-“leaders are cultural architects, spiritual artisans”²⁴

-Wright-“Leadership is a relationship in which one person seeks to influence the thoughts, behaviors, beliefs or values of another person”²⁵

-Bennis-the basis of leadership is the capacity of the leader to change the mindset, the framework of another person—in a word

—“influence”²⁶

-Bobby Clinton-Leadership is a dynamic process in which one influences the thoughts and actions of followers toward accomplishment of aims beneficial for leaders, followers, and the macro context in which they are a part²⁷

-Paul Hersey-Leadership is an issue of influence—not position—it is an attempt to influence up, down, sideways

-Harry Truman-“Leadership is the art of persuading (influencing) people to do what they should have done in the first place”

-for those in the emergent generation—leadership is defined more in terms of influence than authority or position

Illustrations of Influence--

²¹ John Maxwell, *Developing the Leader Within You*, 1

²² J. Oswald Sanders, *Spiritual Leadership*

²³ *Reviewing Leadership*

²⁴ McManus, *Unstoppable Force*

²⁵ Walter Wright, *relational Leadership*, 2

²⁶ Bennis, “Learning to Lead”, *Executive Excellence*, Jan 1996 (quoted in Tichy, 42)

²⁷ mol-14

Henrietta Mears—driven by a conviction she was training the next generation of leaders—she impacted everyone from Bill Bright to Billy Graham²⁸

Billy Graham—has been a recognized leader because he has brought influence—he has set a tone, lifted a nation (illus-National Cathedral after Sep 11)

It generally comes by hard work—doing the homework that wins credibility

But this definition raises questions as well—

1-Isn't it possible to have influence and not lead a person anywhere?

-to equate leadership with influence is to set the bar too low

-Paris Hilton may influence fans—but it doesn't mean she is directing one's life

2-How does one quantify influence?

-Lowney asks—does one have to influence 100 to be a leader? One?

-and does impact have to be immediate, within a day, a year, another era?

-Jesuits—everyone has influence—so everyone is a leader of some proportion²⁹

Some would respond by making this distinction—a leader is distinguished from others as one having a position of authority and responsibility—not everyone has this

A third component—

3-A LEADER IS SOMEONE WHO MOBILIZES TOWARDS A COMMON GOAL

-which implies followers and influence

-those out in front—those willing to follow a particular direction

Numerous voices underscore--

²⁸ see Earl Roe, Dream Big: The Henrietta Mears Story

²⁹ Lowney, Heroic leadership, 18

-Warren Bennis puts it this way—“Stripped to its essentials, leadership involves just three things—a leader, followers, and a common goal you are leading them towards”³⁰

-Barna concurs--

-“Leadership is the process of motivating, mobilizing, resourcing, and directing people to passionately and strategically pursue a vision that a group jointly embraces”³¹

-leaders mobilize people into followers--Joan of Arc was a leader, because she mobilized people into an army to face a common objective.

-K&P-leaders who believe in the capacity of others strengthen peoples’ wills, supply the means to achieve, and are optimistic about the future—are leaders who set a course—create followers³²

-Bolman/Deal-while there is no characteristic that is universal, vision and focus show up most often Effective leaders set direction

-Clinton-“leadership is a dynamic process in which a person with God given capacity influences another towards His purposes for the group”³³

This is what leaders do—they unite followers around a common goal, around something extraordinary, and activate them towards it

-they “catalyze movement”-McManus

-they “enable others to act” (K&P)

-setting the pace, venturing out in front—setting the course—afflicting the status quo

-setting the standard-aiming for excellence

-focusing their energies on the one thing they can do with excellence, the one thing that will make a difference, the one thing they will be remembered for

-that justifies long term commitment

Collins describes such leadership as “turning the flywheel”

-a leader mobilizes toward a direction, focusing on—

a-what you are passionate about

b-what you do better than others

c-what are your resources

And as these move together in a focused direction, they gain momentum—and leadership happens

³⁰ Geeks and Geezers, 137

³¹ Fish out of Water, 7

³² Kouzes and Posner, 349

³³ Making of Leader, 14

Illustrations of Mobilizers-

Shackleton-he was able to lead his men to safety because he could mobilize wills

-Napoleon was successful because he could mobilize armies

-he established goals and strategies that appealed to a wide range of his soldiers' motives

-spoils of war—"fight toward supplies"

-Nehemiah-went to city that had been in ruins for 141 yrs

-to a disheartened city of discouraged exiles—and mobilized a people to build a 2 mile wall in 52 days

**This means a Christian leader is one who works within the framework of mission and goals, performance and results, aiming to energize people around a compelling cause, directing people towards a common vision—a vision in line with God's purpose, God's character
-beyond preserving the inherited institution—the leader leads a mission focused community³⁴**

CONCLUSION

One of the first core outcomes of leadership is this—

-can you define leadership?

-are you aware now of the major components?

-can you address leadership's complexity?

³⁴ Gibbs, LN, 38

2-THE NEED FOR LEADERSHIP

Given the definition of leadership-the need for leadership is obvious-- yet ...

A-Some would QUESTION THE IMPORTANCE of Leadership

1-some management theorists assert that corporate culture-internal, external forces-not individual leaders-- determines the success of an organization³⁵

2-others, cynical of leadership, would say that it doesn't much matter who is President-who is Chairman, who is Pastor-the followers ultimately make the decisions

Their point-the role of the leader is largely symbolic, even romantic, but not very substantive

-Scripture would seem to suggest this-cf Pro 30:27

-even leaderless-grasshoppers move in serried ranks, accomplishing their tasks

3-others, on the more radical side, make it their aim to destroy leadership

-Bennis-Why Leaders Can't Lead-notes a conspiracy afoot to sabotage leadership in various sectors-from education to board room to churches

-we have this propensity in America to coronate a president, only to

spend the next four years figuring out every way to bring him down

-churches have been know to do the same with pastors

B-Most, however, would challenge this and ARGUE FOR THE SIGNIFICANCE of Leadership

1-in the political realm-David Gergen writes-

³⁵ Leadership Challenge, 320

Everyone who has worked in government, a corporation, a professional group, or a nonprofit knows that leadership matters. Had it not been for a Roosevelt and Churchill to rally Western democracies, civilization might have perished. At a moment of crisis, the quality of a nation's leader can be decisive³⁶

2-in the corporate realm-research shows that strong and effective leaders achieve superior business results
-effective execs can turn a fledging company into a viable competitor
-having a winning culture, efficient work processes, etc are great
-but leadership takes precedence over everything else³⁷

Tichy-in his nearly 30 years of consulting, and seeing many of the largest corporations up close (from mM, to AT&T, US Air, GM, and GE), he concludes that the difference between failure and success rests upon the leadership³⁸

(NOTE HO Why Are leaders Important?, Tichy)

Others in the corporate world affirm this--

-Bennis-"Leadership is the pivotal force behind successful organizations"³⁹

-De Pree-"When I ask myself about the future of an organization, this is my answer: Leaders are the future. They not only affect strategic thinking and planning, but they shape an organization's vision and values and practices"⁴⁰

-Kouzes and Posner-"Without leaders, constituents have no energizer to ignite their passions, no exemplar to follow, no compass by which to be guided"⁴¹

³⁶Eyewitness to Power, 12

³⁷ Tichy, LE, 25

³⁸ Tichy, 2

³⁹ Bennis, Leaders, 2

⁴⁰ Depree, LJ, 209

⁴¹ LC, 30

-Collins-though he tried to ignore leadership in good to great corporations, found in his research that all great corporations have level 5 leaders⁴²

3-in the religious realm-the same could be said

-Willimon- There is no church without leadership.⁴³ Behind just about every significant ministry is a leader-someone with a vision who influences the organization towards a direction. Where leadership is absent, ministries languish

-Barna-in his research, has attributed weak churches with weak leaders. He argues that pastors, in the main, are not leading-they are preaching, supervising staff, marketing services-but not casting a vision-and the result is all too many irrelevant churches

PT-LEADERSHIP IS NECESSARY

Scripture would concur-at every strategic point in biblical history--God raised a leader (e.g. Abraham, Moses, Joshua, Deborah, David, Asa, Hezekiah, Jehoshaphat, Ezra, Nehemiah, Esther, Jesus, Peter, Paul) -they are critical during times of crisis, times of conflict, in times of widespread uncertainty

**-back to Pro 30:27. Even this passage is not a good argument for dismissing leadership. The reality is-the locusts are carried away by the wind and driven by their appetites
-and so are leaderless people (note the book of Judges)**

Leaders are critical for several reasons:

1-LEADERS SHAPE THE VALUES IN AN ORGANIZATION

-the most important single element of any institution is the value system⁴⁴

-and no one shapes the values, creates the culture, like leaders

-they are necessary to an institution's integrity

⁴² Collins, GTG in the Social Sector, 22ff

⁴³ Willimon, Pastor, 15

⁴⁴ Malphurs, 13

-leaders provide the anchor and support-like a trim-tab factor⁴⁵

-McManus-they create the ethos (the fundamental character, spirit of an organization)-this is their principal role⁴⁶

-they model the way-K&P

-British historian John Keegan-the political history of the 20th cent can be found in the biographies of 6 men-Lenin, Stalin, Hitler, Mao Tsetung, Roosevelt, and Churchill

-as their hearts went-so went the nations⁴⁷

This is not to suggest that followers are passive-followers have a responsibility to choose, judge its leaders

-if their judgment is poor-they have judged themselves

-the German people were jointly responsible for Hitler's atrocities⁴⁸

-just as, to a certain point, the Afghans were responsible for the Taliban, the Iraqis for Hussein

Scripture underscores this-

-in the book of Judges, ungodliness and chaos was due to an absence of leadership (note 19:1)

-in the book of Proverbs-as go the leaders-so goes the followers-29:12

-second reason we need leaders-

2-LEADERS BRING TOGETHER A COMMON VISION

-they help organizations see reality-then "stage a revolution" (Tichy)

-they inspire, help an organization develop a vision, affect strategic thinking and planning that otherwise would not happen

-Covey-leaders are the pathfinders, giving a guiding purpose, a strategic pathway⁴⁹

-without leaders-there is generally chaos and confusion, and lack of direction

-leadership navigates us through

⁴⁵ OBL, 15

⁴⁶ McManus, 147

⁴⁷ Eyewitness, 12

⁴⁸ Eills, 21

⁴⁹ LOF, 152

**-underscored in Pro 11:14--Where there is no guidance (lit steerings)-
people "fall"-a word suggesting defeat
-leaders are critical to the direction
-Jesus-sheep without a shepherd scatter-Matt 9:36-38**

-a third reason why we need leaders-

3-LEADERS ARE THE ONES WHO MAKE THINGS HAPPEN

**-leaders are not only important to the direction-they are also critical to the movement
-in fact-some would say this is where leadership is most vital
-cf Tichy-everyone knew the need for civil rights-but it took a MLK to change things**

**-at the point of empowerment-leaders are necessary
-aligning activity, empowering the enormous talent, ingenuity, intelligence, and creativity, that otherwise lies dormant⁵⁰
-enabling others to act-K&P**

**-Leonard Sweet puts it this way-leaders close the deals of history-they are the boulders that arrest the drift-the pied pipers behind whom people follow the music
-one can talk reengineering--but at the difficult point of execution-it requires a leader**

Examples of this-

a-Corporate- William Hewitt is credited for taking John Deere from a sleepy old line farm implements firm of the 50's and transforming it into a world leader by enabling his people to see how good they were at what they did⁵¹

**b-Space-when the Apollo 13 engineers reported that there was no way to return the astronauts, Eugene Kranz exercised what the moment demanded-the kind of leadership that insisted they find a way-and forced them to until they found a way⁵²
-he made things happen that otherwise would not have happened**

⁵⁰ LOF, 153

⁵¹ Leaders, 225

⁵² LM, 264

-Bennis-Success or failure of all organizations rests upon the perceived quality at the top⁵³

c-Church-In his Irresistible Influence, Lewis, after observing numerous churches, concludes:

"Good ideas by themselves are of little worth. In fact, borrowed ideas often do the church more harm than good. In nearly every case, these good ideas lack the mobilizing energy, motivating power, and unifying impact of a leader"⁵⁴

-so Rick Warren-Without the right leader, a ministry will just stumble along⁵⁵

-a fourth reason leaders are critical-

4-LEADERS ARE CRITICAL TO KEEPING THINGS GOING

--organizations need a constant supply of people with ideas, values, energy, and edge-if they are to sustain momentum, fulfill their desired goals

-this is what leaders do

-Bobby Clinton--w/o leaders-good results are both random and unsustainable⁵⁶

-without leaders-the status quo takes over

-leaders push it forward-keep things in this mode

-great leaders anticipate the inevitable s-curve and keep starting new curves at the inflection, the kairos moment-for ideas and methods get tired

-only leaders are sufficient to keep the organization evolving in an increasingly fast paced world

Illus-Bobby Beathard-former Redskins GM-the night of the Super Bowl victory, he was already mapping out who he would have to release if the team was to be competitive next season

So the church-

⁵³ OBL, 15

⁵⁴ Irresistible Influence, 178

⁵⁵ PDC, 384

⁵⁶ Ibid

-if we don't help churches close the gaps-stay ahead of the curve-we will become institutions of misdirected resources, massive ineffectiveness, and squandered opportunities

-this is a fundamental challenge-as new ideas gain momentum-start a new curve before it curves over

-this is critical for the church

-Gibbs-"The church in the Western world, I believe, is located at present on the midpoint of an S-curve"⁵⁷

-the strategic inflection point-the kairos moment

-only leadership is sufficient for the pace of life, sufficient to create another curve by mobilizing people, giving a vision, reallocating resources

Core Outcomes

-are you convinced of the need for leadership?

***DMS 506
FALL 2010
Johnson***

3-THE ACQUISITION OF LEADERSHIP

-are leaders born? In one sense—yes—there is no empirical evidence to the contrary

-but the question often asked is this—is leadership ACQUIRED or INNATE?

Some would say--

A-LEADERSHIP IS INNATE

-you either are a born leader—or you are not

-leadership is part of the DNA—some are born leaders-sometimes referred to as the “great Man” theory of leadership⁵⁸

-popular for centuries—right up to WWII

-some still support this idea—

⁵⁷ Gibbs, 32

⁵⁸ Bennis, Leaders, 5

-Miller concludes-leadership owns leaders—it is not gained by studying books—it is innate, encoded in the DNA. “It may be called forth by crisis, but it is never produced by crisis”⁵⁹

-Gergen-reflecting on political leadership—“It certainly appears that many of the best of the past century-Churchill, the Roosevelts, Gandhi, Mandela, Golda Meir, Martin Luther King, Jr-had leadership in their bones.”⁶⁰

-they entered the world, it would seem, genetically endowed

-it just comes with their psychological territory

-they responded to an innate calling to lead

-The Economist, noted that in a survey of leadership, between 35-40% of leadership qualities are ‘inheritable’⁶¹

-a good example is a woman by the name of Sojourner Truth-the most unlikely candidate for leadership in the early 1800’s—poor, female, black, illiterate

-yet she overcame it all, becoming the most prominent African/American female abolitionist—because leadership was in her bones

This is not to say that leadership is automatic

-one may fail to live up his/her gift, calling

But others would say--

B-LEADERSHIP IS ACQUIRED

-that it is an ability available to anyone willing to invest time in leadership development

-leadership is not an exclusive club for those who were ‘born with it.’

1-Kouzes-the most pernicious myth—leadership is reserved for only a few of us—that it is conveyed in a gene, a secret code⁶²

-the great person theory is just plain wrong—for leadership is a learned activity-“an observable set of skills, abilities”

-the five practices are available to anyone who accepts the leadership challenge

⁵⁹ Miller, 9

⁶⁰ etp, 13

⁶¹ quoted in Sweet, Summoned to Lead, p 26 (The Economist 25 Oct 4,2003, 7)

⁶² LC, 16

-Kouzes adds—“These questions are always raised about leadership and leaders, never about management and managers. It’s a curious phenomenon. Why is management viewed as a set of skills and abilities, while leadership is typically seen as a set of innate personality characteristics?”⁶³

-there would be more leaders if we grasped the fact leadership can be learned

2-Bennis-everyone has leadership potential, just as everyone has some ability at running, acting, painting

-to the notion that people are born and not made leaders, Bennis writes—“Don’t believe it. Nurture is much more important than nature”⁶⁴

So how is leadership acquired?

-by studying, drawing upon experiences, training

-Bennis—“...more leaders have been made by accident, circumstance, sheer grit, or will than have been made by all the leadership courses put together”⁶⁵

-self-made-leaders invent themselves, discovering their own energies and desires and acting upon them⁶⁶

-it won’t happen in a weekend seminar—there are no McLeaders⁶⁷

-it will not come fast or painless

-it is like learning how to play a violin in public⁶⁸

But the point is—and this comes by some research—that leadership is an observable, learnable set of practices⁶⁹

**-there is one more position voiced—
C-LEADERSHIP IS SUMMONED**

⁶³ LC, 332

⁶⁴ Leaders, Bennis 222

⁶⁵ Ibid 42

⁶⁶ Bennis, Becoming, 42

⁶⁷ Ibid

⁶⁸ Ibid 223

⁶⁹ LC 16

-Sweet—"Leaders are neither born nor made. Leaders are summoned. They are called into existence by circumstances. Those who rise to the occasion are leaders"

-everyone is called—but sometimes the called are called out for leadership⁷⁰

Eddie Gibbs makes the same point-quoting from Clinton

"A Christian leader is a person with a God-given capacity and the God-given *responsibility* to influence a specific group of God's people toward God's purpose for the group"

Pt—this definition draws attention to the initiative of God in calling forth leadership

CONCLUSION

So...Which position is right?

-somewhere in the middle, one finds the answer

-Marcus Buckingham sums it up this way--Leaders are born-then made⁷¹

-Leighton Ford—

"I believe we can make either of two opposite mistakes in viewing leadership development. One is to attach a mystique to leadership that says in effect, 'God calls leaders. Leaders are born. There is nothing we can do about it.' The opposite is to say, 'Leaders are made. With the right techniques, we can produce them.'"⁷²

-perhaps there is truth in all of the above

-LEADERSHIP IS INNATE, IT IS ACQUIRED, AND ULTIMATELY IT IS A RESPONSE TO A SUMMONS

-or to put in another way—

-LEADERS ARE THE PRODUCT OF BOTH BIRTH, DEVELOPMENT, AND OCCASION

Scripture seems to affirm this—

⁷⁰ Sweet, Summoned to Lead, 12-13

⁷¹ Notes, leadership Summit, Aug 2004

⁷² MOL, 10

1-Leadership is a GIFT-Rom 12:8 (*prohistemi*-mobilizing people to action); cf I Cor 12:28 (*kubernesis*-to govern, guide-Acts 27:11)

-leadership after all is sourced in God-Prov 8:15

-everything necessary for wise leadership comes from God

-it all belongs to Him--He is the source of power, authority-8:14

-Hence-if I am not persuaded God has called me to be a leader—my best work may be in following

-if I have been gifted—than go with your strength and lead!

