





Leadership Development

"Becoming a Leader"
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Foundational Principle

- It is always true that God gives leadership to his Church.
 - Psalm 75:6-7 [6] "No one from the east or the west or from the desert can exalt themselves. [7] It is God who judges: He brings one down, he exalts another."



Definition of Leadership in the context of God's Kingdom

"Leadership is a dynamic process in which a man or woman with God-given capacity influences a specific group of God's people toward His purposes for the group."

J. Robert Clinton, *The Making of a Leader*. p. 14.

Leadership Development

- This is broader than just having a position, a formal title, or formal training.
- In God's kingdom, leadership is about spiritual dynamics.
- There are certain steps that God seems to use in this process.
- God uses the "little – much" principle of Luke 16:10

Traits Most Desired in Leaders

- ❖ Research by James M. Kouzes and Barry Z. Posner
- ❖ Two of their Books: *The Leadership Challenge*, and *Credibility*.

- ❖ "What values (personal traits or characteristics) do people look for in their superiors?"

Most Frequently Mentioned Traits

- ❖ Integrity (leaders are truthful, are trustworthy, have character, have convictions)
- ❖ Forward-looking (leaders have a vision for the future)
- ❖ Competence (leaders are capable, productive, efficient)
- ❖ Inspiring (leaders are inspiring, are decisive, provide direction)

- "In virtually every survey we conducted, honesty was selected more often than any other leadership characteristic. Honesty is absolutely essential to leadership."
- If people are going to follow someone willingly, whether it be into battle or into the boardroom [or in the church], they first want to assure themselves that the person is worthy of their trust.
- This is true regardless of country, geographical region, or type of organization—the most important leadership attribute since we began our research in 1981 has always been honesty.

Honesty leads to Integrity.
Integrity results in Credibility, and Credibility creates Trust.

- Reputation stands behind credibility.
- Reputation is the human collateral, the security we pledge against the performance of our obligations as leaders.
- Damaged reputation lowers people's estimation of a leader's worth and their motivation to follow.

- Reputation and credibility are earned over time.
- They do not come with the job or the title, degrees or even accomplishing significant goals.
- The credibility foundation is built brick by brick.
- It is interesting that even in the secular literature on leadership, integrity is the key and center of the leadership phenomenon.
- **So what really is this thing called Integrity?**




Integrity is the infrastructure like steel that supports our

- *characters*
- *families*
- *institutions*
- *communities*
- *church*

Broken integrity fractures


- *personal and professional relationships*
- *trust within a family, community, institution, and church*

There is no such thing as a minor lapse of integrity.



Integrity !

- ❖ Integrity comes from the same Latin root as "integer."
- ❖ You remember integers from math-- they are whole numbers.
- ❖ Integrity truly means whole, or complete.
- ❖ Consider leading with integrity as the proper combination of the two words: leading with wholeness



Integrity !

- ❖ Great leaders model integrity by being honest and doing what is right no matter the circumstances.
- ❖ Integrity requires you to make the right choice, even when you may not receive personal gain from the outcome.

Integrity !

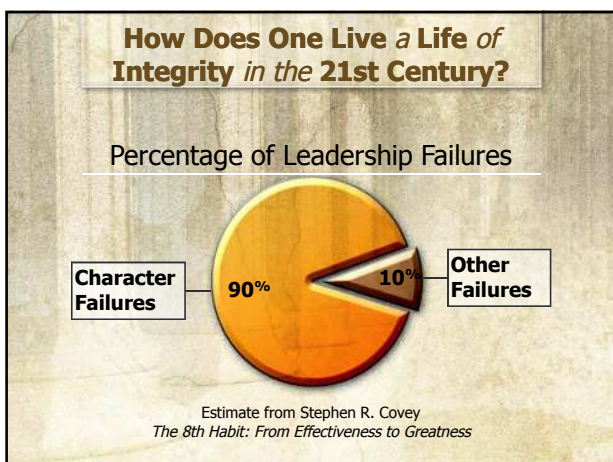
- ❖ According to several studies, the integrity dilemma is not only plaguing our leaders, but also **our culture**.
 - ❖ 74% of the respondents stated they would steal from someone who would not miss it.
 - ❖ 76% of honor students state that they have cheated academically.
 - ❖ 75% of employees have observed unethical workplace conduct within the last year.

