



Lead Well!



**Purpose and Planning for
Growth as a Leader**



"The servant-leader is servant first... It begins with the feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead."

– Robert Greenleaf

"... when we believe that, as leaders, we are playing our part in something more purposeful than our small egos can ever explain, we become leaders who are peaceful, courageous, and wise."

– Margaret Wheatley

Characteristics of an emerging leader
– influence, character, people skills,
drive, intelligence – Bill Hybels

"Everyone can be great, because everyone can serve."

– Dr. Martin Luther King, Jr.

"Come along with me."
– Jesus of Nazareth

"Concentrate on doing your best for God, work you won't be ashamed of, laying out the truth plain and simple."

– Paul, an Apostle



"The work is God's work."

– Mother Teresa

"Leadership is influence. That's it. Nothing more; nothing less."

– John Maxwell

"Leadership is an art, something to be learned over time, not simply by reading books. Leadership is more tribal than scientific, more a weaving of relationships than an amassing of information, and, in that sense, I don't know how to pin it down in every detail."

– Max DePree

Learning to LEAD WELL

As a leader you want to lead well! Whether you are just starting out and your responsibilities don't seem to be large, or you have been around for awhile and you carry a heavy load in leading others, your deep desire is to do well.

Leading well, however, is a great challenge. The more experience you gain, the more complex leading seems to be. You realize that becoming a leader is no longer a destination, but rather, a journey of learning. And while the organization you serve will no doubt invest in your development, the ultimate responsibility is yours. Leading well requires learning well.

*If you aren't identified with getting someplace different from where you are (and with improving the quality of your experience in the process), you probably won't invest the energy to explore ways of doing things better. You also have to be willing to admit that you might need to change some behaviors. If you're interested in making something happen and truly hate wasting resources or stressing yourself inordinately, you'll be open to and hungry to at least explore best practices you may not yet know about.** — David Allen

For the Christian, leading is especially complicated. It is not just about what you have to do, but more deeply, it is about who you are. As someone has suggested, "Leadership is *being* resulting in *doing*. Who we are determines what we do, and what we do flows from who we are."

Fundamental to leading and growth is a commitment to a lifelong journey of learning. Getting a good start is especially true if you are an emerging leader in Christian ministry. That's why this **Lead Well! Learning Guide** has been created. Here's a snapshot of what to look for on the following pages.

- ✦ **CREATING A PLAN.** Here are suggestions on how to create a learning plan.
- ✦ **THE JOURNEY.** This is a "roadmap" to developing the necessary characteristics and competencies needed for effective leadership.
- ✦ **LEARNING TOOLS.** These are ways to go about learning and building those "roadmap" characteristics and competencies into one's life.
- ✦ **MY PLANNER.** You can use this tool in creating your own learning plan.
- ✦ **FUEL FOR THE JOURNEY.** Here are some suggested learning resources.

A vision to lead well is important. Doing so also requires a willingness to plan well.

*Ready for Anything: 52 Productivity Principles for Work & Life by David Allen (Penguin Press, 2003), p. 147



Planning to LEAD WELL

For many leaders, learning and development just seem to happen in the midst of real “on the ground” leading, managing, ministry, reading, training, and relationships with others in similar positions. However, growing as a leader could become a lot more effective if there were more focus, with positive outcomes resulting sooner rather than later. That is where planning well becomes a part of who you are as a leader.

The following three pages offer some important ideas for you to think about. They contain the ingredients you will use in creating your own plan.

THE JOURNEY

This is simply a roadmap to becoming an effective leader. Thirty-six characteristics, competencies, and skills are offered within six categories. Those on top of the profile have more to do with who you are as a person, while those below are more related to ministry. Some will come more easily than others. You will work on many of them throughout a lifetime. The word journey genuinely reflects the nature of learning as a leader.



LEARNING TOOLS

These are the many methods you will use to develop as a leader. Some merge into everyday ministry, while others require taking time away to focus and learn. In every case, whether it is in experiences, relationships, gaining information, or developing

character, a degree of intentionality and planning is required. This fold-out section will hopefully offer you some valuable ideas.