(NOTE HO-Go with your Strengths-Buckingham)

2-Leadership is a matter of DEVELOPMENT

-Scripture is the story of God preparing, equipping people to be leaders

-cf Moses, Joshua, David, Paul—most of the processes being painful

-God has provided a leadership manual-it's called Scripture

-it is the story of leadership—at its best—at its worst

-Nehemiah is a leadership manual in and of itself

-Proverbs was written to prepare the next generation of statesmen

-Jesus invented One Minute Manager-Blanchard

-“We believe there is a perfect practitioner and teacher of effective leadership. That person is Jesus...”⁷³

That's why the course is taught

-by viewing leadership as a non-learnable set of character traits—we've created a self-fulfilling prophecy that dooms society to having only a few good leaders⁷⁴

3-Leadership is a SUMMONS

-a call to some to leadership

-He appoints the prophet even before his birth-Jer 1:5

-promotions to leadership come from Him-Ps 75:6-7; Josh 3:7

-cf Nehemiah—who facing the circumstances and sensing the summons rose to the occasion

⁷³ Leadership by the Book, xi

⁷⁴ LC 323

-in fact-wherever you find men who emerge as leaders for God, they are driven by a calling

-it was there in the desert with Abraham

-it was there on Mt Sinai

-it was there with Joshua

-it was there with David

-it was there with Solomon

-it was there with Elijah

-it was there in Galilee

-it was there in the Apostle Paul

-it is there—with some of us

-when we sense God's calling to a task

-an inner conviction that God wants us to lead God's people, influence His people, accomplish His purpose

-which demands we be in tune with God's purposes

-“If we were to compromise or live it halfway, we'd run the risk of plunging into emptiness and meaninglessness”⁷⁵

(e.g Jonah)

Core Outcomes

1-So what is your story? Is leadership your gift?

2-How is God summoning you?

3-What book, person, training has most impacted your understanding of leadership?

⁷⁵ Barton, Strengthening the Soul, 74

4-LEADERSHIP AND CONTEXT

A-THE IMPORTANCE OF UNDERSTANDING CONTEXT

- every leader works within a context—a context he is called to influence
- but before one can influence culture—one must understand it
- one of the reasons leaders make misjudgments is that they never take the time to understand the world around them
 - the norms
 - the expectations of culture
 - the dynamics within the organization they are leading
 - the readiness of followers
 - the style of leadership required
 - the organizational complexities and ambiguities
- we are generally blind to the distinctions, taking our leadership assumptions from the grid we have come out of--assuming it is best for any context of leadership—failing to recognize that others see the world differently, others have different images of reality
 - to put it another way—we fail to see what is really there—and end up addressing the wrong problem, championing the wrong strategy
 - we never get a true lay of the land—the CONTEXT—THE FRAMES--in which we must diagnose and adapt
 - and the reality is—context influences both what leaders must do and can do

B-THE CONTEXTS WE FACE

- we will focus on three

1-CULTURAL CONTEXT

- in many settings—especially in today's world—there will be a multiplicity of cultures
 - each have their own assumptions regarding reality—how one looks at time, crisis management, communication, goals

-Sherwood Lingenfelter⁷⁶ sees four predominant styles of leadership—required to meet four predominant cultures

A-AUTHORITARIAN

-in this cultural context, leadership is more *directive*, autocratic, defined by structure, discipline, rules, chain of command, accountability, power, conformity, large power difference

-cultures that reflect this include Malaysian, Arabic, Latin American

-some church cultures gravitate to this, choosing to make significant distinctions between clergy and laity (Catholic)

B-HIERARCHICAL

-in this context, leadership is more *participative*

-leadership is viewed as a shared responsibility of care; power is allocated to a leader, who makes decisions of behalf of followers, and he in turn delegates power, but all are accountable to the corporate body (Presbyterian)

C-EGALITARIAN

-in this context, there is strong group—membership, requirements. Leadership has limited power. There is *equal* access to power, strong group consensus is required. The essential task of the leader is to serve (Brethren)

-this may well describe the heart of postmodern culture and leadership

-leadership in the emergent church movement see leaders not as over but among

-not so much leading—but listening

-co-travelers—exercising their leadership gift in communicating—creating leadership cultures⁷⁷

D-INDIVIDUALISTIC

-in this context, there is little formal organization, attempts at coercion. Leadership is characterized by *self interest*; flamboyant leaders—the man for the moment, encouraging followers to determine their own rules in a loose cooperation, small power difference

(Vineyard Movement)

PT-EFFECTIVE LEADERSHIP PAYS ATTENTION TO CULTURE

⁷⁶ Transforming Culture

⁷⁷ See writers like Alan Roxburgh, Leonard Hjalmanson

-otherwise-insisting on one's own social context with its rules and norms to inform leadership in a different context is a recipe for disaster

-here are some examples—

1-Uninformed Missionaries—who assume that resources, information, skills, qualifications afford them the privilege to take advantage of power—status, prestige, economic control—and transfer their culture unto another, with little to no sensitivity for adjustment

2-Culturally naïve Pastors—who lead without an awareness, sensitivity to whether the church is assuming an authoritarian or egalitarian style of leadership

3-American centric Business leaders—who propose an egalitarian style of leadership when conducting business in Japanese culture, that assumes a more authoritarian approach

-they are seeking to relate—act as peers—but bypassing reality—that followers expect someone who maintains distance and dignity

According to Lingenfelter, there is no correct, Scriptural structure of authority. No organizational model is mandated⁷⁸

-the challenge is to frame the subject of leadership in language that is meaningful to the prevailing culture

-become what Lingenfelter describes as 150% persons—incorporating others into ourselves

Becoming culturally aware is a start

-but there are other contexts—

2-SOCIAL CONTEXT

-Bolman, Deal—in their book Reframing Organizations, develops this the working thesis here—a given situation can, must be viewed from at least four different social frames of reference—each of which has its own image of reality

-wise leaders read the organizational layers, reframe until they understand the situation—so what are the main frames?

A-STRUCTURAL

-this frame looks at the task which must be accomplished

⁷⁸ TC 144

-structure is the blueprint, the pattern of expectations and exchanges among internal players (staff and board) and external constituencies (congregation)⁷⁹

-it assumes the following—

1-there are goals, strategies, measurable objectives in any organization

2-an interest in performance, efficiency and effectiveness—and believes performance gaps can be remedied through restructure

3-an order for how things happen (roles, responsibilities, systems)

4-vertical coordination-authority (roles, procedures); rules and policies

5-lateral coordination-task forces, networks

6-time lines and accountability

-Metaphor-machine

-Central concepts-rules, goals, policies, meetings

-Image of leadership-flow charts

-Expressed in the church-constitution, board, mission statement

Every organization has this frame—and some members live predominantly in this frame

-that is—this is how they see the organization and how they relate to it

LEADERSHIP CHALLENGE

1-look less at the individual—more at the structure

2-guide the organization to an appropriate structure, (or restructure—depending upon what you are leading), attune structure to the mission and the task—size, goals, etc.

-develop and enforce policies and procedures that will maximize efficiency

3-work through systemic problems—over centralization, abusive behaviors, failure to appropriate gifts

4-think through this frame in making decisions

-what is the policy? What is the structure for making certain decisions?

⁷⁹ RO, 40

-is the structure appropriate for the organization? (deacons and pastor—or elders and deacons—or staff and elders and deacons; is the structure outdated?

-a good structure allows for individual and effective contribution and optimum performance w/o creating pathologies that kill groups

-a poor structure, inappropriate structural forms often create many problems

B-HUMAN RESOURCE

-the emphasis is upon the human side of the organization-the relationship between people and organizations—the community

-core assumptions—

1-leadership is a profoundly human endeavor-organizations need people-people need organizations (for security, rewards, etc)

2-organizations are made up of individuals—and leaders exist to serve human needs, improve human resources, manage strengths

3-people's needs can be defined as physiological, security, belonging, esteem, self-actualization-fulfilling one's potential

4-those organizations that have wrong assumptions about people will lead to alienation and hostility

-Metaphor-family

-Central concepts-needs, skills, relationships, belonging

-Image of leadership-support and empowering

-Expressed in the church-those who are care givers, empowerers, equippers

LEADERSHIP CHALLENGE

1-make relationships a high priority

-discover people, believe in people, build relationships, management by wandering around, advocate openness, empower and support, facilitate the knowledge of gifts, align organization to utilize gifts and meet needs, be accessible, allay fears of those who begin to perceive that the structural frame dominates

2-invest in lives-how they tick, what are their passions, dreams, fears, hopes

-illus-Costco tend to pay well, promote from within, share wealth

3-make use of people's skills, attitudes, energy, commitment (utilizing people's giftedness)—hiring right and rewarding well, encouraging participative management

-building, promoting from within—churches have a poor record here

-we use discipleship, mentoring verbiage—but rarely develop our own future staff

C-POLITICAL

-like the previous two—it is all about understanding the “ecology” of a place

-and realizing that part of the leader's role is to create the culture

-this frame assumes that organizations are roiling arenas, coalitions of individuals and interest groups, tribes, each of whom bargain and compete with others to influence goals and decisions

-most important decisions involve allocation of resources (that are usually limited)-which leads to conflict—and use of power (the ability to make one's will prevail and attain one's goal) becomes a key resource

-such power can be in the form of—

-assigned authority (board chairman)

-information and expertise (those who have the information)

-control of rewards (the finance committee)

-charisma (use of personality, persuasion)

-all of which may be used wisely or foolishly

-Metaphor-jungle, mob

-Central concepts-power, conflict, competition, coalitions

- Image of leadership-politician**
- Expressed in the church-influencers, church moms, church bosses, pastors**

LEADERSHIP CHALLENGE

1-understand the dynamics of power, realities of politics, complexities of organizations

- organizations will have politics—the issue is whether this frame will be destructive or move to noble purposes**
- in churches, the governance structure can be complicated-multiple sources of power, constituencies**
- you have to connect with groups reflecting multiple interests (staff, board, congregation)**

2-be direct and diplomatic

- develop a direction, an agenda**
- map your resistors and supporters (hand out)**
- map the political terrain-know where the mines are buried, identify the principal agents, the major constituencies and their power**

3-build a base of support-establish networks, coalitions-linkages to key stakeholders--no strategy will work without a power base

- the first task here is to figure out whose help you need**
- the second is to build relationships with them (once you have cheerleaders, you can move to horse trading⁸⁰)—you can't give everyone what they want**
- persuade—than negotiate—and if necessary, coerce (maintain this order)**

4-learn how to manage relationships with *both* allies and opponents—use power judiciously, sparingly—let people know you have it and hope you don't have to use it

D-SYMBOLIC

-the emphasis here is on meaning and belief and faith—the things that bond people into a cohesive group pursuing a shared mission

⁸⁰ RO 185

-what gives us our identity, makes us special as an organization, explains our journey

-most important is not what happened—but what does it mean?

-every organization is a unique culture driven by stories, ceremonies, rituals, heroes that provide direction, anchor hope

-you see it in the body language, jargon (illus-Nike is like a cult; at HP, there is the HP Way; Southern Baptists have a handshake—a jargon all its own—some of which has meaning only for those in the organization)

-here are other components—

-symbols-using visible expressions to get people excited

-slogans

-activities

-rituals, ceremonies

It used to be--every new employee of Nike underwent an intense 9 day rookie camp, which includes homage at all of the Nike holy sites—Hayward Field in Eugene, to the site where Steve Prefontaine died, and then drenched in the lore of Nike history-how rubber compounds were poured into a wife's waffle iron to create a cushioned feel, etc

Stories, myths-the story behind the story; the history, the heroes—Lottie Moon and Southern Baptists; DL Moody and Moody Bible Institute; LS Chafer and Dallas Seminary; Disney—it all started with a mouse-which tell the story of founding—but more

-lead to ritual, ceremony—activities that are essential—that lead to emotional impact, underscore meaning

Metaphor-Theatre or Temple-the organization is a community of faith, bonded by shared beliefs, traditions

Central concepts-emotion, feelings, ceremony, story, tradition

Image of leadership-inspiration

Expressed in the church-the prophets, enthusiasts, story tellers, the mystics

LEADERSHIP CHALLENGE

1-discover the history and draw upon it

-illus-Roy Vagelos, Leadership Moment, pp. 21-22-his decision came out of a corporate history of putting the patient first

-Fleming-“Leaders learn to recognize the communal journey with all of its drama and potential. It’s a story of people, unfolding in concert”⁸¹

2-articulate the vision, story, meaning over and over

3-inspire-give people something to believe in—go back to their story

4-use symbols to capture attention (Ioccoca reducing his salary to one dollar-Bush raising the flag to full mast to convey—let’s get back to normalcy)

5-interpret, tell stories as a base for building cohesion, meaning

SUMMARY

Leaders who take into account the Frames—

1-realize they need multiple frames to survive and excel—that different times and situations call for seeing things through different frames

2-recognize that no one frame is right for all times and seasons

-effective leaders change lenses when things don’t make sense or aren’t working—they REFRAME

-develop this skill of knowing when to operate out of a structural frame, a relational frame, etc

-they turn the kaleidoscope four different turns to see which one is right for the situation

-turning the kaleidoscope when things don’t make sense or aren’t working

-each frame has advantages—but each has blind spots

-integrate multiple frames in order to deal with the wide range of issues that he/she will inevitably encounter

-to see the same organization simultaneously as machine, family, jungle, temple

3-build teams that can provide leadership in all four modes

Finally-there is a third context—

3-SITUATIONAL CONTEXT

-developed by Paul Hersey

⁸¹ LW, 75

**-the essential conviction—LEADERSHIP IS ABOUT INFLUENCE—
AND WE INFLUENCE WHEN WE ADAPT OUR BEHAVIOR TO
THE PERFORMANCE NEEDS OF THE INDIVIDUAL OR GROUP**

**-in Hersey's model, he divides leadership into two dimensions—task
and relationship**

**-a leader needs to see into the situation, into the “readiness” frame
-there are four different readiness frames—each of which requires its
own style of leadership**

**Pt--the kind of leadership needed for highly skilled and motivated
followers is very different than the leadership needed for those who are
alienated and unskilled**

First category--

A-HIGH TASK/LOW RELATIONSHIP

**-here--FOLLOWER READINESS IS AT LEVEL ONE-Unable and
Unwilling**

-illus-a recruit at boot camp

**-it will require a leader who could be likened to a drill instructor at
boot camp during Vietnam War/parent of 15 year old painting the
house/fire chief taking control of a 4-alarm blaze**

-the task of leadership is demanding, highly directive—HIGH

-the place of relationship is minimal—LOW

1-some of the READINESS INDICATORS—

**-not able to perform at acceptable level (e.g. how to fire a weapon),
unclear about directives, perhaps procrastinating**

2-some of the LEADERSHIP REQUIREMENTS—

**-telling, directing, structuring, informing (not to be confused with
demanding, demeaning, attacking, dominating)**

B-HIGH TASK/HIGH RELATIONSHIP

**-here--FOLLOWER READINESS IS AT LEVEL TWO-Unable but
Willing**

-a new staff person in the office, someone just promoted, eager

1-some of the READINESS INDICATORS

-interested, excited, moderate ability, unclear about objectives, new task-no experience

2-some of the LEADERSHIP REQUIREMENTS—

-mentoring, persuading, coaching, assurance, support (not to be confused with manipulating, preaching, cornering)

C-HIGH RELATIONSHIP/LOW TASK

-here-FOLLOWER READINESS IS AT LEVEL THREE-Able but Unwilling, insecure

-a highly skilled staff person—knows the job, needs assurance

1-some of the READINESS INDICATORS—

-first time solo, still lacking confidence, needs feedback

-has ability—but afraid to use it

2-some of the LEADERSHIP REQUIREMENTS—

-participating, encouraging, facilitating, empowering—(not to be confused with patronizing, pacifying, condescending)

D-LOW RELATIONSHIP/LOW TASK

-here-FOLLOWER READINESS IS AT LEVEL FOUR-Able and Willing

-a staff person doing the job with proficiency—able and willing

1-some of the READINESS INDICATORS—

-performing consistently, loves the tasks, appreciates autonomy

2-some of the LEADERSHIP REQUIREMENTS—

-delegating, monitoring, assigning—letting staff do their work, meet their goals (not to be confused with abdicating, dumping, abandoning)

Pt-the leadership style is determined by the readiness of the follower (willingness and ability)

-backing off from the task as the follower develops R1-2

- backing off from the relationship to encourage autonomy R3-4
- realizing readiness levels change over time
- adjusting as they do—intentionally moving people to R\$
- realizing your own tendency, leadership style (mine is in the third)
- realizing there can be regression—leaders must see it coming and adjust styles

Core outcome

1-are you aware of the cultures within which you lead?

2-can you see each of the frames?

3-do you know what leadership style is required?

Exercise—Case Study

CASE STUDY

Pastor Tim is dealing with an issue that he wishes he could just go to sleep and it would be gone. But it isn't. It stares at him almost every day, and he is reminded of it in almost every quarter. On the surface, it might seem to be insignificant. But it isn't, for it has numerous implications—for Tim and others.

It all began years ago, when the women of Trinity decided to begin a women's study. It was a great idea, and it started well, but it soon became clear that there was not a "one study meets all needs" sort of curriculum. Some were sold on Precepts and Kay Arthur (including Mary, leader of the women's ministry and wife of the board chairman). Others were not attracted to the format, and found BSF more to their liking. Over time, the women agreed to break into two groups. The Precepts group met on Tuesday, the BSF on Thursday. When the BSF leader was transferred, this became a convenient moment for Mary and the women's ministry to drop BSF.

Ann has recently come to Trinity, and after some months in the women's study, she has concluded that there is a real need to start a new BSF group. She has prayed and sensed God telling her to launch this new work, but she is meeting real resistance from the leaders of women's ministry at Trinity (particularly Mary) . They are convinced that it will

be divisive. But would it be? In some minds, history affirms this is what happened. Others remember it differently, as two positive studies. Could this be simply a controlling move on the part of some of the Precepts women? Ann is perplexed, and hoping to get pastoral support, has gone to Pastor Tim. Pastor Tim would like the women to work it out, but he likes Ann and wants to encourage the family to become a solid part of Trinity. Her husband has already shown indications of being a future leader. He has encouraged the women's fellowship to some flexibility, realizing that other women are hungering for something else besides Precepts. It has not been received well.

Mary feels Ann's persistence is an expression of insubordination. Her husband, Bill, chairman of the board (and often critical of Tim), feels as strongly as his wife. In fact, he believes it is high time Pastor Tim take a stand. Ann has tried to do things in proper order, but things are becoming complicated. She is convinced of a calling from God to begin this study. BSF has asked her to get a reading on interest, and numerous women are ready to sign up.

Bill has demanded a meeting, even suggesting that church discipline may be in order. Tim has been working hard at his relationship with Bill, but this could turn things south in a hurry. Tim likes Ann, wants to see the ministry flourish, wants unity with the women, peace with Bill, but he is in a no win situation. A meeting is set for next week. Ann, and two of her supporters, will be there. So will Bill and Mary, and one of the co-leaders of the women's ministry, Jo, who too is critical of Tim (her husband is on the board as well, and as been a long term nemesis). Everyone is looking to Tim to exercise leadership. Tim is trying to figure out the frames—and what they look like. What do they look like?