Even Among Church Leaders

- Sexual Harassment and Immorality
- Fraud
- Nepotism
- Misuse of Power as an Authority Figure
- Falsified Expense Reports
- Embezzlement
- Discrimination

Integrity !

- ❖ Employee satisfaction fell to 21% when upper management failed to deal with a supervisor accused of unethical behavior.
- ❖ 85% stated that honest and ethical management was important to the health of the organization and yet only 40% believed those character qualities were present in their organization.



Integrity & Spirituality

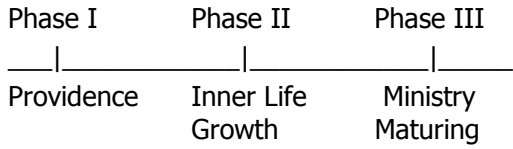
- ❖ The two items are integrally linked.
 - When God chooses leaders, He seeks persons with integrity.
 - The way to gain integrity is through spirituality.
 - Integrity is a manifestation of character.

Spiritual/Leadership Development

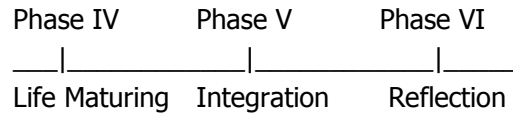
- Phase I – God’s Providential Acts
- Phase II – The Inner-life Growth Phase
 - A time of getting to **know God** in a more personal, intimate way.
 - Deals most directly with **Spirituality**
 - Learns the importance of praying and hearing God
 - **Obedience** to God is part of spiritual growth
 - Obedience is developed when we learn the process of **Submission**.

Spiritual Leadership Development

Leadership Time-line (J. Robert Clinton, *The Making of a Leader*)



Spiritual Leadership Development Timeline



Phase I Providence

- God works in the person's life:
 - Family environment
 - Gifts and Skills
 - Experiences
 - Personality Characteristics
 - Beginning character development
- Opportunity for the leader-to-be to respond positively to these things.

Phase II Inner Life Growth

- Conversion – first phase of a call
- The Call – Private, Providential, Ecclesiastical
- Preparation – Imitation, response to modeling, trying ministry (Heb 13:7), education.
- A time of getting to know God, **spirituality**.
- Learns the importance of praying and hearing God.
- There is growth in discernment, understanding and obedience (which is developed when submission is learned).

Processes Used by God to Develop Character

- The God-given capacity to lead has two parts: **giftedness** and **character**.
 - As God develops a leader in these areas, He applies certain **checks** or **tests**.
 - The goal is to develop **character**.
 - **Integrity** is the heart of character.
- "God won't use a leader who lacks integrity." Clinton, 63

Integrity Checks

- They test inner character for consistency.
 - E.g. Saul I Samuel 15:13-14 (God told Saul to destroy the Amalekites. He did not. He was rejected as a leader.)
 - E.g. Daniel 1:8-21 (Daniel made up his mind not to defile himself.)
- Types of Integrity checks: values, temptations, conflict against ministry vision, a test of calling, persecution (tests steadfastness), loyalty (tests allegiance), restitution (tests honesty), . . .

Obedience Checks

- A leader must learn obedience in order to influence others toward obedience.
 - In this test a leader learns to recognize, understand, and obey God’s voice.
 - E.g. Abraham Genesis 22:1-2 (God instructs him to take Isaac and sacrifice him).
- Obedience doesn’t always hinge on understanding.
 - Abraham passed this test. Hebrews 11:17-19
 - Obedience is first learned, then taught.