MY PLANNER

It is here that the previous pages come together. The characteristics and competencies on the journey roadmap should help you in framing some goals for your learning, both long-term and short-term. *What is the most important thing you need to learn now?* Once your goals are defined, the tools offer a variety of ways that will help you learn. *Which ones will you use to get you to your objectives?* Finally, it is important that you have some people coming alongside you to provide accountability and support.

FUEL FOR THE JOURNEY

Leaders are readers. If you want to do some reading about leadership, this page offers twelve suggestions for the emerging leader. There are plenty of great books on leadership, but this list offers a good starting point.

In creating your personal learning plan, consult with your supervisor, mentors, and other trusted advisors in order to make the best possible choices. You will find that these people will want to support you in your leadership development efforts.

A Roadmap To Effective LEADERSHIP

Growing as a leader is a long journey of learning within the realities of a lifetime of experiences. The journey requires building a blend of **qualities, characteristics, and competencies** that will serve a leader well. This roadmap is *one* example of a profile that describes what an effective leader looks like within six different subject areas.

Spiritual Maturity

- ✦ Knows who one is, that one matters, and how one fits in as an adult in Christ
- ✦ Lives in vital relationship with Christ
- ✦ Is a person of the Word of God, prayer, and worship
- ✦ Integrates faith and life in daily practice
- ✦ Has Christ-like character and spiritual empowerment
- ✦ Influences others for Christ

Emotional Wholeness

- ✦ Has a healthy self-awareness
- ✦ Deals with personal history, weaknesses, and “beneath the surface” issues
- ✦ Leads out of brokenness, vulnerability, and grace
- ✦ Has the ability to differentiate oneself from one’s ministry role
- ✦ Experiences healthy personal relationships
- ✦ Lives incarnationally, valuing others, and demonstrating compassion

Personal Management

- ✦ Is aware of personal strengths, gifts, style, and type
- ✦ Has a desire and ability to learn
- ✦ Knows how to balance conflicting demands
- ✦ Is able to establish boundaries
- ✦ Works a plan to get things done
- ✦ Is effective in managing money

A LEADER’S DEVELOPING ATTRIBUTES

Mission Commitment

- ✦ Senses a call and has a passion for a specific mission
- ✦ Seeks God’s will for both the “being” and “doing” aspects of leadership
- ✦ Helps create and communicates vision for ministry
- ✦ Applies knowledge of a particular ministry and people served
- ✦ Practices applicable ministry skills
- ✦ Operates with a healthy work ethic

Work Facilitation

- ✦ Takes initiative
- ✦ Demonstrates management skills
- ✦ Thinks and acts strategically
- ✦ Thinks creatively
- ✦ Is able to create and implement change
- ✦ Understands interrelationships of the components of an organizational system

Interpersonal Skills

- ✦ Demonstrates the ability to build and maintain relationships
- ✦ Actively listens to people
- ✦ Communicates well verbally and in writing
- ✦ Is able to build effective work teams
- ✦ Is effective in conflict resolution
- ✦ Has the ability to develop others

TOOLS in Ministry and Relationships

OBSERVATIONS AND REFLECTIONS

Teachable people make connections with leaders who know more than they do, watch how they go about their ministry, and reflectively relate what they are discovering to their own ministry. Being “on the ground” shadowing veteran co-workers or doing site visits at other organizations offer rich learning experiences. Most leaders will welcome visitors who want to learn from them first hand, so as a learning leader you should never fear exploring these possibilities.

TAKING ON NEW RESPONSIBILITIES

Being given a challenging job is the single most important motivation for the teachable leader to learn, stretch, and grow into the next level of leadership competence. Nothing in leadership development is more powerful than connecting your real-life situations that demand answers to your own learning and discovery. Always use leadership learning tools as a part of your new job challenges and responsibilities in order to maximize your personal growth and ministry effectiveness.