5. THE CORE VALUES OF A LEADER

INTRODUCTION

Character is essential to leadership—though a number of leaders have led without it

- Alexander the Great had multiple wives, was reported to be bi-sexual, and was a raging alcoholic—yet was one of the greatest leaders

- like a number in business, Steve Jobs of Apple does not have great core values—his abusive behavior presses people to put work above everything else

- yet—he is viewed by most as a leader in his industry

- but it might be fair to say that the truly great leaders—those who are set apart, who leave a legacy worth following, are those who stand on principle

- have a certain gravitas

- hold to a clear set of values

- “They model the way” as K&P put it—the first of five practices of exemplary leadership

- “You can be a leader without character—but you won’t be a leader worth following”-Andy Stanley

- hence-a leader’s most compelling leadership tool is who he, she is⁸²

So—at some point, a leader has to decide

a—who or she is--what he/she will, must stand for

- what constitutes their personal ‘bottom line’, regardless of the cost⁸³

- if not—they will change with every fad or opinion poll

b-where he/she will invest leadership energies

- Hybel uses the metaphor of a 360 degree leader

⁸² Lowney, 19

⁸³ K&P, 48

-it's not just leading down, nor leading up, nor leading laterally—your peers

-but leading towards within—leading yourself

**-this is where are greatest leadership energies should be directed
(25% up; 20% laterally; 5% down; 50% towards within)**

(NOTE HO-The Root of Leadership-MacDonald)

Writers who give good attention to core values include—Kouzes-Credibility; McNeal, Work of Heart; Rima; Leadership and Self Deception; Malphurs-Values Driven Leadership; Lowney-Heroic Leadership

No matter the field of leadership—character matters—

1-in the RELIGIOUS field

-Spurgeon, to his students—

“We are, in a certain sense, our own tools, and therefore must keep ourselves in order. It will be in vain for me to stock my library, or organize societies, or project schemes, if I neglect the culture of myself”

-the Jesuits-take “self awareness” as the foundation of leadership

2-in the CORPORATE field

-Warren Bennis—“Character is the key to leadership, an observation confirmed by most people’s experience, as it is in my 15 years of work with more than 150 leaders, and in other studies I’ve encountered. Research at Harvard University indicates that 85 percent of a leader’s performance depends on personal character.”⁸⁴

(NOTE HO-Aligning Action and Values-Collins)

3-in the MILITARY field

-Edgar Puryear, prof at Georgetown, after 35 years of researching military leaders-“From all of my research, it is absolutely clear that there is nothing as important in successful leadership as character”⁸⁵

-Schwarzkopf-“Leadership is a potent combination of strategy and character. But if you must be without one, be without strategy”⁸⁶

⁸⁴ W Bennis, “The Leadership Advantage” handout

⁸⁵ Puryear, American Generalship, 1

⁸⁶ 21 Laws, 58

4-in the POLITICAL world

**-Gergen-before mastering the world, a leader must achieve self mastery
—he must have a true north**

-in summarizing his seven lessons of leadership begins with this—

Lesson #1-Leadership Starts From Within

-Nixon was the best strategist, Clinton the best tactician—yet their presidencies were diminished because they could not manage the fault lines in their character

-“They were living proof that before mastering the world, a leader must achieve self master. Or as Heraclitus put it more succinctly, ‘Character is destiny’.”⁸⁷

-the inner soul of a President flows into every aspect of leadership

A-WHAT ARE CORE VALUES?

1-they are the inner beliefs—the things intrinsic

-as understood from the Hebrew and Greek world—character is the inner form that makes anyone or anything what it is

-character is what a person is in the dark

-while reputation is what others think of you, character is what you are

-it has little to do with personality or image

-it is the “essential stuff”, the inner reality, the bottom line by which all behavior is rooted⁸⁸

-the stuff that produces personality, preferences, reputation

-the work of the heart-Pro 4:23-hence—WATCH OVER IT

2-they are the timeless essentials that remain fixed

-everything else can change-strategies, plans, structures, policies

-core values are the things that do not change

B-WHY ESTABLISH CORE VALUES?

1-They DETERMINE, shape Leadership

-which then shapes the organization

⁸⁷ ETP, 345

⁸⁸ Character Counts, 12

-pt-those around the center take their cues from the one in the center⁸⁹

**-a leader's values enable an organization to establish—
a-its set of norms (when to say yes—what to say no to)
-its parameters-Nordstrom—"The customer is always right"**

b-how people in the organization are treated, how it treats the clientele

**c-how it makes decisions—
-do we value innovation over efficiency?
-do we set people free to go at their pace, or must we have a collaborative environment?
-are we more concerned about the process or the destination?⁹⁰**

d-how it uses its time—how it schedules, prioritizes

**e-its behaviors critical to getting an organization to its vision—
enabling you to carry out the mission**

Without values--

**-the organization becomes a meaningless grind, a disaster waiting to happen (e.g Enron, Worldcom)
-i.e. a speeding ship without a compass**

With values

**-an organization becomes meaningful, established
-Pro 16:2-a throne is established (kun, fixed, made certain) on righteousness
-an organization is elevated to a calling**

2-They INSPIRE, encourage Followership

**-character is what makes you a leader worth following
-provides a compelling reason for people to follow—the confidence to pursue the vision**

⁸⁹ ETP, 345

⁹⁰ TTB, 42-3

-for people buy into the leader—then the vision⁹¹

3-They CREATE INFLUENCE

--your position gives you authority—your moral authority gives you influence⁹²

4-They GENERATE ENERGY (K&P)

-commitment, enthusiasm are intensified

C-WHAT ARE THE CRITERIA FOR LEGITIMATE CORE VALUES?

Good core values meet several criteria—

1-they are values that go DEEPER THAN SELF

2-they are CONSTANT-stand the test of time

-as opposed to procedures, policies—that do and should change

3-they ENGENDER COMMITMENT

-we and those we lead are willing to lay our lives on the line

4-they are REAL

-they are useless if vague, generic

D-WHAT ARE THE CRITICAL CORE VALUES?

-the guides by which to navigate our course

-based on core values discussion in numerous leadership books, as well as Scripture, the following are central to forming a perimeter around your leadership practice:

1-JUSTICE

-Of all core values, justice may be the most important quality in the eyes of followers⁹³

⁹¹ Maxwell, 21 Laws, 143f

⁹² Stanley, NG, 139

⁹³ LJ, 130

**-every follower ultimately wants a leader who is fair minded, treats fairly, is impartial, passionate to do the right thing and do things right
-a leader who legitimately uses power (for injustice ultimately is about the unjust use of authority)**

-just leaders distribute the rewards fairly, they fight for the rights of those on both the top and the bottom rung of the ladder

-they take serious any perception that things are not procedurally correct

-view anything less than a fair wage for one's employees as a form of theft

-in ancient wisdom—justice was the essential core value of a king (Pro 20:8; 21:3; 23:10; 31:1-9; Jer 22:3ff; cf Micah 6:8; Zech 7:1)

-a second core value—

2-INTEGRITY

-ANE wisdom also emphasizes this core value

-integrity guides leadership-11:3

-without it—profit is shortlived-10:2

-it is what sustains a leader-20:28

-the Hebrew *tamam* means complete, whole, sound, finished—there is no discrepancy between the inside and the outside

-integrity means integrating, internalizing ourselves with principles

-its antonym is *salaph*-to twist, pervert

-Alan Simpson-former Senator-put it as well as any—

“If you have integrity—nothing else matters. If you don't have integrity—nothing else matters”

-integrity is the linchpin of leadership

-lose it, and a leader will find himself in a directionless organization going nowhere⁹⁴

-maintain integrity—and there will be a future

-integrity involves—

a-HONESTY

-leaders with integrity are truth tellers

⁹⁴ LJ, 220

-K&P, in surveying leadership on four continents, found HONESTY to be the greatest character asset of a leader—so significant they wrote a separate work--Credibility

-Maxwell wrote-trust is the foundation of leadership⁹⁵

-the most precious asset of a leader⁹⁶

-Ford-honesty is the glue that holds everything together⁹⁷

-Welch-it the first test for hiring

1-we need leaders who are willing to act with ruthless honesty—when dealing with conflict, making tough decisions, keeping promises, measuring self-cf I Sam 12:1-4; Neh 5:14-18

2-a leader who never lies to himself—especially about himself—his flaws and assets are confronted honestly

3-a leader who encourages accountability

4-a leader who acts with candor-expresses with straightforwardness

b-AUTHENTICITY

-there is a realness to a godly leader

-we want someone who is true to what they believe—these are not idle words—but they hold to what they declare

-such a leader does not trim his principles or his ideas to please

-he does not cut his conscience to fit this year's fashions⁹⁸

-he sticks to his convictions in every situation

-Paul could point to his life as one who lived out his convictions (Acts 20:32-37)

c-FOLLOW THROUGH—will I keep my commitments?

-dependability, consistency (both in action and moods), predictability—keeping promises, keeping priorities, confidences (this is

⁹⁵ 21 Laws, 58

⁹⁶ 21 Laws, 58

⁹⁷ TTB 161

⁹⁸ OBL, 41

critical, for leaders often have access to knowledge that needs to be kept confidential

d-PURITY

- where there is integrity of heart, there is moral purity**
- the two cannot be compartmentalized**

e-STEADINESS

-integrity refers to a trait possessed by those who act in a principled way, regardless of the situation

The problem—“Integrity is like oxygen—the higher you go, the less there is of it”

-“Your talent and giftedness as a leader have the potential to take you farther than your character can sustain you. That ought to scare you.”⁹⁹

-a third core value—

3-LOYALTY

-loyal to one’s calling, one’s family, one’s mission, one’s staff, one’s followers

-great leaders do not betray confidences—do not shift loyalties

-in the OT, the term *hesed*, covenantal love, was used to describe loyalty, and it was often applied to leadership (cf Pro 20:6)

-part of what made David great was loyalty to the institution of king (hence not taking advantage of Saul in the cave)

-loyalty to Jonathan—to Jonathan’s son (2 Sam 9:7)

-leaders who are loyal

a-are committed to the people they lead

-illus-Patton-“Always do everything you ask of the men you command”

-so he fought alongside-did not sleep till they slept—his loyalty translated into their loyalty

-Alexander the Great looked after his men-memorized 10,000 names-lived a soldier’s life

-the result of his loyalty-his soldiers followed him across the world for 8 years

⁹⁹ Stanley,NG, 151

b-stand by those who are attacked

c-are committed beyond what they can give to the organization—but who they are becoming as people

-for a wise leader understands that the goals of an organization are best met when the goals of people in the organization are met

-the ultimate betrayal is to thwart one's potential, quench the spirit¹⁰⁰

-those who fail to be loyal pay a price-cf I Kings 12:17

-a fourth core value—

4-DILIGENCE

-perhaps another word here is “responsibility”

-a great leader values taking responsibility, maintaining an industrious spirit, being attentive to the task, willing to work hard, dependable, intent on purpose

-integrity + diligence=believability

-in describing wise leaders in Proverbs, being diligent and responsible are core values -cf Pro 12:11; 10:4; 12:24; 21:5

-a lack of diligence on the leader's can lead to entropy-the tendency of things to deteriorate hangs over organizations

-continuity w/o needed change can take over

-leaders recognize this—that diligence is a moral issue

a-they have a nose for stale air-when things have become mechanical, conservative—small changes to small things

b-they encourage innovation—give value to pursuing passion, dreams

c -they encourage excellence

d-they establish metrics—look at performance in light of the mission

-they value a highly disciplined organization

-asking—how effectively are we carrying out our mission?

-are our people changing-lives being transformed?

-are our people inviting people?

-are we growing? -do others want to copy us?

¹⁰⁰ LJ, 34

e-they diligently resist bureaucracy-aim for leanness-cut waste

f-they value time as a precious asset—that squandered, can never be recovered

g-they view sloth as nothing less than a character flaw

-the unwillingness to begin things (6:9-10); finish things (19:24); face things (22:13); learn things 26:16

-a fifth core value—

5-HUMILITY

-this is critical—pride is always a potential

-it's easy to be seduced by power, importance

-become bloated with an exaggerated sense of self

-an over/under aggrandizement—wow is me/woe is me

-we are “curved in on ourselves”-Augustine

Barton-“There is a lot of narcissism among leaders...we are driven by our own grandiosity”¹⁰¹

-one sees this at Versailles when looking at the life of Louis XIV, the “sun god”

-Jesus demonstrated the necessity of humility as a leader—and He consistently taught His followers that they must descend to greatness-Mark 9:35

-Moses was a great leader—in part—because this was a core value of his life (Num 12:3)

-Peter exhorted early church leaders to be clothed in humility (I Pet 5:5)

-John the Baptist willingly submitted his ego-Jn 3:38-30; Lk 3:15

-Proverbs defines hubris as a foundational sin, providing the structure for all others-cf 6:16-19; 16:18 (note Enron article)

-K&P warns--far more insidious than almost any problem is hubris¹⁰²

-“All evil leaders have been infected with the disease, becoming bloated with an exaggerated sense of self”¹⁰³

¹⁰¹ SLL, 110

¹⁰² LC 338

¹⁰³ LV 338

-we can be seduced with our sense of importance with success, rank

Listen to voices in the corporate world--

-Bennis, in Why Leaders Can't Lead, notes that humility is the basic ingredient of leadership (117-118)

-Collins-in those organizations that achieved greatness—leaders had this in common—a compelling modesty

-they didn't talk about themselves—did not believe their own clippings

-not that this translates into a wimpiness—there is a ferocious resolve and determination to get things done

In the political realm—

“It is a great advantage to a president, and a major source of safety to the country, for him to know he is *not* a great man”

What does humility and leadership look like?

a-a posture of submission—humble leaders subordinate themselves to their God, to the task at hand—we are servants to the mission—we are not the mission

b-a posture of indebtedness—that says to followers—I am obligated to you, I am abandoned to your needs

-leaders are chief development officers

c-a posture of learning—leaders acknowledge they have not arrived—long as a leader is green—he is growing—soon as he is ripe, he will rot

d-a willingness to acknowledge rather than justify mistakes—unlike Ex 32:24—out came this calf

e-a certain indifference to the role—true—leaders must aspire to the task (I Tim 3)

-but humble leaders do not look at leadership as something they are anxious for (graspiration vs aspiration)

-you never want someone in leadership who covets the job—usually it will be for wrong motives

-what's needed-occasional ego audits

What humility and leadership do not look like—

a-timidity, fear, pulling back-cf 2 Tim 1

b-weakness—Jesus was humble-yet bold to stare down evil

-a sixth core value—

6-COMPASSION

-corporations can be successful, in terms of profits, and churches can be successful in terms of growth—but often the community wants to know—but do you care?

-often this depends upon the leadership

-while leadership is often associated with command and control—consumption and profit—

-a great leader clothes himself with compassion (I Cor 13:1-13; Col 3:12; cf Dan 4:27)

-refuses to reduce people to profits, dollars, seats, units

-weigh people down with excessive demands—which produce toxic environments

-Jesus' leadership was marked continually by compassion (cf Mk 6:34-44; John 11:25-36)

-a leader instills in his followers a burden for the world at large—that ours is not a world of unlimited resources, justice

-and he models this by his own willingness to exercise restraint in spending, exercise generosity in giving

-compassion also looks beyond our followers to their families—a leader makes decisions knowing that he impacts more than those in the workplace

-great leaders are known, not for inflicting pain, but bearing pain¹⁰⁴

-a final core value—

7-COURAGE

-doing the right thing—regardless of what it will cost personally

-taking a stand—even if it means losing followers

-the courage to make tough yes/no answers

-take away courage from a leader—and you are left with a manager

¹⁰⁴ LJ, 139

-in a recent Gallup Poll—people ranked the greatest US Presidents—and what those who ranked near the top had in common was amazing courage

-David exhorted Solomon in his leadership to be a man of courage (I Chron 28:20)

-Paul exhorted Timothy—as a leader of the church—to not have a spirit of timidity (2 Tim 1)

(HO-Alan Branch-note his list)

These CORE VALUES are somewhat representative—others could be developed—excellence, simplicity, optimism, relevance, steadiness, adaptability

-the important thing is to establish them

D-HOW DOES A LEADER BUILD CORE VALUES?

-to be a leader worth following, you must be intentional about developing the inner man

-how does one do this?

-in his Work of Heart—Reggie McNeal tells us

1-HE LEARNS THEM

a-learns from the difficult moments-crisis, illness, persecution, discipline, conflict

-David's desert experience shaped his heart

b-learns through community—leaders do not develop in isolation

c-discovers, acquires them in time alone

-where God crafts a heart

-one spends time in effective soul care, heart shaping—strengthening weaknesses, guarding strengths

-which is not easy—leaders tend to be impressed with their activity

-Scripture reading—to renew the mind-Rom 12:1; to become perfect-2 Tim 3:16

-Prayer-that leads to confession, intercession, soul change

-Journaling-key to reinforcing core values—one is able to assess what drives oneself by reviewing your life regularly

-Personal retreat—which is rooted in the pattern of Christ—here we come to remind ourselves of our core values, assess how we are doing; recommit ourselves to our convictions

-the Jesuits took it that self awareness is the foundation of leadership

-so they began with a ruthless self-assessment

-what is inside—what are my core values—what are my passions, habits, my addictions, my affections? How do I use my money, my time? How do I treat others? What is my reputation? Who do I spend time with?

-an “ice water” bath, where trainees spend a month deconstructing themselves

-focusing on disordered affections, “attachments”—and learning to become indifferent to them

-overturning personal rocks to see what crawls out¹⁰⁵

-driven by this conviction—the enemy is no match for anyone who has ordered himself

d-Learns from the commonplace—a lot of heart shaping comes in the run of the mill, when nobody’s looking—the ordinary and the routine¹⁰⁶

2-HE KEEPS THEM

A-one guards his heart with all diligence-Pro 4:23

-watching the heart—aiming for consistency—which is constantly open to compromise

-for leadership is ultimately a matter of the heart

-McNeal-all the leadership insight and expertise cannot overcome heart failure

B-one spends time in effective soul care

-which is not easy—leaders tend to be impressed with their activity

-prayer, journaling, retreat, solitude

-as Barton notes—it is needful

-“The dark side is actually a natural result of human development. It is the inner urges, compulsions, and dysfunctions of our personality that

¹⁰⁵ Lowney, 119

¹⁰⁶ Work of Heart, xiii

often go unexamined or remain unknown to us until we experience an emotional explosion that causes us to search for a reason why. At times, the dark side seems to leap on us unexpectedly, but in reality it has slowly crept up on us...it has been a lifetime in the making”¹⁰⁷

3-HE LIVES THEM

- and aligns the organization one leads to them
- finding the people who maintain the same values

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6-CORE SKILLS

Values are critical—but they are not enough for successful leadership

-ethical leadership without skillful leadership is no leadership

-pious continuance of incompetence can be demoralizing¹⁰⁸

-one must also have the core skills necessary for a leader

The following are essential skills:

A-COMPETENCE—TO LEAD

-it starts here--one should evidence the giftedness given by God to lead people

-leadership competence includes the following--social skills, sound reasoning, organizational skills and delegation, problem solving, time management, intellectual curiosity, judgment, willingness to accept responsibility, task competent, capacity to set priorities, assertiveness, the ability to mobilize, judgment, willingness to accept responsibility, task competent, a desire to achieve, the capacity to set priorities, as well as be assertive

B-DISCERNMENT—TO RESPOND

-recognize, respond to the presence, activity of God

¹⁰⁷ SSL, 42

¹⁰⁸ See LOF2, 268

-all of which involves the discipline of submission—entering into the presence of God regularly to discern the mind of God

C-INSPIRATION—TO MOVE

-if leadership is about influence—than effective leaders must be able to win minds, motivate hearts

-Churchill would spend hours in front of a mirror for one speech—he valued the skill of persuasion, inspiration

-there must be a positive energy—an ability to socially engage and enthuse, energize people

-how do we know this is true?

-consider how often you follow someone who is passionate about their convictions, their vision

-a leader engages the beliefs, passions, energies, passions—and conversion, movement occur

-things “tip”

(HO-Tipping Point Leadership)

Much of this has to do with a leader’s emotional intelligence?