Word Checks

- The ability to receive instruction or truth from God, and then apply it.
 - God uses His Word to give inner conviction, to assign ministry, to solve problems, to motivate toward vision, to encourage faith, to give divine assurance, to clarify guidance, etc.
 - When successfully passed, a word check will lead to more truth.
 - E.g. I Samuel 3:1-10; Result: I Sam. 3:19-21
- This leads to increased spiritual authority.

Other Tests

- **Time Test** – God seems to delay
- **Servant Test** – Asked to do menial tasks below his high calling.
- **Character Test** – Temptations
- **Discouragement Test** – How does the leader react to difficult events.
- **Self-will Test** – Will it be our plans or God’s plans?
- **Promotion Test** – Reactions when the leader is not advancing in his scope of responsibility as he thinks he should.

More Examples

- Identify the Integrity check in Acts 20:22-23
 - Kind?
 - Purpose?

- Identify the Word checks in Acts 11:27-30

Phase III Ministry Maturing

Involves doing ministry, learning how to minister to others.

- Learning to experiment with spiritual gifts, and gain effectiveness in using them.
- Obtains formal education and training.
- Learns how to relate positively with other people.
- Deals with the inadequacies in his personal life.

Phases I-III

- In Phases I-III, God is primarily working within the leader, not through him.
 - There may be and should be fruit from the ministry, but the major work is what God is doing to and in the leader.
 - It is helpful to recognize this factor.
- God is quietly trying to get the leader to see that one ministers out of *what one is*.



Phase IV Life Maturing

- Ministering from what you are.
 - Has a fruitful, satisfying functioning in ministry.
 - Learns what not to do as well as what to do.
 - Isolation, crisis, and conflict are issues to deal with.
 - Ministry begins to flow "out of a person's being" as his character mellows and matures.
 - Communion with God becomes foundational.




Phase V Convergence

- God moves the leader into a role that matches his or her gift-mix and experience so that ministry is maximized.
 - Some do not experience convergence, for various reasons within the person or outside of him in the organization, or by providential reasons.




Phase VI Reflection

- The fruit of a lifetime of ministry and growth culminates in an era of recognition and indirect influence at broad levels.
 - The process is to continue to reflect the glory of God and honor His faithfulness over a lifetime of development.



Levels of Leadership

5. **Personhood** – People follow because of who you are and what you represent.
4. **People Development** – People follow because of what you have done for them.
3. **Production** – People follow because of what you have done.
2. **Permission** – People follow because they want to.
1. **Position** – People follow because they have to.




FIVE PRACTICES OF GOOD LEADERS

I. CHALLENGING THE PROCESS

- A. Experiment and take risks even though you might fail.
- B. Ask "what can we learn" when things don't go as expected.
- C. Always look for ways to improve and innovate.

II. ENABLING OTHERS TO ACT

- A. Involve others in planning the actions that affect them.
- B. Give people the freedom to make their own decisions.
- C. Create an atmosphere of mutual respect and trust.



FIVE PRACTICES OF GOOD LEADERS, cont.

III. MODELING THE WAY

- A. Be clear about your values and beliefs.
- B. Make certain that people adhere to agreed-upon values.
- C. Be consistent in practicing what you preach.

IV. INSPIRING A SHARED VISION

- A. Describe to others the kind of future you can create together.
- B. Show others how their interests can be fulfilled by a common vision.
- C. Clearly communicate a positive and hopeful outlook.

FIVE PRACTICES OF GOOD LEADERS, cont.

V. ENCOURAGING THE HEART

- A. Praise people for a job well done.
- B. Celebrate when project milestones are met.
- C. Link rewards to achievements.

II Corinthians 4:1-2 (MSG)

[4:1] "Since God has so generously let us in on what he is doing, we're not about to throw up our hands and walk off the job just because we run into occasional hard times. [2] We refuse to wear masks and play games. We don't maneuver and manipulate behind the scenes. And we don't twist God's Word to suit ourselves. Rather, we keep everything we do and say out in the open, the whole truth on display, so that those who want to can see and judge for themselves in the presence of God."