LEARNING THROUGH ADVERSITY

Adversity takes on many forms – making mistakes, going through conflicts in relationships, getting stuck in a job one does not like, surviving serious illness, failing to get a new job or deserved promotion – all of which provide opportunities to learn. Experts believe that hardships tell us a lot about leaders, because these situations teach us about our limits and allow us to learn and demonstrate new levels of resilience. Get with a coach or mentor to find ways to learn through your times of adversity.

Making
EXPERIENCE
Meaningful

FINDING MENTORS AND COACHES

Mentoring and coaching involve a relationship in which one person helps develop and empower another related to issues that may be very specific, or that take on the big questions of life. Whether the relationship is specific and short term, or general and long term, having seasoned persons investing in your life will pay huge dividends in your development. Learn as much as you can about mentoring and coaching, be intentional about having these people in your life and eventually mentoring and coaching others.

LEARNING FROM PEERS

“Iron sharpens iron” as peers become vulnerable and blend both brief contacts and extended periods of time to sound off, raise questions, gain feedback, and find encouragement amidst the realities of life as a leader. Leaders have a lot to learn from each other no matter what their stage – from emerging leader to seasoned veteran. Take the initiative to build long-lasting and vulnerable relationships with peers, and even consider taking the lead in forming a new small group of leaders.

INVESTING IN YOUNGER LEADERS

Make an investment in emerging leaders by taking the time to offer encouragement, allowing them to observe you, coaching, mentoring, asking reflective questions, and formal teaching in seminars and workshops. This makes it possible for you to learn more about yourself and to gain motivation in walking your own talk. Often investing in the next generation of leaders begins by doing an exceptional job of effectively supervising those to whom you are responsible.

Building
Guiding
RELATIONSHIPS

TOOLS of Heart and Mind

SPIRITUAL DISCIPLINES

Intentionality about one's own spiritual formation is a matter of exercising spiritual disciplines (solitude, prayer, study, worship, etc.) and being aware of how God in his grace is already at work in one's life. Without a foundation of inner character that is centered in Jesus Christ and formed by biblical truth and the work of God's spirit, everything else a leader learns and does will be of little lasting value. Find trustworthy guides within the Christian community who will help you become the person God fully intends you to be.

SELF-AWARENESS TOOLS

Because knowing yourself is the first step in leadership development, there are a wide variety of self-awareness tools (surveys, tests, inventories, reviews, etc.) that are highly valuable. Learning begins with knowing who you are, what kind of temperament you have, what your strengths are, what spiritual gifts you demonstrate, how you learn best, the ways others perceive you, and what the next competencies are that you need to build into your life. Use growing self-awareness to guide you in your personal development.

UTILIZING PROFESSIONAL RESOURCES

Personal counseling offers an opportunity for a person to work with a professional on some of the deeper and difficult issues of life, both internally and relationally. Sometimes it will be impossible for a leader to demonstrate new competencies or move to the next level of maturity without this help in dealing with emotional wholeness issues that genuinely block one's capacity for change. A growing self-awareness that involves others will help you discern if counseling would be of value to you as a leader.

Developing
Personal
CHARACTER

READING AND STUDY

Adult learners can gain an enormous amount of knowledge through the ideas and stories of other leaders as conveyed in print, audio, and video formats. Through reading, listening, and studying books and lectures that connect to your current challenges, help is available when you need it, and can be accessed in ways that maximize your use of time. Be intentional in selecting what you study, take notes, talk to others about what you are learning, and make real-time applications.

TRAINING OPPORTUNITIES

These non-academic events usually run from one day to a week and are purposefully designed to relay information, teach skills and provide foundational help for personal growth and on-the-job development. Their value is built around the amount of essential information and know-how they offer you. Success comes when you have a clear understanding of your needs and learning objectives prior to the training, and when you are ready to apply what you learn immediately afterward.