-one of the leading voices—Daniel Goleman, writes--“Great leaders move us. They ignite our passions and inspire the best in us. When we try to explain why they are so effective, we speak of strategy, vision, or powerful ideas. But the reality is much more primal: Great leadership works through the emotions”¹⁰⁹

Emotional intelligence includes—

1-self awareness (reading your emotions—recognizing their impact)

2-self management (maintaining self control, initiative—not allowing things to eat up time that are outside of one’s core competencies; transparency, adaptability, optimism)

3-social awareness (empathy, political awareness)

4-relationship management (inspiration, influence, conflict management, teamwork)

¹⁰⁹ Goleman, PL, 3

5-optimism-leaders who move others instill a confidence that things will work out

-they are imaginative; view adversity as temporary; reframe where necessary; have an expectation people will succeed

-such leaders breathe life into the hopes and dreams of others

-they express enthusiasm

-they are energetic and positive—in a word—they RESONATE with their followers

“The fundamental task of leaders is to prime good feeling in those they lead. That occurs when a leader creates resonance—a reservoir of positivity that frees the best in people”¹¹⁰

(HO-Optimism, the Hidden Asset, Martinuzzi)

-a fourth core skill—

D-TENACITY-TO PERSEVERE

-a good leader has developed a steel-like, quiet and calm determination, resilience

-see Collins (Good to Great-the Hedgehog Concept)

-there is a strong resolve

-a determination to carry on—even if the wind is knocked out of you

-a coolness under fire—Roosevelt was described as “unruffled in temper, buoyant of spirit, and ready with a laugh, sleeping anywhere opportunity affords”

-leaders must be able to make the long climb—to have unswerving loyalty to the cause, the organization

-a fifth core skill-

E-FORWARD LOOKING-TO SEE

-at the core, a leader must have a sense of direction, concern for the future

-effective leaders have a destination in mind, an imagination to see beyond the present, an orientation towards tomorrow-Kennedy

-they must be willing to step out, challenge the process, innovate, risk

-forward thinking involves both eyes and ears

¹¹⁰ Goleman, ix

- Sweet refers to leadership as an acoustical art—picking up signals, discerning what one is hearing
- A leader’s first task is hearing. Leaders don’t see a vision—they hear a vision¹¹¹

F-ADAPTABILITY-TO ADJUST

- things change, people change, times change
- with the hyper culture we live in—everything in perpetual motion—leaders must be able to adjust quickly, adapt to the changing styles
- adjust to generational differences
- be ready when called upon

G-CREATIVE-TO CREATE

- embracing imagination—that continues the divine work of creation¹¹²
- a true leader has an inquiring mind, a curiosity—that moves one to creativity
- in the direction of the organization, use of peoples’ skills
- creating a tomorrow

H-MASTERY OF CONTEXTS-TO NAVIGATE

- a skillful leader is aware of the following--
- 1-THE CONTEXT OF SELF—a leader knows who he/she is
- he/she goes with one’s strengths-delegates weaknesses (see Go with your Strengths, Buckingham)
- pays attention to the condition of one’s soul—looking for signs of depletion—irritability, restlessness, emotional numbness, disconnection, slippage in spiritual practices¹¹³
- the Jesuits described this as becoming aware of unhealthy blind spots, cultivating the habit of continuous self-reflection, becoming “indifferent” to prejudices, attachments (like money, pride) in order to pursue outrageous aims¹¹⁴

(see HO-Four Pillars, Heroic Leadership)

¹¹¹ Sweet, Summoned to lead, 64

¹¹² Sweet, AC, 209

¹¹³ Barton, Strengthening the Soul, 104ff

¹¹⁴ Lowney, Heroic Leadership, 119

**2-THE CONTEXT OF CULTURE—a skillful leader understands the prevailing culture and a has a sure sense of where it is going
-and with this knowledge—one takes steps to change it
-transmutes the chaos, manage the dream—see it to reality**

**3-THE CONTEXT OF REALITY
-De Pree notes that defining reality is the first duty of a leader
-Tom Peters writes-“Make sure your passport to reality is stamped often”**

**How does one develop these skills?
-read the best books on leadership
-listen to the best voices
-hang out with leaders better than you**

CORE OUTCOMES

**1-Do your skills match up with leadership?
2-Have you discerned your strengths and weaknesses?
3-Are you going with your strengths
4-What core skill would you add to effective leaders?
5-Which skill is most absent in present leaders?**

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7-LEADERSHIP AND TEAM BUILDING

INTRO

When it comes to the theme of teamwork, here are seven rules...

**1-RESPECT THE VALUE OF WORKING WITH TEAMS
-by “team” we mean a small number of people with complimentary skills who are equally committed to a common purpose, goals, effort—for which they hold themselves mutually accountable¹¹⁵**

-we will work with four different kinds of teams—

¹¹⁵ Katzenbach, The wisdom of Teams, 45

- a-informational-their purpose is to keep the leader informed, aligned**
 - these require the least attention**
- b-consultative-they come to discuss, advise (my VRP team)**
 - they do not have authority-make decisions**
- c-coordinating-they come to coordinate activities, manage the operation (Barb-capital campaign)**
- d-decision making-board, staff**
 - they require our best attention**

A-Good leaders understand that the key to leadership survival is the development of a great team

- this is not automatic—some of us would just as soon get things done ourselves**
- some of us still believe in the myth of the great leader—the heroic, arms crossed leader—but effectiveness begins with moving from great man to great group theory of leadership**

-Peter Drucker-“The leaders who work most effectively never say ‘I’. Not because they have been trained this way. They don’t think this way. They understand their role is to make the team function. They don’t sidestep responsibility, but ‘we’ gets the credit.”¹¹⁶

- they believe God has never called us to solo leadership**
- and when we try to fly solo—we usually fail**

-Scripture underscores this

- the sage valued teamwork-Pro 27:17-As iron sharpens iron**
- Moses came to value teamwork-Ex 18; Num 11**
- Nehemiah’s first task was to assemble a team-Neh 3**
- Jesus began His ministry building a team-Mk 1**
- Paul valued teams-Titus 1:5-7; cf Acts 6; Eph 4:11-12**
 - six of his letters were sent as a team**
 - his work was a collective effort**

B-Good leaders understand that the value of teamwork can escape them (Lencioni)

- competitive leaders can be loners**

¹¹⁶ Drucker, managing the Non profit Organization, 18

- it is tempting to view teams as slowing down the process, affecting performance
- many have not learned to work with teams—we've been solo most of our lives
- many pastors begin in small works that create solo/silo mentalities
- so we end up as “taskers”—the task is all that matters—everything else is peripheral
- but this is all a huge mistake

C-Good leaders also understand that top down pyramidal hierarchies are yesterday's leadership model¹¹⁷

-“great leaders alone” is being replaced by great leaders who exist in a fertile relationship with a great group—an equal among Titans—one committed to working in teams¹¹⁸

-for-the truth is—

-“Any leader who limits his organization to the talents and time of the leader seriously handicaps the group”¹¹⁹

-there can be no extraordinary effort--one is too small a number to achieve greatness

-in fact—it is folly-18:1—“None of us is as smart as all of us”

So—

D-Good leaders invest in teams—knowing that acquiring basic skills of team effectiveness will pay off

-this is especially true today-things are at a much faster pace-organizations need to be flexible, fluid, able to adapt quickly

-teams can process data more quickly and speed implementation

Leadership, then, isn't about imposing the leader's solo dream: it's about developing a shared sense of destiny”¹²⁰

-the me becoming the servant of the we

E-The best thinkers on leadership concur

-K&P developed a simple test to detect whether someone is becoming a leader—the test is the frequency of the use of the word “we”

¹¹⁷ TTB, 85

¹¹⁸ OG, 8

¹¹⁹ LJ, 157

¹²⁰ LC, 124

Sweet-effective leaders develop collaborative frameworks—

- 1-collaborative accountability**
- 2-collaborative learning**
- 3-collaborative style-creative cooperation, changing “study” to “studio”**
- 4-collaborative space—team space**

The great explorer Shackleton is a classic example—he had a single-minded determination to do what was best for his crew—they would all survive—or none

-conversely—

-Perkins, describing the tragedy of Krakauer and the Everest expedition, talks about the failure of having teamwork where it was needed most--

“We were a team in name only, I’d sadly come to realize. Although in a few hours we would leave camp as a group, we would ascend as individuals linked to one another by neither rope nor any deep sense of loyalty. Each client was in it for himself or herself. And I was no different.”¹²¹

But just being convinced of teams is not enough—capable leaders realize something else—

2-BUILD WITH THE BEST

A-Finding the right people is critical--for people will make or break you

- Proverbs repeats this theme often--cf 10:26; 25:13,19; 26:6,10; 13:20**
- Maxwell speaks of the law of the chain--the strength of the team is impacted by its weakest link¹²²**

**-he uses a simple equation to make the point—
10+10+10+10+5=45 (diff of 5%)**

-but once a team develops chemistry, synergy, momentum...the math works differently--

10X10X10X10X10=100,000

10X10X10X10X5=50,000 (diff of 50%)

-a weak link can eventually rob the whole of potential

¹²¹ LAE, 72-3

¹²² 17 Laws, chap 5

B-The voices that speak to leadership affirm the high value of having the best people

-Bennis-“Greatness starts with superb people”¹²³

-Useem-“Pick your associates well, back them fully, empower them with both accountability and responsibility, and they will produce far more than you ever will achieve on your own”¹²⁴

-Welch-when all is said and done-resource allocation is one of the chief jobs of every leader

-they understand that assembling the right crew is the heart of any expedition¹²⁵

-it may mean putting someone on staff before you have a job—for you can see the importance of bringing this person on board

-organizations that thrive “inject an endless stream of talent into the veins”, often without any specific job in mind

-they may not be seasoned—but that is okay

-they may be people who are at R1—but on the path to R4

-they may be unseasoned recruits who do not know what is supposed to be impossible

Bennis-great groups are fueled by an invigorating, completely unrealistic view of what they can accomplish-they evidence collective denial¹²⁶

-therefore—

C-Wise leaders make three significant decisions—

1-get the wrong people off the bus

-if they aren’t really on board with the vision—in the bottom 10% of performance

-if not a cultural fit

-if not capable of taking the task to the next level—then get them off

-if a constant drain-“derailers”—who have a victim mentality, rarely are positive-do not accept the leader

Pt-given our mission—it is too important and too costly to entrust our work to wrong people

¹²³ OG, 197

¹²⁴ LM, 257

¹²⁵ AC, 189

¹²⁶ OG, 15-16

2-get the right people on the bus

- leaders go after people—even if they are better than themselves
- Welch surrounded himself with people smarter and more talented—who complimented his weakness

3-get the right number on the bus

What all of this means is get the team in place before the vision

-Collins-“Look, I really don’t know where we should take the bus. But I know this much. If we get the right people on the bus, the right people in the seats (*who care about the cause we are engaged in*), and the wrong people off the bus, then we’ll figure out how to take it someplace great”

GREAT VISION WITHOUT GREAT PEOPLE IS IRRELEVANT

So what do we aim for?

D-Discerning leaders look for the following—

1-aim for CHARACTER, core values

-integrity, work ethic, dedication, trust-“the first acid test”-Welch, Winning

-Lencioni-trust lies at the heart of a functioning team. Knowledge, skills are critical—but these can be taught

2-aim for EXCELLENCE

-marks of excellence—

a-original minds-creating new forms rather than cloning existing successes that are products of another place, another personality

b-problem solvers-identifying opportunities rather than getting bogged down in problems

c-future oriented

d-deep generalists vs narrow specialists

e-relational-ability to work with others

f-fire in the eyes-self motivated (revealing hungry, urgent minds)

g-character

h-otherness

i-skills and experience

j-conceptual thinkers-can synthesize complex information

But all of this is very hard—finding good people is hard—finding great people is brutally hard—“yet nothing else matters”-Jack Welch

3-aim WITHIN AND WITHOUT

a-within the organization—your farm team—which amounts to your leadership engine

b-without—to those who are excelling in other venues

-to those who may even be your rivals

-Genghis Khan-some of his most effective leaders came from rival tribes

-Jirgo'adai killed Genghis' horse—demonstrating such skills in archery—that Genghis employed him

-but keep this in mind—hiring superstars does not have a good track record

-a Harvard study found that many superstars who go elsewhere do not succeed—for often it is the culture that creates the star

So pay lots of attention to what they are coming from

4-aim for THE RIGHT CHEMISTRY

-character, competence, chemistry—the 3 C's

-those with right spirit

-who have high regard for one another

-able to engage in meaningful conflict (Lencioni)

-avoid THE WRONG CHEMISTRY

-people with enormous egos-leaving space for no one else

-people who create mistrust-kill teamwork¹²⁷

-who are negative, toxic

-people who need tight management—the best people may need to be guided, taught—but not managed

-people who are like you—otherwise you lessen creative vitality

-people who are immature—who cannot withstand the heat, failure, success

When in doubt—don't—keep looking

¹²⁷ Kotter, Leading Change-59

3-PAY ATTENTION TO FOLLOWER READINESS

-rightly assess the readiness levels of those on your team—the degree of demonstrated ability and willingness to accept, own, and perform a specific task

- there are three things to pay attention to—**
 - ability-the knowledge, experience, skill**
 - willingness-the confidence, commitment, motivation**
 - task-the function, job, objective, goal**

Above all—

- don't let someone get over one's head**
- know when to let them fail**
- don't micromanage a competent member—entrust with the task—transfer ownership**
- unleash, empower**

4-TREAT PEOPLE WITH DIGNITY AND RESPECT

-meaning respect...

A-One's Basic Worth

- minimize status differences**
 - recognize we are all objects of the same grace, with the same needs**
- 20:12**

B-One's Need to Be Encouraged

- for people need encouragement—morale building--especially in ministry**
- so team builders go out of their way to recognize excellence, communicate confidence, point out uniqueness**

- take time to celebrate victories, achievements**
- for when there is a sense we are winning, nothing hurts¹²⁸**

“Extraordinary achievements don't come easily—and they seldom bloom in barren and unappreciative settings”¹²⁹

C-One's Need to be Needed

¹²⁸ 17 Laws, chap 16

¹²⁹ LC 279

- effective leaders engage in mutuality-establish reciprocity
- share information-extend the grace of involvement

-Perkins-I have never seen a cohesive team when vital information is hoarded or restricted to a few key decision-makers¹³⁰
 -or treating others as if they have nothing to contribute

-part of Welch's success—discovering the ideas resident in his people

D-One's Need for Boundaries

-leaders respect roles and responsibilities, lines of authority, points of access, priorities, differentiate personal and professional

-w/o boundaries—the following can emerge in an organization-
 -sexual misjudgment, work hours out of control (or sloth), redundancy (people doing the same thing), intrusion, gaps, confusion (where I stop and you begin; personal and professional; home and office; my roles and your roles), sharing emotional problems that should not be shared; members becoming family—and treating each other like family!

-and all of this can do real damage to team building

app-this is especially critical in a church-with board members and staff
 -w/o boundaries, there will be confusion and conflict--a board is not the pastor of a church—a pastor is not the board

E-One's Gifts

F-One's Need for Meaning, Fulfillment

-fulfillment, not money, drives teams
 -so add adventure—tell people they are going to change the world
 -Bennis-great groups believe they are on a mission higher than themselves—they are doing something vital—even holy

5-STEWARDSHIP RESOURCES WITH WISDOM

A-Leadership and teamwork boil down to stewardship

-taking human capital, the most important asset of any institution, and making it more
 valuable for tomorrow's world¹³¹

¹³⁰ LAE, 80

¹³¹ LE, 190

-the best leaders leverage the full range of a member's capabilities in the service of the organization's objectives¹³²

- Maxwell gives this matrix on placement—**
- wrong person in wrong place=regression**
- wrong person in right place=frustration**
- right person in wrong place=confusion**
- right person in right place=progression**
- right person in right places=multiplication¹³³**

**To put it another way—right person in right place at right time-
CONVERGENCE-Clinton**

B-So-avoid the mistake of assigning the best performing people to deal with problems

- what Drucker calls the “deadly business sin”**
- opportunities produce growth—assign people to the best opportunities—to their strengths**
- an organization excels only by amplifying strengths—not fixing weaknesses¹³⁴**

App-church often gives its best people to the crises—the best minds are bogged down in problem solving—not engaged in implementing dreams

6-KEEP EVERYONE FOCUSED ON THE MISSION

- once you have the right people on the right task—utilizing their best strengths**
- keep the organization focused on the mission, the vision**
- help everyone see that this is not a job—it is a mission**
- we are out to change the world**
- in this way—it makes everything they do seem meaningful and valuable¹³⁵**

7-COMMUNICATE WITH THE TEAM

¹³² Wageman, 210-11

¹³³ 17 Laws, 33

¹³⁴ Buckingham, Go with Your Strengths, 8

¹³⁵ OG, 204

A-Most leadership books underscore that communication fuels the action¹³⁶

-interaction is the glue that holds an organization together

-it means tearing down silos

illus-the turnaround at Continental Airlines is a great illus

-barriers were torn down, newsletter to homes, 1-800 hotlines—

communication was pervasive

-today-it is one of the best

Bennis-“leaders are people who are able to express themselves fully”¹³⁷

B-What’s required?

1-Regard for basic communication skills

a-never communicate emotional issues over e-mail

b-voice mails get answered within 24 hours

c-be aware of cultural differences-don’t assume illustrations from your culture will communicate

d-be a deep listener-seeking multiple perspectives

2-Repetition

-practice the 7-11 principle—the average message must be repeated between 7 and 11 times before it sinks in¹³⁸

-DePree-“I learned that if you’re a leader and you’re not sick and tired of communicating, you probably aren’t doing a good enough job”¹³⁹

-the conviction is this--leaders and followers must be literate¹⁴⁰

-they make themselves understood, and they understand others

3-Visibility

-get out of your insulated office

-“Leadership is not an arm’s length proposition”¹⁴¹

4-Clarity

-the purpose of the team must not be ambiguous—agendas must be clear, every item meaningful, outcomes clearly defined

¹³⁶ 17 Laws, see chap 14

¹³⁷ OBL, 3

¹³⁸ TTB, 147

¹³⁹ LJ, 100

¹⁴⁰ LJ, 147

¹⁴¹ LJ 146

8-MISSION AND LEADERSHIP

Leadership begins with building a base (definitions, values)

- acquiring the skills and the team**
- in order to lead people forward**

But a leader must know where he is going

- where the organization is going**
- be about a clear mission**

What is involved?

A-WORK THROUGH DEFINITIONS

-mission, vision, objectives can all get confusing—it is important to begin with establishing common language

-so what is a mission?

-the mission defines the key objectives, the PURPOSE of the organization

-here are other descriptions commonly used to describe a mission--

-mission is a broad statement of why we are here

-what defines our existence

-a philosophic statement that under girds the heart of the organization

-the central, abiding, and non-negotiable task

-in John 20:21-John declares his mission—these things are written that you might believe Jesus is the Christ”

-Jesus came with a clear mission-to glorify the Father-John 17:4

**-the church has a clear mission—to declare the praise of Jesus-
I Peter 2:9**

-something else is necessary--

**B-REALIZE THE IMPORTANCE-HAVING A MISSION IS A
NON-NEGOTIABLE**

**-in leading people, leading an organization, nothing precedes
purpose**

**-as Rick Warren puts it—without a mission—you have no
foundation, motivation, or direction-Rick Warren, Purpose_
Driven Church**

-mission is the lodestar—the compass heading

-a clear purpose—

-builds morale

-reduces frustration

-allows concentration-focus

-attracts cooperation

-enables evaluation

**-no matter what organization you lead, it is going no where
without a mission, a purpose statement**

**-people need to be able to explain to others—why we are
here, what we are about**

**Unfortunately—many organizations can resemble the scene in
Acts 19:32**

-they were gathered—but with no idea why

-when this defines the church—ministry can be a disaster

**-DL Moody-reflecting on ministry without a mission, likens
it to firemen, straightening pictures on the wall of a burning
building**

**-and yet—all too many ministries have no clear stated
mission**

-Griffith-“Christians seem to be suffering from a strange amnesia. A high percentage that go to church have forgotten what it is all about. Week by week, they attend services in a special building, go through a time honored routine, but give little thought to why they are there.”

-McLaren-“For a lot of time, much of the Christian church didn’t seem to ask itself what its mission is, or whether it even has one. It seemed to just go along without any internal gyroscope or hard drive moving it from the inside.”

-but mission is everything—it starts here

-here’s a third necessity--

C-BRING TOGETHER THE KEY ELEMENTS OF A MISSION STATEMENT

-here are some of the critical ones—

1-FOCUSED—creates undistracted devotion

2-INSPIRING-inspires and stirs the imagination

3-CONCISE-expresses succinctly why the organization exists

4-MEMORABLE-allows people to people get it, declare it

Some examples—

-Marriott-

“Our mission is to make people away from home feel they are at home”

-Willow Creek-

“OUR PURPOSE IS TO TURN IRRELIGIOUS PEOPLE INTO FULLY DEVOTED FOLLOWERS OF CHRIST”

-Walt Disney-

“Our mission is to make people happy”

-Nike-“Our mission is to bring innovation and inspiration to every athlete* in the world”

***If you have a body-you are an athlete**

-Redeemer Church-“Seeking to Renew the City Spiritually, Socially, Culturally”

-Zondervan-“To Be the Leader in Christian Communications, Meeting the Needs of People with Resources that Glorify Jesus and Promote Christian Principles”

-Mars Hill-“MHC lives for Jesus as a city within the city—knowing culture, loving people, and seeing lives transformed to live for Jesus”

D-CARRY OUT THE ROLE OF LEADERSHIP

1-continually call the organization to its purpose, clarify intentionality, mission

2-communicate it-make it redundant, learned

3-see that it is reviewed—every generation needs to own by reviewing it

4-see that it is more than the originating impulse—but the organizing principle

9-Vision and Leadership

INTRODUCTION

**Many organizations settle on a mission—they put it on their brochures
—their PowerPoint slide—but this is not enough**

-if we are to be strategic--there has to be a vision

**But vision may be a harder sell to an emerging generation that may not
be so acquainted with visionary thinking, react to bigness
(note HO-a world without vision—“Clear Visions Create Products and
Services Against the Odds; The Past, Imperfect)**

This raises certain questions—

1-WHAT DO WE MEAN?

-vision is one of the most overused, least understood words in language

-it has been described in various ways—

A-AN ABILITY TO SEE INTO THE FUTURE

**-vision has been defined as that ability to look out from the
mountaintop, foresee the trend lines of the world's future, and bend
history to serve one's particular interests¹⁴²**

**-a vision is not the same as prediction—“he who predicts the future lies
—even if he tells the truth”**

(see HO-Forward Thinking)

B-A MENTAL PICTURE

**-vision is a clear, startling picture of a possible future, a mental
portrait, a realistic, credible, attractive, concrete, visible future for your
organization**

-the way it could be in our context if the purpose is fulfilled

-exemplary leaders are forward looking¹⁴³

-note the story of Hume Lake

¹⁴² etp, 56

¹⁴³ K&P, 105

Stanley—“Vision is a clear mental picture of what could be, fueled by the conviction that it should be”¹⁴⁴

- it tells people where you are going**

- to encourage an organization to think visionary is to invite people to envision what things will hopefully look like in a year, three years, five years**

- a photographic image that guides a pilgrimage to the goal it depicts**

- a statement of destination—all enterprises—big, small—begin in the mind’s eye**

- and the clearer the image, the more force it exerts on the present—pulling us to that desired state**

Illustrations—

- Alexander the Great had a vision of a world united under one flag**

- Walt Disney—in 1935, assembled his top animators—gave them a vision for a full length animated cartoon**

- music, sound effects, dialogue worked in sync with moving images, believable personalities**

- Henry Ford—had a vision of a motor car large enough for a family, small enough for an individual, priced low enough to be affordable**

- John Kennedy had a picture of America walking on the moon by the end of the decade, and he conveyed this to the Congress on May 25, 1961¹⁴⁵**

- in the early 1980’s, while I was fumbling with an Osborne Computer, and most thought it a sophisticated business tool for the very few, Bill Gates was envisioning a personal computer in every home by the year 2000**

- Sony—let’s become the company that changes the perception that Japanese products are junk**

- GE—we will be the most competitive enterprise in the world**

(see HO-Building Your Company’s Vision, Collins)

- Paul the Apostle—saw a ministry that would go to the edge of the world—to Spain (Rom 15:17-29)**

¹⁴⁴ Visioneering, 18

¹⁴⁵ TTB, 49

Clearly-visionaries live their lives backwards—they have a picture before they get started

-they imagine extraordinary feats—and believe they are possible

2-WHAT IS THE DIFFERENCE BETWEEN MISSION AND VISION?

A-Vision flows out of the mission

-to put it another way—VISION PARTICULARIZES THE MISSION (serves the mission)

ILLUS-Redeemer Church

M-Seeking to renew the city spiritually, socially, culturally

V-Spread the Gospel first through ourselves, then through the city by word, deed, community—to bring change through healing, cultural renewal through a movement of churches that change NY City

-Barna makes a helpful distinction—

“The mission statement is a broad, generic definition of the key ministry objectives of the church. The vision statement is a clarification of the specific direction and activities the church will pursue toward making a true ministry impact”

B-Mission is more philosophic—WHY ARE WE HERE?

-vision is more strategic—WHERE ARE WE GOING?¹⁴⁶

C-Vision is much more focused and detailed, customized, unique¹⁴⁷

-that which sets us apart

D-Vision is a picture of what God is calling me to do in my time and in my place

-hence-it gives us our distinctive—and attract ability (after all—who wants to go to a church that says—‘Welcome to our place. We’re just like everyone else’?)

-“vision is what buys us life space—without a vision, we’re trespassing”

3-HOW DOES ONE GAIN A VISION?

-visioneering is a process that requires the following 5 things—

A-GO TO THE MOUNTAIN

¹⁴⁶ Barna, The Power of Vision, 39

¹⁴⁷ Barna, Leadership into Action, 39

- leaders must do this-setting the vision is the leader's top priority
- it cannot be delegated to anyone but the people ultimately held accountable for it¹⁴⁸
- where the following disciplines are in order—

1-REFLECTION

- a leader cannot impart, lead others towards a vision, without having gone to the mountain
- to a place of solitude to assess, dream, imagine, sift through, see above the trees and gain a grasp of the forest
- Schaeffer-ventured to his Swiss chalet and grabbed hold of the meaning of Christ's finished work
- JI Packer-grabbed hold of his vision for ministry after "one long afternoon with the Lord"
- Nehemiah-took hold of his vision to build the wall in four months

Pt-visions grow in quietness—in prayer--where one comes to grips with

a-one's CONTEXT

- to shape the future, you must understand the past and the present
- visionaries read the signs of the times—they see their world, themselves, their God
- THEY SEE "WHAT IS"
- THEY SEE WHO THEY ARE
- THE JOURNEY ONE IS ON

-“This may sound obvious, but it is an overlooked concept that leads to personal, communal deformation—we often do not notice our lives and what happens in the story. We simply move through the journey without awareness”¹⁴⁹

- b-one's ABILITIES**—what you are best at (and recognizes what you cannot be best at)
- what you do with excellence and imagination

c-one's PASSION

¹⁴⁸ Welch, Winning

¹⁴⁹ Leadership wisdom, Fleming, 74

-“Vision is not an analytical, calculated, left-brain enterprise. It is an exercise of our emotional, intuitive, heartfelt, right brain inner being. It touches and moves people at the deepest level of their being.”¹⁵⁰

-what you envision is really about expressing your passion¹⁵¹

d-one’s CORE VALUES

-core ideology—what we stand for, why we exist

-underscoring values always comes first

-the key now is alignment

e-one’s GOALS

-what we aspire to become

-“Before you can communicate a long-term vision to others, you need to be clear in your own mind about your goals”¹⁵²

-what you do well, what you are passionate about, what best drives your resources (Collins-Hedgehog Concept)

f-God’s WILL

-Barna-Vision does not come by consensus among a group of interested parties, but from interacting with God over weeks or years

-spending time with Him, for God does not shout His best vision through hassled Christian living—VISION COMES WHEN GOD DETERMINES YOU ARE READY TO HANDLE IT¹⁵³

-this is at the heart of leadership-discerning and entering into God’s purposes

-from such interaction, there hopefully emerges a dynamism of faith that says “I can do all things through Christ”

illus-one thinks of Bill Bright—who gained a vision of a lost world and a mandate to fulfill the great commission

-studying for a Greek exam—he found himself in the presence of God—where God laid out a canvas embracing the world and in a most

¹⁵⁰ TTB, 48

¹⁵¹ K&P, 113

¹⁵² lae-27

¹⁵³ Barna, Turning Vision Into Action, 37

definitive way God commanded him to invest his life fulfilling the great commission

- Nehemiah gained a vision of a rebuilt wall**
- God gave Abraham a vision of a great nation**
- Moses a vision of a redeemed community**
- Peter a vision to catch lost men**
- Paul a vision to reach the Gentiles—TO GO TO THE EDGE OF Spain-Rom 15:17-29**
- Luis Palau-reading John 14:12-a summons of sorts to reach his home town of Cordoba—then Argentina, Latin America—now attempting to reach the world**
- Bill McCartney-vision in a car of packed stadiums**

These were not creative musings, but divine mandates calling for obedience

- gaining vision becomes our mark of wisdom--**
- 14:8-the wisdom of the prudent ('arum) is to understand his way, to pick his steps along the road of life with discernment, understanding**

-there is a critical appraisal to life, a certain SUSPICION that serves them well

- in contrast-the naïve believes everything-14:15**
- he is not deceived by paths that seem right—paths that might be good, but not the best-16:25**

Here's what confirms it is of God—

- it will over time begin to feel like a moral imperative**
- it will be in step with what God is up to in the world¹⁵⁴**

g-one's DISCONTENT-visions begin with an unwillingness to accept things the way they are (cf Nehemiah)

- figure out what “wrecks you”—THIS IS NOT RIGHT!**
- Going to the mountain also involves...**

2-IMAGINATION

- any great endeavor begins with imagining the ideal**
- it is not about maximizing resources—but going beyond our capacity**
- outside the box**

¹⁵⁴ Stanley, 25

Walt Disney would say—it's more than thinking outside the box—for once you think outside the box you've established there is a box

-it is not about achieving our dream—but a challenge to accomplish the impossible—a desire to make dramatic changes

-test—does it meet the “gulp factor”

-are we imagining extraordinary feats?

-it is not about pushing us to our limits—but driving us to our knees

-for there are not road maps, guidebooks—pictures to view

-if the vision is to stir the imagination of followers, it must be imaginative, bold and visual (creating as many senses as possible), as well as possible

-creative, innovative-not small changes

-it can't be-I'd like you to join me in doing the ordinary better¹⁵⁵

-it's attempting more than you can do and doing it, chewing off more than you can chew and chewing it...

-vision operates from the assumption that huge things are possible

-but it is also exercising the wisdom not to attempt Mt Everest with the first climb

-visions must expand people's horizons

-yet—but they must be doable—ROOTED IN REALITY

After going to the mountain--

B-ENGAGE IN COLLABORATION

-one thing you can't give away is the vision process—a vision must be owned by the leader

-but it must be a monologue that expands quickly to a dialogue

-for the biggest mistake is to assume all wisdom is concentrated at the apex

-a vision is not solely the leader, sitting in a lotus position, waiting for a revelation

¹⁵⁵ K&P, 133

-it must be shared--massaged and developed, tested and expanded with your leaders—who may not be visionaries, but need to be passionate about ministry and the future

-for vision is not something you impose on others—there is a co-creation with followers¹⁵⁶

-coming down from the mountain—they take a core of leaders back up

-they refine, clarify, confirm the vision

-for vision will have to survive a cynical, critical, stubborn environment

C-ENTER INTO LONG TERM THINKING—that goes in various directions

1-PAST-a visionary is, by nature, one who appreciates the PAST

-Gergen makes the point, that for all of his flaws, one of Nixon's great traits was his ability to strategize, envision with the long view

-“...because he steeped himself in history, he was very good at looking in both directions. He was convinced that his very capacity to see the road behind enabled him to see where the road was heading. It is a priceless asset for a leader.”¹⁵⁷

-hence—his capacity as a visionary exceeds that of other presidents in modern times and was squarely based upon his understanding of history

-same was true of Churchill-his schooling in history enabled him to rise above and see the arc of events more clearly—where things were portending

-he studied patterns in the past¹⁵⁸

-“learn all you can about the history of the past, for how else can one even make a guess what's going to happen in the future”

K&P-when we gaze into our past, we elongate our future-it's called the Janus effect¹⁵⁹

-Sweet puts it this way-the future is always found in the past¹⁶⁰

Yet—a visionary recognizes that the past is not future

-a visionary must look in another direction...

¹⁵⁶ Ascough, *Passionate Visionary*, 34

¹⁵⁷ ETP, 42

¹⁵⁸ Ibid

¹⁵⁹ LC 106

¹⁶⁰ AC, 74

2-PRESENT--a visionary also lives in the PRESENT

- he respects the now—and its importance to vision
- vision is more than having a future orientation--vision is a way of seeing things, seeing reality—heads in clouds with feet on the ground
- seizing present opportunities-seeing the big picture, trends, patterns

-Erwin McManus-“If you cannot engage present realities effectively —how can you lead effectively into the future?”

-Max Depree-“The first duty of a leader is to define reality”

-to be in touch with what is real, marking out 21st century terrain

-true visionaries are men who dream, but their dreams are tempered with a genuine understanding of the way things really are

-but sense dissatisfaction with the way things are—growing restlessness to move forward

Hence—a third direction...

3-FUTURE-a visionary thinks out into the FUTURE

-a visionary’s thinking extends beyond the past, and present, and into the future

-there is an ability to peek behind the curtain, “see around corners”- Jack Welch

-this is what sets leaders apart--while managers have their eyes on the bottom line, leaders have their eyes on the horizon

-with a certain intuition, they work out on the frontier where tomorrow is taking shape,

-taking “mindwalks”, embarking on new “soul trains” (Sweet), while serving here as guides, leading us forward¹⁶¹

-they are formational leaders who are about leading into the future rather than transactional leaders who maintain, manage what has been given¹⁶²

-forging a future, setting goals, focus, direction, and anticipating the future—believing that a greater reality lies ahead

illus-Winston Churchill-had an amazing ability to see into the future —“seemingly supernatural”

¹⁶¹ obl 15

¹⁶² le, xv

-predicted WWI, warned of the coming WWII, foresaw the iron curtain, predicted Vietnam—because he was able to run scenarios in his mind in order to “pierce” the future

-part of it was his devotion to history—underscoring this—that vision is not mysticism—it is the result of careful study

-Peter Schwartz, The Art of the Long View, emphasizes the importance of scenario thinking (establishing “stories”, multiple futures, possibilities of how the world might look, establishing appropriate movements down each path)

-that do not result in an accurate picture of tomorrow—but better decisions about the future (see pages 7ff)

**this is what differentiates risk taking from gambling
Schwartz’ approach—**

1-identify relevant probabilities

2-ask the important questions

3-know where to get the best information

4-complete contingency preparations

5-modify as new information comes in

(see HO-Scramble-illustration of Shell Oil doing scenario thinking)

Part of scenario thinking in the church involves paying attention to trends, patterns...

-science and technology-new developments in science, ecology, genetics

-public perception-where people are being swayed

-music—where we understand what people are feeling

-fringes-the outer edge of ideas—which most reject—for the greatest fringes start at the edges

-remarkable people-unconventional people, unorthodox ideas

-sources of surprise-reading outside our familiar areas

-travel-immersing yourself in the unfamiliar

Illus-for example-in India-looking past, present, future-one sees tribalism-that shifted to nationalism-to globalization-that is now moving back to tribalism

-what are the implications?

Hence—visionaries live in three realms—a 360 sweep of possibilities

-as DePree puts it—they move constantly between past, present, future¹⁶³

-Barna-vision is foresight with insight, based on hindsight

-from long term thinking—a fourth part of the vision process...

D-CREATE AN OWNERSHIP

-a vision must be owned

1-FIRST BY OURSELVES

-after all-it is of God, fit to our abilities, context, opportunities

-so...own it, implement it, always evaluate it, touching up the “peripheral contours”

-Bennis-“Leaders acquire, wear their visions like clothes”(OBAL-4 -6)

-Stanely-visionary leaders must champion the cause-put their necks out on the line, act on the dream

2-SECOND BY OTHERS

-vision is a process of engaging constituents¹⁶⁴, venture capitalists who are willing to take risks because they believe the future will pay great dividends

-a dialogue—not a monologue—not imposing a solo dream—but developing a shared sense of destiny—shared aspirations--in which everyone must ask how they are going to contribute

-helping people share the experience—people buy in when they grasp, see it

(see HO-It’s Not Just The Leader’s Vision)

-Wheatley describes this task as “creating a visionary field”

-vision statements have to move off the walls and into the corridors—and the greater the clarity, the more force the future exerts on the present

-leaders have to be a beacon tower—pulsing the vision--where vision permeates everything¹⁶⁵

-the intended result—we have awakened and harnessed the dreams and visions of the followers-and given a deeper coherence by means of a grand vision that ties together all the ‘little visions’ of the members of the group¹⁶⁶

¹⁶³ Ij, 223

¹⁶⁴ LC 124

¹⁶⁵ Wheatley, 56

¹⁶⁶ Frost, Shaping, 188

-what people really want to hear is not simply the leader's vision—they want to hear about their own aspirations¹⁶⁷

-great leaders don't impose their vision—they liberate the vision inside their constituents

The fact remains that no one will be prepared to die for *my* sense of purpose, my vision—they have to own it—it has to be theirs

So own it, communicate it, preach it, sell it, ensure that it becomes a reality, reinforce it

-let vision “leak”

-talking about it to the point of “gagging”-Jack Welch

(see HO-You've Got to Communicate Your Vision, Warren)

Finally...

E-STAY FOCUSED

-visionaries are directional—there is a fixedness in their walk, focus to their course

-clarity—generalities will not do

-determine what you alone are called to do, what you alone do best—and focus (and give away the rest)

-wise leaders focus on what matters—avoiding getting lost in complexities

-they are vigilant about the few things that matter¹⁶⁸

-they separate the wheat from the chaff, identify what is essential and what is not

-Paul the apostle was a great visionary-he knew where he was going—and he kept the focus-I Cor 9:26-27; cf Phil 3:12

-Jesus—focused on the Cross—this was His vision (cf Lk 9:51)

-in contrast to those who have little idea where they are going

-as Woody Allen put it—“they seem to believe that 80% of success is showing up”

-those unfocused and scattered are apt to constantly change—the motion being that of vibration, not movement¹⁶⁹

¹⁶⁷ K&P, 117

¹⁶⁸ *Id.*, 66

¹⁶⁹ Miller, *Empowered Leader*, 107

Hence-The focus needs to be clear, creating a comprehensible mental picture that captures the imagination

“This is the leader’s job—to keep the projector focused”-Kouzes

-he does this by staying in a mode of prayer and planning-Neh 1-2

Summary

-don’t underestimate the importance of vision!