ACADEMIC PROGRAMS

Graduate programs that add to a person's credentials and promote effectiveness in ministry and leadership are more creative and accessible than ever, both online and in the classroom, and at times that fit most people's schedules. They connect highly motivated adult learners and instructors in situations that can be highly stimulating both academically and practically. If necessary, spread coursework over an extended period of time to avoid schedule overload and to maintain balance with your studies, work, and family.

Applying
Valuable
INFORMATION

Quarterly **LEARNING PLANNER**

Name _____

Quarter _____

Big Picture: Ministry role or key responsibility to be developed

This Year's Learning Goals: Skills, qualities, characteristics, and competencies to develop

Special Circumstances: New responsibilities, challenges, or adversity

The Quarter's Goals: What I will learn and work on?

Learning Tools: Specific tools I will use and their details

Accountability: Persons to whom I will be accountable and receive support

Evaluation: At the end of the quarter, how did I do?

Celebration: How I will celebrate for meeting my goals?

One Dozen IMPORTANT LEADERSHIP BOOKS to Get You Going!

- ✦ *Ready for Anything: 52 Productivity Principles for Work & Life* by David Allen (Penguin Press, 2003)
- ✦ *Spiritual Mentoring: A Guide for Seeking and Giving Direction* by Keith R. Anderson and Randy D. Reese (InterVarsity Press, 1999)
- ✦ *What Type Am I? Discover Who You Really Are* by Renee Baron (Penguin Press, 1998)
- ✦ *Working with Emotional Intelligence* by Daniel Goleman (Bantam Books, 1998)
- ✦ *Courageous Leadership* by Bill Hybels (Zondervan, 2002)
- ✦ *Christian Reflections on The Leadership Challenge* edited by James M. Kouzes and Barry Z. Posner (Jossey-Bass, 2004)
- ✦ *The Wolf Shall Dwell with the Lamb: A Spirituality for Leadership in a Multicultural Community* by Eric H. F. Law (Chalice Press, 1993)
- ✦ *The Five Dysfunctions of a Team: A Leadership Fable* by Patrick Lencioni (Jossey-Bass, 2002)
- ✦ *The Way of the Shepherd: 7 Ancient Secrets to Managing Productive People* by Kevin Leman and William Pentak (Zondervan, 2004)
- ✦ *In the Name of Jesus: Reflections on Christian Leadership* by Henri J. M. Nouwen (Crossroad, 1989)
- ✦ *Connecting: The Mentoring Relationships You Need to Succeed in Life* by Paul D. Stanley and J. Robert Clinton (NavPress, 1992)
- ✦ *Relational Leadership: A Biblical Model for Leadership Service* by Walter C. Wright (Paternoster Press, 2000)



For more reading ideas and a wide range of leadership development resources with a Pacific Northwest emphasis, go to the web and check out –

www.christianleadershipadvance.org



Then Jesus made a circuit of all the towns and villages. He taught in their meeting places, reported kingdom news, and healed their diseased bodies, healed their bruised and hurt lives. When he looked out over the crowds, his heart broke. So confused and aimless they were, like sheep with no shepherd. "What a huge harvest!" he said to his disciples. "How few workers! On your knees and pray for harvest hands!" — Matthew

**THANKS TO THE FOLLOWING PEOPLE FOR THEIR INPUT
INTO THE CREATION OF THIS LEARNING GUIDE:**

Larry Acosta, Al Anderson, Cliff Anderson, Lindy Black, Greg Boyer, Tom Boyle, Jim Eney, Mark Evans, James Galvin, Jules Glanzer, Mary Hill, Dave Hillis, Dave Kubal, Carla Lafayette, Ron Marrs, Kim Porter, Bill Riehl, William Robinson, Todd Rorem, Terry Stokesbary, Emmett Wheatfall, Walter Wright, Lynn Ziegenfuss, and others.

– Dave Coleman, M. J. Murdock Charitable Trust



M. J. Murdock Trust Charitable
Post Office Box 1618
Vancouver, WA 98668
360.694-8415
www.murdock-trust.org