-if you are w/o a vision, you are w/o a future-A VISION IS A FUTURE

-and leaders are the key

-if we don’t have a clue regarding our vision-the chance we will take the lead is nil

-to be a visionary organization—there has to be a leader who is capable of reading the times, looking ahead—in fact, it is the most sought after leadership trait¹⁷⁰

-someone has to work out in this conceptual area—this is the leader

-“Beyond the horizon of time is a changed world, very different from today’s world. Some people see beyond that horizon and into the future. They believe that dreams can become realities. They open our eyes and life our spirits. We call them leaders”¹⁷¹

Helen Keller-when asked—what would be worse than being born blind—replied, “To have sight without vision”

Solomon-“Where there is no vision, the people perish” (Pro 29:18)

-the people are unrestrained, undisciplined, run wild, let loose

-without vision—there is division¹⁷²

In assessing Nixon’s presidency, Gergen makes the point that one of his great strengths was a strategic vision¹⁷³

-in his assessment of presidents, Gergen concludes—

-a president must be of clear purpose—he must tell the country where he is heading so he can rally people behind him¹⁷⁴

¹⁷⁰ LC 23

¹⁷¹ LC, 317

¹⁷² AC, 130

¹⁷³ etp, 36

¹⁷⁴ etp, 347

-Belasco-if you don't have a vision, you may spend your whole life waiting for your ship to come in, and realize ultimately you were standing at the wrong dock¹⁷⁵

Core outcomes—

Questions that serve as a catalyst in clarifying vision—

-If I could invent the future—what would it look like for myself and my organization?

-What mission in life absolutely obsesses me?

-What do I dream about?

-What is the distinctive role, skill of my organization?

-What's my burning passion?

-What work do I find absorbing, involving, enthralling?

-What does my ideal organization look like?

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10-STRATEGIES AND LEADERSHIP

DEFINITION

Strategies are systematic choices about HOW to carry out the mission and vision—how to deploy resources, achieve goals, maximize strengths, reach the desired outcome

-the Mission tells us *WHY* we exist

-the Vision creates the *WHAT, WHERE*, the picture, the dream, the destination

-the Strategy defines the logic of *HOW* the vision will be achieved

To put it another way--

-Strategy is our GAME PLAN, the schematic, the system for achieving a desired future

-keeps the organization on track towards the vision

-it provides the logic and first level of detail to show how a vision is accomplished

¹⁷⁵ foTB, 88

-explains the human, financial, spiritual, intellectual, and physical resources necessary

-without it—the vision will lack credibility—it remains an illusion¹⁷⁶

-hence—vision and strategy are essential complements¹⁷⁷

-and both will require the attention of the leader

-it is critical leaders create a strategy that will cause the organization to succeed¹⁷⁸

-and stay attentive to things that need to change

-for while the core values and the mission remain fairly stable—and the vision is MORE FLUID—changing every few years or less

-the strategies and objectives are even MORE FLUID—living, breathing, evolving all of the time to meet the changing conditions posed by culture, life

-it will require creating a culture of discipline—where strategic statements are regularly reviewed and modified

KEYS TO LEADING THE ORGANIZATION TO BE STRATEGIC

1-DO A REGULAR ANALYSIS

-with a vision in hand, get a sense of context, core competencies, policies, resources

Some examples—

A-Do a SWOT analysis

1-Strengths

-in Good to Great, all great corporations had in common a strategy that was simple, based upon what they were really good at—what they are passionate about

-this sets the tone-relaxes defenses-builds optimism

2-Weaknesses

-the things we do not do well—limitations (resources, gift mix, etc)

After doing both of these—note the top three in each—sit back, talk

-this will lead to the next two...

¹⁷⁶ RO, 180

¹⁷⁷ SFO, 74

¹⁷⁸ LOF, 135

3-Opportunities

- those if seized wisely and at the right time will move us to our destination
- what is it God is putting in front of us?

4-Threats

- those things that might hinder us (e.g environmental changes, readiness of people)
- where might God be saying—no!

B-Do a Trend analysis-movements that might have significant impact

- illus-Time magazine-May 09-how jobs will look into the future

Home Depot-trend to smaller stores-people don't want to walk so far

- this may have implications for building large ministry complexes

-ask yourselves--what is an emerging culture telling us about how to do ministry into the future?

-like Peter Schwartz—see where the future is going and do some scenario thinking—and plan strategies accordingly

-what is around the corner?

-what scares you the most?

-what might change how we do ministry?

Yet—Jack Welch gives a fair caution here—

-don't make strategy too complex

-the more you think about it—the more you grind down into the data and details—the more you tie yourselves in knots about what to do

-that's not strategy—that's suffering¹⁷⁹

Pt-ponder less-do more

Here's a good team assignment--What are the trends we should pay attention to?

Here are some I read—

-cultural shift from modernity to post modernity

¹⁷⁹ Welch, 166

- influx of ethnic groups
- an attraction to things smaller, more relational—which may have implications for mega-churches—which some sociologists predict may be tomorrow’s dinosaurs
- people are less inclined to give sustained thought—implications for role of preaching?
- people give differently
- people live in a certain paradox
 - they want anonymity—yet are seeking community, place
 - they want authenticity—yet without holding to absolute truths
 - want word preached but without the mandate to live it
- people less inclined to commit, join
- population is aging
- technology is changing everything

2-DEVELOP CLEAR, CONCISE STRATEGIC STATEMENTS

- in terms that are understandable to everyone
- if you can’t describe it—you can’t implement it
- think in strategic themes—facility, staffing, mission
 - we will improve operating efficiency of staff
 - we will maximize use of ministry space
 - we will turn every member into a minister
 - we will treat people as people—not commodities

(The Vision-theological education meeting the needs of future ministers, preparing the next generation of leaders, discovering and mobilizing business leaders who will invest in tomorrow’s students and persuading non-theologically trained ministry leaders to the importance of theological education)

- we will build bridges between our church and seminary—the kind that communicate we are essential to one another
- we will challenge our best business leaders to become kingdom focused

3-ALIGN THE ORGANIZATION TO THE STRATEGY

- because most organizations are composed of parts—(e.g. in the church, missions, worship, education, etc)

-it is critical that strategies are thought through together—if we are to become more than the sum of our parts

-every resource, every activity must be aligned to the strategy—there cannot be a silo mentality

-everyone must be engaged in strategic thinking—this is what is known as transformational leadership

-it will take navigators and scouts—navigators who set the goals, scouts who maintain alignment

4-MAKE STRATEGY EVERYONE'S EVERYDAY JOB

-strategy cannot be implemented by the leader(s)—it requires the contribution of everyone

-there has to be buy in—everyone must understand and be a part of creating strategy

-Judith Bardwick—“For it to succeed, strategy must anticipate, create, and guide change, and create commitment in the organization’s members”¹⁸⁰

-this will require communication—making everyone aware—which often is absent

5-MAKE STRATEGY A CONTINUAL PROCESS

-make discussing strategy a continual part of the agenda of leadership

-unfortunately this seldom happens—managing the organization is built around the budget and the operational plan—repeating the vision, mission statements

-leading to flat organizations, failed strategies

-the need--integrate strategy thinking into the budgeting, into the monthly meetings, into weekly staff meetings

6-SUBMIT OUR STRATEGIES TO GOD

-Pro 16:1-3-God always has the last word

-Pro 21:31-the most critical factor for success is God

-James 4:13-15

¹⁸⁰ LOF, 136

CASE STUDIES

A-Mobil Oil

-struggled in much of the 90's because they had not thought through their strategy with respect to gas stations

-they were trying to be a full line producer—with lots of products for the consumer--while lowering price to compete with nearby discount stations

-the result—poor financial performance

So they set out to be more strategic—they studied the market and discovered 5 consumer segments

1-road warriors-16%-high income, middle aged-25-50000 per year-buy premium gas with cc, and purchase additional services

2-true blues-16%-moderate to high income-loyal to brand-pay for premium

3-generation F3 (on the go, under 25-drive a lot, like to snack)-27%-fuel, food, and fast

4-homebodies-21%-usually housewives shuttling kids and use whatever station is closest

5-price shoppers-20%-on tight budgets-no brand loyalty

So they became strategic—

-they could have created five kinds of stations—one station that meets all needs

-they could say—we can't meet every need

-they chose the latter--decided to target the first three and offer a great buying experience by finding out how to best meet their needs

-100% availability to products, stocked store, speedy purchase, solid employees

B-Walgreen

-vision-to be the best, most convenient drugstores with high profit per customer

-strategy-set out to systematically replace all inconvenient stores with convenient ones—with drive thru pick up—as well as add high margin services—like one hour photo

C-Southwest Airlines

- vision-to make flying affordable—competing not so much with other airlines—but with autos and busses
- strategy-have quick turnaround of aircraft at the gate (i.e. minimize the time an aircraft is spent on the ground)
- their game plan includes point to point—versus hub and spoke
- along with highly effective working relationships

D-Jesus

- gave a strategy for the 70-Luke 10:3ff
- gave a strategy for advancing the kingdom to the disciples-Acts 1:8

E-The Early Apostles-Acts 6:1

F-Paul

- he exhorted the church towards wise use of its giftedness (I Cor 12-14)
- he went to the synagogue first—wherever he took his ministry-Acts 14:1; 18:4

G-Tim Keller

- mission-to redeem the world
- vision-reach NY city
- strategy-
 - 1-get people to move into city-have a “city orientation” to reaching the world
 - if cities are transformed into communities impacted by Christ—culture will be shaped
 - 2-be a dynamic counterculture-a city on a hill—a community for social justice
 - 3-integrate faith with work-develop excellent business environments

Pt-if we are going to have a healthy church—we should be strategic in our orientation

11-OBJECTIVES AND LEADERSHIP

INTRO

Our working definition of leadership has been this

-someone who has followers, someone who influences, someone who mobilizes towards a goal

-and that requires a leader who understands the context—has core values—thinks strategically

-moving an organization from its mission to a vision and into a clear set of strategies

Do we see a biblical precedent for this?

-was this the leadership of Jesus during His earthly ministry?

1-Did He have a clear mission? yes

-His mission was to glorify the Father-Jn 17:4

2-Did He impart a vision? yes

-He pictured a kingdom that would begin small—but one which would eventually take the world-Matt 13:32

3-Did He have a strategy? yes

-He called together a core of disciples-Mark 3:15; John 17:18; 20:21

-He sent the empowering Spirit to do what they could not do in and of themselves-Luke 24:49

-He gave them a strategy of reproduction-Matt 28:19-20

-He gave them a strategy of beginning at home and spreading abroad-Acts 1:8

But leadership requires something else—setting objectives

A-THE DEFINITION OF OBJECTIVES

While *strategic planning* is **BROAD BASED**—future oriented, giving direction

Objectives are the **TACTICAL SIDE** of leadership—the tangible statements, the tactics employed to carry out the strategies—the action plan of what needs to happen now

-OBJECTIVES are the measurable statements—that translate the strategy into operational terms

-they get down to the day to day functioning of the organization, the daily details

-THE OPERATIONAL PLAN

-they are hence more concrete

Illustrations—

-while those in the Pentagon work in the strategic realm, the field generals focus on the tactical side, the objectives—how to deploy their troops, which weapons to use to get the job done

-while those on a church board work in the strategic side, the tactical side--the objectives—are the responsibility of the staff

B-THE NEED FOR OBJECTIVES

-without objectives, strategies generally exist as nice statements on a page

-Kaplan-“The reason many organizations do not succeed is not because of poor strategies—but poor execution”

-objectives force us into action

-for objectives are measurable—deadlines, assigned responsibilities—when, where, who

-they are what keep our feet to the fire

-give boards and congregations something to measure by

-as Vince Lombardi once put it—“If you’re not keeping score, you’re only practicing”

C-SOME BASIC RULES FOR CREATING OBJECTIVES

1-make them measurable—target date? How many?

2-make them assignable—who?

3-respecty fluidity—objectives change—should change—conflicts come on calendars, people change, circumstances influence

4-keep reviewing--infusing with new thinking, new energy—an operational plan should be evaluated constantly

5-think through together—work for synergy—objectives must continually be seen as part of the larger whole

-everyone owns this objective plan—we all cheer for each other—because it is ultimately about seeing the vision into reality

6-always link to the strategy and vision-if there is conflict, this becomes the arbiter—which objective will best help us achieve our strategy

Illustration-Church budgeting process

-when done in isolation—it can become an exercise in minimalization—getting the lowest out of people—because everyone is negotiating to get the lowest number

-budgeting becomes “tools of oppression rather than innovation”¹⁸¹

¹⁸¹ SFO 279

-link it to the vision—“People do not resent being asked for a great commitment if there is a great purpose behind it—people respond to vision, not need”¹⁸²

7-expect accountability

-here is where a strong staff and board are critical

-if you ask the board to hold your feet to the fire—follow through

-if you set dates—be realistic

***DMS 506
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12-LEADERSHIP AND DECISION MAKING

INTRODUCTION

History is the story of good and bad decisions

-Munich Tech’s decision not to accept a student named Albert Einstein because he “showed no promise”—was a bad decision

-so Western Union’s decision not to buy Graham Bell’s telephone—believing telegraph was the wave of the future

-and Ford’s decision not to fix the gas tank of the Pinto—for defending against lawsuits would be cheaper than the cost of 11 dollars per tank

Part of good decision making begins with a willingness to be decisive and make decisions

-you can have a good Mission Statement, a compelling Vision, clear Strategies and Objectives—but these can end up as pages in a notebook

-ultimately, action plans have to be implemented

-there has to be a “go point”—the decisive moment to get off the fence and do it

-illu-Jonathan exercised such leadership in I Sam 14—while his dad Saul sat paralyzed at times—Jonathan stepped out

-Nehemiah eventually stepped into the go point and built the wall—Moses punted (Num 13:30; 14:5)

¹⁸² PDC, 345

**-lots of talk goes nowhere
(HO-see The Smart Talk Trap)**

**pt-the leader's job is not merely to aspire—and inspire—but to act
-move to align values with actions
-put structures in place**

**-it is not enough to be architects—we must also be the general
contractors who execute plans**

A-THE IMPORTANCE OF DECISION MAKING

**-decisiveness is imperative for leadership. It is the critical duty of a
leader to step out and act
-vision without ability to execute is a hallucination-Stephen Chase, AOL**

**Calvin Miller-‘Leaders define reality and make realistic decisions’. It is
the key expectation of followers¹⁸³**

**Max DePree notes, ‘Followers expect a leader to face up to tough
decisions. When conflict must be resolved, when justice must be defined
and carried out, when promises need to be kept, when the organization
needs to hear who counts—these are the times when leaders act with
ruthless honesty and live up to their covenant with the people they lead.’**

**Saffold-Action without planning is aimless—planning without action is
fruitless**

**Andy Stanley-Leaders are not necessarily those who see an opportunity
—but they are simply the first to seize an opportunity**

**And some do it well—some have “decidophilia”—a zest for decision
making—and done well—it builds careers, reputation**

**But some leaders have a difficult time making decisions
-some hide behind analysis—that eventually can lead to paralysis
-when we mine and massage the data in pursuit of perfect knowledge
(perfect certainty)—we are edging toward the clinical condition known
as decidophobia—fear of facing a “go point” (see The Go Point, Useem)**

¹⁸³ Miller, 2

- some are better at making excuses than making decisions
- like the fool-Pro 26:13-“There is a lion in the streets”
- psychologists refer to it as “hypengyophobia”—fear of responsibility

Fortune Magazine 1999-Why CEO’s Fail-they had the mistaken belief that the right strategy was all that was needed to succeed
-missing this—that it is the failure to execute that kills the organization

Indecisiveness is a leader’s fatal flaw¹⁸⁴

B-THE REQUIREMENTS OF SOUND DECISION MAKING

1-BE INFORMED

-poor decision making is often the result of operating on partial knowledge

-here’ what is included in becoming informed—

a-KNOW WHAT’S ENTAILED

-what is the point, the purpose of the decision?

b-ACCUMULATE THE RIGHT DATA

- decision making is both an art and a science**
- art because decisions depend upon hunches, intuitions**
- science-because it needs to be disciplined, analytical**
- thinking ahead, anticipating**

1-start with asking questions—a leader’s job is to have all the questions

- what if? Why not? How come?**
- educate your instincts**
- and make sure the questions are acted upon—within an environment of free discussion**

2-know the difference between hard data and probabilities—know the place where an information gap has to be bridged

-the prudent *acts* with knowledge-Pro 13:16

¹⁸⁴ Welch, 86

-a fool takes no delight in understanding—but only in revealing his own minds-18:2

-if one gives an answer before he hears—it is his folly and shame-18:13

Illus-the difference at Gettysburg-Gen Meade sought the opinion of key commanders—Gen Lee did not

-and this led to Pickett's charge—one of the great blunders of the war

-it's all about exercising good judgment

(see HO-Judgment, How Winning Leaders make Great Calls)

3-know when to move from the identified problem to the unidentified problem

-the real thing

-what is sometimes referred as the “thing in the bushes”¹⁸⁵

-if we don't, solving the problem gets worse

-the decision making solution becomes the problem¹⁸⁶

c-PAY ATTENTION TO WHO YOU ARE LEADING

-the decisions we make, we call for must be high enough to inspire extraordinary effort—but not so unattainable as to discourage people from reaching them¹⁸⁷

-in all of this—you are aiming to exercise good judgment

-for judgment is the essence of leadership

-leadership at its marrow is the chronicle of judgment calls—this is the leader's biography¹⁸⁸

-having good judgment—nothing else matters

-having poor judgment—nothing else matters

So getting the right information is critical—here is a second requirement for making sound decisions--

2-BE SENSITIVE TO TIMING

(see HO-Useem, Knowing When It is Time to Decide)

¹⁸⁵ TTB

¹⁸⁶ TTB, 9

¹⁸⁷ LE, 143

¹⁸⁸ Judgment, Tichy, 5

-good decision makers pay attention to the clock, discern the seasons, pull the trigger when the time calls for them, pull back when it calls for not yet

-one of the powerful illustrations in Scripture is Israel's need to step out—discern the moment God was saying—make a decision—go (note Dt 1; Num 13)

-sometimes timing is a critical factor—at other times, it might not be so important

-what's important here is to operate—not out of hurry—but out of urgency

-not out of panic—but out of calm—panicked minds usually stop processing new information

-but realize we live in a hyper-culture—pace shrinks the amount of time leaders have for decisions

-leaders have to operate with shorter time frame frames, less time to reflect

-strong leaders set a decisive direction, understanding the times and what must be done now (they have the Issachar factor-I Chron 12:32

-they give organizations pace, speed, energy

In contrast--organizations that fail often die because they fritter away the momentum and resources while attempting to make a decision

-a third requirement of sound decision-making—

3-COLLABORATE

-you should not—really cannot implement on your own

-you must “devolve” to get others involved in the decision—yet remaining the decision maker-see Arlene Blum, LM, 107-08

-but what does this mean?

-involve--so observe the plan together—explore its edges, play with its potentials, discuss, giving permission for dissent¹⁸⁹

¹⁸⁹ See Wheatley, 69

-discern what decisions need to move to another level of decision-makers—which ones are yours to make

(see HO-How Much Did Rumsfeld Know)

4-PRIORITIZE

- respect what comes first**
- good decisions reflect a certain order**
- wisdom reminds us of the importance of keeping first things first**
 - the pursuance of wisdom over lesser things-1:8-23; 9:1-6; 3:14-15; 8:10-11,19; 16:16; 20:15; 4:7**
- the decision to prepare over the decision to launch-24:27**
- doing over talking-14:23; 21:5**

5-STEP OUT AND DECIDE

- we've noted that leadership is about having a vision, smart ideas and getting them implemented well**
 - but moving to decision, implementation is hard—it is the hardest part—it requires guts**
 - getting past natural fears about making hard decisions**
 - for there are no freeways into the future-no paved highways to the unknown—only wilderness¹⁹⁰**
 - this is why the glory of leaders is to step into the unknown-25:2**
 - they take people to places where they have never dared to go**
 - but they realize that risk creates opportunities**
 - there are moments to go out on a limb, go out into the dark**
 - shift from armor and brakes to risk and speed¹⁹¹**
- having measured and managed risks, they know when it is the time—when it is not—when it is the time to get permission—and when it is time to stop analyzing and make a tough call**
 - when it is time to step out and act (and ask for forgiveness)**

¹⁹⁰ LC 340

¹⁹¹ AC, 95

“Waiting for permission (or waiting to get 100% of the information) is not characteristic of people who get extraordinary things done—acting with a sense of urgency is”¹⁹²

-the Marines have a 70% rule-“If you have 70% of the information, have done 70% of the analysis, and feel 70% confident—move”

-for most decisions are 2/3 fact, 1/3 step into the dark

illus-Robert Goizueta was successful as a CEO at Coke—because he was not afraid to pull the trigger

-he would quote the poet Antonio Machado, who said—‘Paths are made by walking’¹⁹³

-and sometimes (many times)—in making decisions that involve risk—he understood you might very well fail

-Goizueta dared to change the formula at Coke—in the 80’s, the cola wars were consistently won by Pepsi—even at Coke headqtrs, Pepsi won the taste tests—execs got nervous

-so Goizueta introduced new coke—which outraged consumers—who felt betrayed

-he overlooked the power of the symbolic frame—this was Americana But making the decision helped him to discover what matters—the old formula

-he determined that the Coca-Cola company exist solely to sell Coca-Cola¹⁹⁴

Disney-“Courage is the main quality of leadership-courage to initiate something and keep it going, a pioneering spirit, an adventuresome spirit, and the courage to blaze new ways”

Churchill-“I never worry about action, but only about inaction”¹⁹⁵

So...

-make a clear decision—and then don’t look back (except to avoid making the same mistake twice)

¹⁹² LC, 251

¹⁹³ LE, 69

¹⁹⁴ LE, 67-8

¹⁹⁵ Mansfield, Never Give In, 99

-going after full support—which doesn't mean agreement—but the team must be in the decision

-otherwise-nothing gets done

(see HO-Why Can't We Get Anything Done?)

-finally-

6-BE WILLING TO RETRIEVE

-sometimes a decision has to be reeled back in

-circumstances may have changed—we may have miscalculated—received wrong information—or God has other things

-this happened to us in 2007 at Village

-we were on the verge of building a new sanctuary—that had escalated in costs 10 million beyond our target

-and we pulled back—and this became our best decision

In all of the above—the point is—decision making is a learned skill—a big part learned by making decisions

-it is an art—hunches, intuition

-it is a science-needs discipline, analysis

CASE STUDY--Walgreens—

1-Mission-to meet the prescriptive needs of people in an affordable way

2-Vision-to be the most profitable drugstore chain nationally—a pharmacy all others are measured by

3-Strategy-convenient drug stores with high profit per customer—their breakthrough strategy

4-Objectives

a-replace 135 inconvenient locations with convenient ones

b-install drive thrus

c-cluster stores

d-add one hour photo and others that are high margin

6-decision making

a-do it with excellence

b-leap at opportunities

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13-LEADERSHIP AND CHANGE

Introduction

Leadership is transformational by nature

- it is “inextricably connected with innovation” (Kouzes and Posner)**
- leaders are leading an organization into mission, on to vision, eventually to objectives, and ultimately to implementation**
- and implementation means change—where we are evolving into something new—we are braving the “black gulf” of the unfamiliar**

Leadership and change are like joint travelers on the same road—leaders are those committed to deep change in themselves and those they lead

- every moment of the journey requires we be comfortable with uncertainty and some chaos**

A-we see this in Scripture

- where there are leaders, there is change**

- Moses determined to change the status of enslaved Israel**
- Nehemiah risked to change the status of an unwallled city**
- Esther put her life on the line to change a king’s edict**
- Jeremiah saw into the future and called Israel to accept change or disaster**
- Jesus laid down His life to change the status of man’s condition**
- Paul lost nearly everything to change a nation’s perspective on the parameters of grace—that gentiles are also recipients of the gospel**

**B-we see this in the corporate world--the most successful leaders
CREATE AND SHAPE CHANGE**

**-they refuse to accept--“We’ve never done that before”—Alfred
Decrane, CEO, Texaco¹⁹⁶**

-“Change is an absolutely critical part of business”¹⁹⁷

-leaders who count START REVOLUTIONS—Tichy

**-every now and then, organizations must experience what Drucker calls
“abandonment”, where an organization “challenges every product,
every service, every policy, every distribution channel”—(in church-
manner of worship, leadership structure, small group approach,
education)**

C-we see this in the church world

**-successful churches change—“repristinate”-Wills—restore to the
original, “pristine” state (e.g. recover the message of Acts)**

-mass X focused energy=force, momentum

**-to change a large organization, you will need large change projects (e.g.
a new vision)**

Otherwise, they may not survive

**-Charlie Chaplin was a comic film star during the era of silent movies—
but he was slow to grasp the notion of adding sound-in 1931-he
predicted that the ‘fad’ of talking pictures would soon pass away
-organizations that do not change become the equivalent of silent
movies¹⁹⁸**

**-they enter insanity—doing the same thing over and over and expecting
a different result**

-some changes are small-incremental

-others are significant

-So what is involved? Here are some important steps—

1-DEVELOP A VISION AND A STRATEGY

-vision provides the ethos for change

¹⁹⁶ LOF, 253

¹⁹⁷ Welch, Winning, 133

¹⁹⁸ TTB 185

-when people are inspired to pursue it—change will become meaningful and desired

-but change for change sake is generally not a good strategy

-one must a dream that will create the energy

-but before all of this—it is critical to guide the organization to health and vitality

-for without this—significant change will not be sustained

2-QUESTION THE STATUS QUO

-this is part of the vision process

-not to protect—but to question—and question constantly—asking “why?”

-questioning is one of the five fundamental practices of exemplary leaders according to Kouzes¹⁹⁹

-leaders are fundamentally restless—looking to experiment

-they believe organizations must choose between deep change or slow death, transformation or entropy

-so leaders search for opportunities to challenge, UPEND the status quo

-particularly if it has become ineffective, bureaucratic (cf Nancy Barry, Useem, chap 8)

-they make a list of every practice that fits the description—that’s the way we have always done it

-they ask—how useful is this in helping us become the best we can be?

-if the answer is “absolutely essential”—they keep it—if not—they find a way to change

pt-maintaining the present, keeping things as is is alien to leaders intent on leaving their mark, building their world, pursuing their dreams

-so call into question the status quo-eliminate every useless rule

-help people see that excellence is no timeless plateau—the world is always shifting

¹⁹⁹ LC 318

-the more successful—the more critical to do this—for success breeds complacency

-atrophy always begins at the top

Hence-effective leaders develop the skills to thrive in an environment of near permanent change²⁰⁰

Patton-to his troops-“I don’t want to get any messages saying we are holding our position. We’re not holding anything...we are constantly advancing; we’re not into holding on to anything except the enemy”

3-UNDERSCORE THE NEED, CREATE THE URGENCY

-Kotter-“By far, the biggest mistake people make when trying to change organizations is to plunge ahead w/o establishing a high sense of urgency”²⁰¹

-this involves the following—

a-make people aware of the crisis

-for we all see things differently—crises are not self-evident to all

-so we need to help people see that if things don’t change—the organization is on its way to loss, ruin

-that what appears to be a safe course might actually be a dangerous move²⁰²

b-become voices of discomfort

-leaders are “like great blues players-they know how to create a feeling of dissonance so that change will work”²⁰³

-so bring people to a point of discomfort, pain--this is critical—for if you aren’t feeling pain, there is rarely enough motivation or humility to change—Stephen Covey²⁰⁴

c-help people see that change is not the enemy—the status quo is

-that if change helps us become more of who we are—of what God intended—of what the world needs—of what is meaningful—than status quo is the enemy

²⁰⁰ Lowney, HL, 148-49

²⁰¹ Kotter, LC, 4

²⁰² lae, 126

²⁰³ Doug Murren, Senior Pastor of a large church in Seattle, Barna, Leadership

²⁰⁴ LOF 149

d-alert people to the implications of living in a hyper-culture—the need to respond quickly to opportunities, threats

-the need to be agile when it comes to decision making

e-define the benefits

-tell the people that if they make the changes today—there is a better tomorrow

4-INVOLVE PEOPLE THROUGH CHANGE

-while you are called to be on the point, your followers must be all around you

-singling out key influencers—people with disproportionate power due to their connections or their ability to persuade

-so-it is okay to preach to the choir—if we can reinforce to those who will motivate others

-often working one person at a time

-work systematically—layers of leadership create a critical mass

-if you are uncomfortable with things as you see them, guide others into the same misery--become angst brothers together

Pt-Involve if you hope the work will evolve.

Without a powerful guiding coalition, you might make some progress, but sooner or later, countervailing forces will undermine initiatives²⁰⁵

Keys to building coalitions—

a-trust

b-common goals

c-communication

-the watchwords are—“Move carefully, explain fully.”

-if you are going to get people on board, communication has to be comprehensive, intentional, ongoing, simple—multiple forums and forms

-a strategy of tell once and move on is sure to fail

²⁰⁵ Kotter, LC, 6

**So--communicate, and when you are finished, communicate again.
Convince people that what they have done in the past is of value, but
what God wants to do through them in the future is even better**

d-time

**-give them the time they need--allow change to filter through the
system**

**-explain yourself--let people massage the dream, buy into the
program**

-help people to create the vision themselves²⁰⁶

-it is here we deal with one of the most difficult aspects of leadership

-discerning the wisdom to move ahead, or wait—we're back to timing

-waiting for people to get on board might seem to doom the endeavor

-it is critical to involve--share the information

**-whatever is pushing your button, stirring your blood, keeping you
awake, causing you to dream...whatever is creating the fear inside that
says—"We must move—NOW!!"...whatever that is, share with those
you lead. Get them on the same page**

5-ANTICIPATE RESISTANCE

A-what leads to resistance?

1-fear

**-we fear the unpredictable, unstable-we grow accustomed to things as
they are**

-we fear losing control

-we fear loss

**-for in change--we are bringing both possible opportunity and
potential loss²⁰⁷**

**-we are asking people to surrender to the suffering that will lead to
change**

2-laziness

**-we are interrupting routine—and changing the routine requires
energy**

²⁰⁶ LE, 186

²⁰⁷ Leadership Confidence, 46

-we are splashing cold water on one's complacency²⁰⁸
-we are making people think—move forward
-illus-the following humor makes the point—"How many people does it take to change a light bulb? Four. One to change the bulb and three to reminisce about how good the old light bulb was."²⁰⁹

3-confusion

-change is about ideas—and if they are good ideas, they will seem muddled and strange
-they are probably little more than half understood by us and a mystery to everyone else
-Wilbur-"If an idea does not appear bizarre, there is no hope for it"²¹⁰

4-love of status quo

-we love familiarity, pattern
-we tend to avoid disequilibrium, novelty, loss of control, surprise, risk

Hence-in bringing change

-we are encountering a law of physics-for every action, there is an equal and opposite one—that might be confrontational—might be passive-aggressive

No wonder Maxwell refers to change as the ultimate test of leadership

-in his years of research, he concludes that there is nothing more difficult to undertake, more perilous to conduct, more uncertain in its success than introducing change²¹¹

Change can be "career jeopardizing" -Andy Stanley

B-what are the results of such resistance?

1-when active influences are cancelled by resisting influences—it leads to an unchanging system—what is known as equilibrium, status quo

²⁰⁸ LJ, 82

²⁰⁹ Maxwell, Leadership

²¹⁰ Wheatley, 175

²¹¹ Maxwell, Leadership

-there is than nothing left for the system to do except to eventually wear down
-for there is present the 2nd law of thermodynamics
-life goes on—but it is all downhill--things begin to wear down, decay, atrophy

2-living in an unchangeable present—we end up living in a dying past
-people who say—if it ain't broke, don't fix it—are focusing on the present, rather than on the future
-and the present becomes the past overnight, and the future becomes the present all too soon.²¹²
-the reality is—something always needs fixing—go find it
-further—"if it ain't broke" may be the only time you can fix it

C-what is required?

1-pay attention to the capacity of people to change
-pay attention to the ripple effect—change in one area effects many others
"You don't have to make big waves to make change. Small waves are potential tsunamis"²¹³

-avoid two common misjudgments—overestimating how much you can do to effect change/ underestimating how hard it is to move people from their comfort zones

2-pay attention to your own tendency to gravitate to the status quo
-sometimes we can be the resistance—asking—what is this going to do to me?
-situations conspire to make leaders bureaucrats²¹⁴
-where the only thing that gets checked off the to do list is the day at the top of the page

All of this is dangerous-if you keep doing what you've been doing, you will keep getting what you've been getting²¹⁵
-you will end up missing what God is serving up

²¹² James Belasco, Flight of the Buffalo, 82.

²¹³ AC, 97

²¹⁴ LC 44

²¹⁵ Leading Cong Change, lx

“There is at least one point in history of any company when you have to change dramatically to rise to the next performance level. Miss the moment and you start to decline” (quoted from “Dinosaurs?” Fortune, 22 Feb 1993, 36)²¹⁶

3-teach people we are open systems—living systems with a great capacity for change

- and living systems import energy and export entropy**
- that in particular for the church—we can invite something of the future into the present—whenever we pray**
- there are things of an eternal nature God has for us—that break into our “closed” system—if we seek for it (e.g His rest-Hebrews 4)**

4-attach any change to a clear purpose, goal—it is always wise to link change to an adopted vision

- change for change sake is stupid²¹⁷**

5-handle resistors wisely

- this often means removing them**
- people entrenched—people who resist change at staff level have to go**
- otherwise—they create an underground resistance**

6-RESPECT THE PAST

- this cannot be stressed enough--the losses will be less if you do**
- leaders, especially naïve or arrogant ones, have a tendency to be oblivious to this**

-insensitive to the fact that what needs to be changed was once someone’s great idea-perhaps even revolutionary at the time

- those who pay little heed to the chapter written before them, who come in all too ready to scrap what’s in place, will have a hard go**
- the change they sought to bring about, no matter how worthy, may go only as far as the file cabinet**

²¹⁶ LE, 37

²¹⁷ Welch, 134

-Useem has balanced wisdom—"Criticism of the past is essential to see a better future. But honoring the past can be equally important to moving into the future."²¹⁸

**So let people know you want to first listen, gain from the hills they have conquered in years past, the dreams they have fashioned in former days—and avoid the chaos. Then move forward
-for the PAST IS ALWAYS PRESENT²¹⁹**

7-LEAVE SOME THINGS THE SAME

-sometimes in our enthusiasm to change the world, we can carry out a form of *scorched earth policy*

-fresh from the latest seminar, just back from a leadership retreat, we are ready to change the landscape--newly convinced that small changes to small things is a waste of time, that big changes to big things is what builds the future, we move in

-but where wisdom calls for an initial rearranging of shrubs, a leaving of some things the same, sitting down with the rest of the occupants to lay out plans for the park, keeping some continuity to guard against chaos, we come in with our flamethrowers and totally transform the earth

-battered and bruised—and burned ourselves—we comfort ourselves with the thought that it is part of the price of courageous leadership. It might, in reality, be the stripes of folly, that come at the expense of impatience and insensitivity. Too easily we want an all or nothing, and end up with nothing.

Some things, at least at the beginning, are best left the same.

-among them—the core values, core purposes—wise leaders understand what is sacred and what is not

8-AIM FOR THE 80%

-at some point, the train does have to depart

-our tendency is to wait for everyone to get on board—it rarely if ever happens

²¹⁸ Useem, 171

²¹⁹ Leading Cong Change 154

- if we wait for everyone we may disempower those willing to risk
- don't get so focused on the no votes—worry about those who are bored, frustrated, disheartened
- the day comes we have to let go, launch out—if we don't let go, we may end up saddled with lost dreams and mediocrity

-when is it time to go? In part, when you find yourself repeating the same issues

- when consensus comes, when you have the 80%, get going
- challenge intransigents to trust leadership-then hold your breath!

A good formula—

$C = D + V + S + S > R$

Change=Dissatisfaction+Vision+Strategy+Support Systems>Resistance

9-BE WISE WITH EARLY SUCCESSES

a-help people realize they can be the affirmations of the worth-whileness of change

- used wisely, one can build a momentum with them

b-let people catch their breath—leaders celebrate achievements

- we've established a 'can do' attitude towards new challenges
- but constant change which leads to constant tension helps no one
- even rain storms need breaks between approaching fronts

c-don't read too much into early successes—it is easy to assume everyone is on board and depart too quickly for the next depot

- Wisdom says, "Don't be too bias with the data." It's not enough to lead change—one must also manage it carefully, interpret it clearly

- to put it one other way, one must also "migrate" change. That is, get to a success, celebrate it, allow people to catch their breath, and move on. Leaders need to be like birds that respect their seasons, their destinations, their distance achieved, and the need to migrate together.

d-don't declare victory too soon

- celebrating wins is different than suggesting that the job is done

-Kotter--“Once home, foot soldiers are reluctant to return to the front”²²⁰

10-ANTICIPATE LOSSES

- change is a mixture of addition and subtraction**
 - it may bring new people, bigger buildings, increased sales, the accomplishment of greater endeavors--but along the way, there will be loss**
 - the first loss is the loss of things as they were**
 - maybe the loss of an intimacy that no longer is possible--size and success have changed that**
 - there can be the erosion of memories, now with the loss of a reference point that prompted them**
- change inevitably means the loss of some who will leave. Though change may be for all the right reasons, and may bring benefits that are incredibly impressive, some will probably find they can't change with you**

Biehl's words are helpful--“When it comes to things you need to know for dealing effectively with change, here's the essence: Change represents BOTH possible opportunity and potential loss.”²²¹

Anticipate both, rejoice in the gain and bear up in the loss.

- allow people to find a different place of worship**
- don't compromise the vision to retain a few members**
- be firm with those who choose to stay and fight-Titus 3:10-11**

11-BE WILLING TO RECONSIDER

- sometimes the most important change is the change we need to make to change**
 - it may not be time—these may not be the right people—it might all be preparatory for something God has in mind elsewhere. But it may be something else**
 - those we lead may need to see that we too are willing to change.**
- Leaders can sometimes unknowingly live out a certain hypocrisy. We expect people to buy into change, but we ourselves are unwilling to do it**

²²⁰ Kotter, LC, 13

²²¹ Bobb Biehl, Leadership Confidence, 46.

ourselves. If anyone must be most adaptable to change, it must be the leader. When we do, others may have a greater tendency to follow.

People must see that we embrace change ourselves

- we must come to terms with living in a process world-where life demands I participate with things as they unfold**
- expect to be surprised and honor the mystery**

12-BE FRANTIC LEARNERS

- be ahead of the innovation curve—keep anticipating**
- an organization can go no further than its leader can take it—so “curve jumping” is critical—rebirthing, redirecting, new S-curves²²²**

-many leaders fail because of “success syndrome”—codifying a certain way of doing things and then charging ahead with the old game plan—no matter how the context has changed”²²³

- they end up as “learning disabled leaders”**

-what’s needed?

- make gathering new ideas a personal priority**
- never rest on your laurels—this is the first step toward decline**
- there are moments to separate wins—but keep pressing on**
- this is the art of leadership—knowing when to pause—when to press forward²²⁴**

-today’s trends are tomorrow’s discards

-and when the speed of external change outpaces the speed of internal change, organizations begin to die.²²⁵

So-use 25% of every staff meeting to discover new ideas²²⁶

-the rate of change requires it--otherwise, change will leave us as forgotten in the past as the people who predicted the failure of the automobile²²⁷

-so be aware and be proactive—read, study, talk to experts, consult with

²²² Barna, FOW, 174

²²³ David Nadler, “Leading for the Next Act”, a handout

²²⁴ Leading Cong Change, 93

²²⁵ TTB, 185

²²⁶ LC 56

²²⁷ LJ, 84

14-LEADERSHIP AND CHALLENGES

INTRO

Organizations face unprecedented pressures to change

- so they seek leaders who are masters of change**
- leaders who are idealists—who envision, challenge conventional wisdom**
- give people confidence they can do it**
- mobilize to action**
- and in all of this—meet with inevitable resistance**

- hence-leadership is not for the timid, the placid, the weak of mind**
- so what are some leadership rules for facing challenges?**
- what makes for staying power?**

1-ASSUME CHALLENGES

- realize you will spend significant time and energy dealing with conflict, heartbreak, difficulties, sabotage²²⁸**
- De Pree—expect to have bruised shins and skinned knees²²⁹**
- Barton-the leader always get voted off the island**
- Barna-when you strip it all away, leaders are either creating conflict or resolving conflict**
 - there will be halcyon (calm, peaceful) days—and then there will be storms, conflicts—that come in various forms—direct arguments, disagreements, sabotage, passive aggression**

- this is true throughout Scripture-e.g. Nehemiah, Moses**
- as long as institutions are made up of people—as long as we are attempting great things for God**
- there will be mistakes, controversies, misunderstandings, blow-ups all the stuff of sleepless nights and churning pits**
- psalms of David—he often lamented his enemies**

²²⁸ MOL 162

²²⁹ LJ, 139

“Criticism of the leader is so predictable that it should be viewed as part and parcel of the leadership process itself”²³⁰

A-THEY COME BECAUSE LEADERS ARE AT THE FRONT OF THE PACK

-where you are visible—where you will be scrutinized, idolized, and criticized

-your missteps are out there for all to see

-being the visible one--people will try to trip you, some will hope you fail

-pt-the highest peaks encounter the severest storms

B-THEY COME BECAUSE PEOPLE DO NOT EASILY FOLLOW

-there remains an instinctive rebellion towards authority (cf Num 11, 14, 16, 20)

-they are not necessarily inclined to trust

C-THEY COME BECAUSE WE BRING A VISION, A PLAN—I.E. CHANGE

-leaders create a “high seas” culture-Sweet

-that will both unite and divide

-those who come with a direction, introduce change—who have an aversion to the status quo—have a nose for stale air--will experience opposition

-“the choice to lead towards an ideal, a vision, opens you up to a world of pain that you might not otherwise have to face”²³¹

-2 Cor 11:16-28-Paul was a transformational leader—and adversity consequently followed him

D-THEY COME BECAUSE LEADERSHIP IS CONFRONTATIONAL BY NATURE

-it is reciprocally engaging two wills—one leading, the other following (often resisting)

²³⁰ Barton, SSL, 140

²³¹ Barton, 139

-Wills--leadership is always a struggle, often a feud²³²

-it is serious meddling in lives²³³

-and the feud often occurs in unlikely settings

-conflict often begins with those you least expect—those initially behind you—influencers in the organization who influenced the situation so that you might come

-but now—you are exhibiting the very thing they wanted you to demonstrate—leadership

-only it may not follow their agenda—but you never assumed it was supposed to

-over time—disagreements turn into direct attack--well intentioned dragons, organizational pyromaniacs emerge

-which can lead to decreased productivity, increased stress, wasted energy, loss of revenue, and ultimately organizational death²³⁴

E-THEY COME BECAUSE WE ARE TRAFFICKING TRUTH

-leaders are about defining reality

-sharing the hard things about the necessity of change

-confronting people's inclinations to live contrary to spiritual truths

Redpath—"If you're a minister of the truth, you're always in a crisis—either in the middle of one, coming out of one, or going into one"

"The experiences of Moses, David, Jesus, Paul (and just about every biblical leader) ought to be convincing evidence that no matter how noble the leader is or how lofty the dreams and agenda, the leader is going to get shot at. And sometimes hit."²³⁵

F-THEY COME BECAUSE WE ARE LEADING A CHURCH

-where the challenges are great—the most leadership intensive organization on earth (Hybels)

-raising a budget, enlisting volunteers, etc

So—assume them

²³² Wills, 11

²³³ LJ, 7

²³⁴ lae, 99

²³⁵ AWH, 156

- die to the expectation that everyone will love you—to getting a pass on being mistreated and persecuted²³⁶
- don't be weary in well doing-Gal 6:1

2-ADAPT TO CHALLENGES

- There are generally two kinds of responses to challenges
 - 1-an unwillingness to adjust
 - some face challenges and learn nothing (assuming they already know)
 - some are broken and never get up
 - some simply emerge confused
 - 2-a willingness to adapt
 - Bennis-everyone has their own wall to climb—setbacks, heartbreaks, difficulties
 - those who don't break—who find a way and willingness to climb, recognize, seize the moments are the leaders
 - adaptive capacity is the essential competence of a leader²³⁷

Proverbs 24:10 serves as the question we must all face-a perseverance check

“If you falter—your strength is limited

So how do we adapt?

A-DO NOT HIDE FROM THEM

- do not live in denial
- challenges, conflicts, crises do not go away because we keep them in the dark
 - in the darkness-they grow “like a monstrous poison mushroom”²³⁸
 - “In this subterranean state, unresolved issues become latent sources of tension”²³⁹
 - if handled ineptly or suppressed, unresolved tension can be incredibly destructive²⁴⁰

- therefore-address problems directly
- admit mistakes—build alliances to make necessary changes

²³⁶ AWH, 157

²³⁷ Geeks and Geezers

²³⁸ FOB, 288

²³⁹ lae, 104

²⁴⁰ lae, 98

-a ‘leader’ who will not confront is not a leader” (Yperen, LOL-240)

-deal with problems sooner rather than later

-do not become “conflict allergic”

B-AVOID SURROUNDING YOURSELF WITH YES MEN

-with those who drown out the dissenting voices

-illus-Ahab and his prophets

C-AVOID DEMONIZING YOUR OPPONENTS

-leaders routinely avoid facing real issues this way—allowing issues to get lost in personal vendettas

-turning differences into spiritual war-seeing every issue as a test regarding the will of God and the will of the adversary

D-AVOID RESPONDING DEFENSIVELY

-the first instinct of leaders—when challenged—is to respond defensively

-it is always the worst response

-it does not do much good to respond to power with power—it polarizes the issue

E-AVOID INVESTING TOO MUCH ENERGY

-Welch-crises demand a balancing act—you must unleash a lot of energy to douse the flames—yet you have to stay on the bridge

-otherwise-you may suck the whole organization into the vortex of blame, dread, paralysis²⁴¹

F-WEIGH THE CRITICISMS

-don’t count them²⁴²

-are they coming from the core or the fringe?

-voices have to be heard at their true decibel level²⁴³

-but get to the issue—listen behind the criticism—look for the thing in the bushes, get the moose on the table

²⁴¹ Welch, Winning, 148

²⁴² AWH, 158

²⁴³ AWH, 159

-evaluate the motives—if it is for the good of the leader, the well-being of the community—than listen

-look in the mirror—initiate a thorough self-examination

G-CHOOSE WHICH BATTLES TO FIGHT

-we only have so many fights in us—you can't fight every battle

-great leaders know when to pick worthwhile fights

1—if it is people who differ

-try to build a bridge (rather than ignore or isolate)

-this might mean bringing them into your leadership (cf Jim Worthington—once he became part of the leadership—he became a terrific advocate for the cause)

2—if it comes from those committed to your failure—it's not worth your time

3—if it comes from those who are divisive, intent upon poisoning others, sabotaging the mission

-then you must confront—Titus 3;10

-sometimes, it is not reforms that are needed in an institution, but the expulsion of a member whose presence will only heighten dissension and lower morale and sabotage the ministry

-Miller--“There will be the chronically arrogant, whose ambition may mask their inferiority, whose desire is to find a place they can control”²⁴⁴

H-AIM TO RECONCILE, HEAL

-leaders both create and resolve conflict—this is their work

3-LEARN FROM CHALLENGES

A-SUBMIT TO THE CRUCIBLE

-there are generally two kinds of challenges

1—those you seek—going to seminary, taking on a very demanding ministry

2—those that find you—severe criticism, loss of health

²⁴⁴ EL 145

-irregardless-they lead us into the unknown-where there is much to learn

-challenges can be “crucibles”—“intense, transformational experiences”²⁴⁵

-the things that remove what is base and purify what must remain behind

-the things that give knowledge for effectively leading into the future

-here we answer the questions—who am I, who could I be, who should I be?

-Nelson Mandela, reflecting on his years in prison, simply noted—every great leader must “cross the desert”

-Gergen notes that banishment from politics is the best thing that happened to Nixon—“It prepared him to lead”²⁴⁶

-the wilderness became a time to deepen and broaden himself—and reflect

-“Gradually, he developed a more sophisticated, tempered, longer-range view of world affairs that became the foundation for his presidency”²⁴⁷

Pt—If we are willing to learn, the dark nights can develop us

-they can separate the precious from the worthless, the spurious from the genuine in us

-they can be the tipping points—where identities, values, visions are rethought

Proverbs affirms this--

-17:3-God uses the refining pot to purify silver—the furnace to purify gold—and tests to purify us, bring us face to face with who we really are—what we’re capable of becoming

-25:4-out of the fire--we become a vessel for the smith-25:4

-27:17-out of sparks--we become sharpened for the task

-as Clinton notes--“What we truly are is revealed in crisis”²⁴⁸

-we become aware of our own character, our strengths and weaknesses²⁴⁹

²⁴⁵ Geeks and Geezers

²⁴⁶ etp, 36

²⁴⁷ etp, 37

²⁴⁸ MOL, 107

²⁴⁹ MOL 163

**Ultimately-the key to leadership success isn't one's wealth or position
-leadership emerges as a result of one's ability to adapt to a crisis**

But there's one more thing—

**-a wise leader also promotes an environment that allows for mistakes—
so...**

**B-CREATE AN ENVIRONMENT FOR OTHERS THAT SAYS IT IS
OKAY TO RISK, FAIL**

**-it is part of the potential for great performance, part of our learning
curve**

**-Disney believed that failure could be redeemed-so he encouraged his
teams to risk and fail**

-if you haven't failed—you haven't tried hard enough

-because mistakes tell us where the oil isn't

**-Belasco, in his business, formed a “Mistake of the Month Club”—to
stimulate discussion, learning**

**-“I expect everyone to make ten mistakes a day, but I expect originality
in those mistakes”²⁵⁰**

**-Jim Burke (J&J)—it's essential in leading people toward growth to
get them to make decisions, and to make mistakes²⁵¹**

-whenever we avoid mistakes—we lose lots of opportunities to learn²⁵²

-and leadership is essentially a lifetime of lessons

**-Burke also-tells of a time he made a million dollar mistake and was
congratulated—but warned—make the same mistake again and you will
be fired²⁵³**

**-we can persevere if we learn from the mistakes, gain from the
criticism, regroup and go again with renewed conviction and confidence**

²⁵⁰ FOB 320

²⁵¹ OBL 97

²⁵² FOB 316

²⁵³ OBL 97

15-TRANSITION AND LEADERSHIP

INTRODUCTION

Wise leaders live not only in the present—drawing from the past

-they must live out into the future

-part includes preparing for their departure—for every leader eventually leaves—in one way or another

-the aim is to exit the stage successfully

At some point, and the earlier the wiser, they must think about the transition that will follow them

-Richard Vansel of the Harvard Business School states-“The process of managing the succession, handing over the baton of power, is one that begins soon after the CEO is named”²⁵⁴

-those who lead with the long view think this way

But most don’t—in fact, in Maxwell’s 21 Irrefutable Laws—he notes that the Law of Legacy is the one the fewest leaders seem to learn—few groom a successor to take over the organization

-Paul Ford-notes that equipping and releasing is a primary function of leadership—yet it is the lowest of the main priorities of a leader (Church Champions Newsletter)

So what makes for a good transition?

1-MAKE YOUR PRESENT LEADERSHIP COUNT

-do all that you can in God’s strength to make the ministry, the organization, as healthy and strong as possible

-it does little good to have a good transition plan in mind—but leave a weak and unhealthy organization

-Maxwell points to Robert Goizueta of Coca-Cola—because his able leadership increased the value of Coca-Cola by 3500%

-his unexpected departure (death) was not so painful

²⁵⁴ Quoted in LOL, 299

PT-“Success is not measured by what you’re leaving to, but by what you are leaving behind”²⁵⁵

-Gibbs-“The most significant test of leadership is not present performance but the legacy that leaders leave behind”²⁵⁶

- has the leader stayed true to the mission?**
- has the leader led the work to dream a new dream**
- has the vision been on a course towards achieving the vision?**
- has the leader lived out his/her core values?**
- has the leader created a leadership ethos?**

-here’s a second key to good transitions--

2-KNOW WHEN IT IS TIME TO LEAVE

- every leader has a life cycle-everything has a season**
- but wise leaders anticipate—know when to create new s-curves**
- and this may involve leaving**

-leave too soon and you will leave a sense that the work was not completed

- hang on too long and your good work may potentially cancel out**

Some helpful keys—

A-have you run out of energy, drive, *passion* for what needs to be done?

- Fleming makes the point that energy is the “currency of leadership”**
- one must pay close attention to it**

illus-some years ago, Bobby Ross, coach of the Detroit Lions, suddenly quit midseason—and everyone was shocked—but it was a wise transition—he had no more energy, passion, heart for the task

B-has the organization *grown beyond* your unique abilities, experiences?

- have you clearly lost your effectiveness?**

C-are you *losing the support* of the leadership board?

D-are you *losing the cooperation* of your staff?

E-is *God calling* you to a new chapter?

²⁵⁵ Maxwell, 21 Laws, 224

²⁵⁶ Gibbs, 215

-this requires very clear thinking-another opportunity does not necessarily mean God is saying—it is time to move

F-is the *counsel* of those closest to you affirming the decision to move on?

-a third guideline for transitioning--

3-PREPARE THE ORGANIZATION TO SUCCEED AFTER YOU LEAVE

-Maxwell notes in his 21 Irrefutable Laws, that ultimately—three things happen to leaders

a-some drop out—never make it to the line

b-some plateau

-they do some good things—but they fade out, drift, plateau, and never finish the race

c-but some press on, prepare the next generation to succeed after them, and finish well²⁵⁷

-they move from what Clinton calls Phase V (Convergence) into phase VI (Afterglow), where they take the fruit of their ministry (the lifetime of contacts, lessons learned) and impart to others

-they pass the baton to their successors and let them carry it towards the finish line

-for they understand this—that leadership is not about leaders—it is about the people we lead²⁵⁸

A-we see this in Scripture

1-Moses groomed Joshua to succeed him

-he was Moses' commander (Ex 17); he was kept close to the meeting place of God (Ex 33); he was sent out on the reconnaissance mission to Canaan (Num 13:8)

-Moses was passionate about successful succession (Num 27:16-17)—and God blessed this

-therefore he was instructed to consecrate Joshua as successor

²⁵⁷ MOL, 201

²⁵⁸ Lawrence, Growing Leaders, 196

-and critical to his success was to make his transition of authority visible-(Num 27:18-21)

-because of this—Israel did not lose a step when Moses died

-unfortunately—one does not find this to be the case with Joshua

-whose failure to pass on the baton led to cycles of defeat (book of Judges)

-cf Alexander the Great-no clear succession plan-the country dissolved, split into pieces, reversing much of his gains

2-David began developing leaders from the start—in the cave when he was chased

-eventually developed Solomon to succeed him

3-other OT examples include Mordecai/Esther; Elijah/Elisha

4-in the NT-no one modeled this better than Jesus-He consciously prepared His disciples to lead when He left

5-Paul did the same with his teams, with Timothy (I Tim 1:18-19)

B-we see this in the corporate world—those corporations that succeed often have structures in place to groom successors

-again-Coke is a good example-where Goizueta groomed his successor-had him do a number of tasks to make him as capable as possible—eventually making him COO

-but most corporations do not—“Few CEO’s develop strong leaders and groom them to take over”²⁵⁹

-which is also true in the church-and when this happens—it may negatively impact the church for months, years

-what we can do, must do is develop leaders

-develop what Tichy refers to as your leadership engine

-“the ultimate test for a leader is not whether he or she makes smart decisions and takes decisive action, but whether he or she teaches others to be leaders”²⁶⁰

C-here is what’s required?

²⁵⁹ Maxwell, 217

²⁶⁰ LE, 3

1-create a LEADERSHIP TRAINING CULTURE

-Maxwell often urges leaders to make developing leaders a part of your culture

-Tichy-“Winning organizations are explicitly designed to be Teaching organizations”²⁶¹

-a leader is given stewardship over assets—which includes people

-smart leaders make these assets more valuable

-imparting skills, raising intelligence

2-DISCOVER your emerging leaders

-discover those emerging leaders (VTP’s) we are willing to entrust the organization to, people who are clearly filled with leadership potential

-those we believe will be better than ourselves

-how do we discover them?

-Fred Smith gives 10 clues to identifying emerging leaders—

1-leadership in the past-what leadership has he/she demonstrated?

2-capacity to think visionary-their eyes light up when discussing the future

3-constructive discontent-believes there are better ways

4-practical-can take big ideas and apply

5-willingness takes responsibility-not intimidated by the weight

6-finishes the course-grabs hold and won’t let go

7-mental toughness-willing to pay the price of leadership

8-respected by peers

9-respected by family

10-an EF Hutton quality—people stop and listen²⁶²

Hybels-invest in those who have character, competence, chemistry

3-PERSUADE them to become a part

-sell them on the mission, the vision

-leadership is the ability to inspire successors

-people who will keep the mission going and raise it to a new level²⁶³

²⁶¹ Tichy, The Cycle of leadership, 4

²⁶² Spotting a new leader, Fred Smith, LJ, Fall 1996, pp 30f

²⁶³ AC, 199

4-prepare them to FILL THE GAP

- teaching must be “hard wired into everything you do”²⁶⁴
- impart your life, your ideas, your values, your vision every chance you get—continually ask—where is this person in his development?
- boil your experiences down to a set of leadership principles that are presented in a way that engages others emotionally, intellectually
 - help them develop their own ideas—“create and cultivate a climate throughout the organization in which people are given the opportunity to try out their talents and skills, and deliberately exposed to progressive challenges”²⁶⁵
 - empower them to do greater things

A final guide to transitioning--

4-STEP ASIDE WITH INTEGRITY

- when it is time to leave—walk away and disconnect quickly—let the board, people build a relationship with the next leader

“One of the best tests of leadership is the willingness to pass the baton to a successor and let him carry it on towards the line”²⁶⁶

There are different departures

- note The Hero’s Farewell: What Happens When CEO’s Retire- Sonnenfeld-he interviewed 50 prominent retired CEO’s and discovered at least four categories—

-MONARCHS-like aging athletes who won’t give up, they are deeply attached, believe they are not yet finished, think no one can replace them, choose weak successors, leave bitter—often are overthrown or die (Armand Hammer; WA Criswell) 12%

Board’s responsibility-press for succession plan, oversee it

-GENERALS-love their stature, choose a strong (but no one is as strong as I am) successor, leave reluctantly, and plot a comeback during organizational turmoil (William Paley) 21%

Board’s responsibility-Insist on leadership depth, keep succession plan in place

²⁶⁴ LE 12

²⁶⁵ LOF, 306

²⁶⁶ LOL, 302

-AMBASSADORS-their identity is not attached to the position, they are content with their accomplishments, mentor strong successors, believe ministry can succeed w/o them, step aside gracefully and remain as trusted confidantes (Andy Grove-Intel; (38%)

Board's responsibility-take advantage of such a leader

-GOVERNORS-have little attachment to the office, serve a term, accept succession, do not necessarily mentor a future successor, break ties, and leave willingly to pursue new interests (Jim Clark of Silicon Graphics; (29%)

Board's responsibility-keep leader accountable to create a succession plan, remain in contact

In all of these—a wise board recognizes the importance of both doors—the front door and the back door-taking time to honor the past, celebrate the future

