



Training Lay Leaders

Christian Leadership



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This is an online series of lectures on Leadership by Dr. John Johnson, Professor of Pastoral Theology Western Seminary. He recently completed his book *Under an Open Heaven: A New Way of Life Revealed in John's Gospel* which is a call to live the life as God has enabled us to live.

Chapter 1 – Defining Leadership is Difficult

Leadership is difficult to define because is both a science and an art. Effective leaders often display styles that are markedly different because of their personalities, varying contexts and the expectations of those around them.

a. Introduction: How many of you would say that you are built to lead? Or that you tend to be a leader in the group. I am sure that many of you feel this way. Perhaps some of you really haven't figured out what a leader really is, yet. First, we will see what a leader is, and then in the coming lectures, we will talk about what leaders do. Leaders have to see differently than other people. I want to give you some skill sets of what you need to see and do. A big part of leadership is how to understand the mission you are given and how to set a vision, a strategy and direction as a leader. Leaders lead people somewhere and that means you have to understand the purpose and you need to have a certain vision; vision and leadership go together as well as strategic thinking. In addition, leaders have to cope with change; whenever you take people in a direction that means change. Leaders at times are going to be popular and at times they are not going to be so popular. Anyone who has been a leader for any length of time knows that there is a certain price that comes with leadership. Leaders splash cold water on everyone's complacency. The leaders I know are not the care takers of the status quo for the nature of leadership is change. Leaders bring change and with change there comes a lack of comfortability at times. The last section in the seminary here that I teach in regards to leadership is transition. When a leader brings all of this to an organization, they usually ask him to leave. This is a class that intends to help you to fail! Not really! Leaders usually make a difference and people are not always comfortable with that. The classic illustration is Jesus, a leader of leaders and he brought a lot of un-comfortability, for he brought change.

b. Winston Churchill: When I think of leaders that I haven't met, I think of Winston Churchill. William Manchester wrote a magnificent biography of Churchill's life during the war. This goes up to World War II and so it is all about the thirties. He only completed two volumes before he died. At the very beginning, he writes, among eighty sheltered acres of beach of oak, lime and chestnut stands a singular country home of England's most singular statesman. Churchill was a brilliant domineering intuitive inconsiderate self-centered, emotional, generous, ruthless visionary

mega-maniacal and heroic genius who inspired fear, devotion, rage and admiration among his peers. What is this saying? What does it sound like to you? He was obviously a leader being in office for so long. He led a nation through one of its most difficult times. But who was Churchill? We could say he was complex. The reality is that most great leaders are complex people. One of my favorite stories about Winston Churchill is that he had a very difficult relationship with Lady Asper. And this really defines leadership; it is very complex.

c. Leadership is, of course, Difficult to Define: So, defining leadership; how do you define something that is so complex, especially a person who is described as a leader? The following are some things that make leadership difficult to define: it is both a science and art. You can get a book on leadership showing rules telling you how leadership works. Leaders come into a room and create a field, something happens. But much of leadership is an art, isn't it? It isn't easy to define. In an art, there is certain unpredictability, certain abstractness; every leader is different. There is a certain mystery to leadership; there is a certain paradox and ambiguity. In reading that statement about Churchill, there is a certain paradox to that. Leadership also depends on a follower's readiness. Where followers are, this will determine how a person leads. There was a guy named Paul Hersey who talked a lot about situational leadership. A leader has to adjust his or her leadership to the readiness of the follower. Successful parents understand that as your children develop, you have to shift your leadership. You can't be the same parent at 6 and at 16. So the definition of leadership also depends upon the readiness of followers. There is a different leadership when someone is drafted into the army and as a recruit going through boot camp, there is a different leadership that is necessary for a recruit in boot camp verses someone who is a Colonel speaking to a Second Lieutenant for example. A part of that depends upon the condition. For example, peace time or war time leadership makes different kinds of leaders. A good example would be George Bush until 9-11 and suddenly he had to become a whole different leader.

d. Different Contexts: There are also different contexts and therefore different leaders. There is a different context in regards to a football team that requires a certain kind of leader. There is a leader of a co-operation, a leader of a church or in a classroom. So it depends upon the context because it is going to look differently. A problem comes about when we try to fit a certain context when it requires an altogether different context. Sometime a person on the board will say, 'pastor, we need for you to be the CEO,' that is how we expect you to be. There are some similarities, but I'm not a CEO; I am a pastor. Sometimes, pastors can get it horribly wrong when they try to be CEO's. Or coaches for example, I'm not a coach but sometimes people want me to be a coach. I'm

a pastor and that is a complex and different kind of leadership than these other contexts. There is a person called Gary Wills, who wrote *Certain Trumpets* where he refers to sixteen different kinds of leaders. He makes a point that wise leadership is hard to define as it depends upon the context. With context, I think I also mentioned culture which makes it challenging also. I have discovered that different cultures have a different expectation of leadership. In a multi-cultural church, it can be really perplexing because you might be pastoring many nationalities and every one of them expected you to be a different leader. Some cultures look at their leaders as a father figure. In a Spanish culture, when I tried to look at leadership in that, the image seems to be more heroic. In the Jewish culture, they have learned how to be survivors; they don't want to put all their hopes in a leader. They tend more to want to lead themselves. So every culture has a different image of leadership.

e. Ecclesiastes: Obviously, this is not just a course on leadership as we are talking about leadership that relates to ministry and church. There is a story in the Book of Ecclesiastes in chapter 4 and verse 4:13 where he talks about leadership. In the Old Testament in Ecclesiastes, listen to what this tells us about leadership. 'Better is a poor and wise youth than an old and foolish king, who no longer pays attention to warnings.' He starts off contrasting young and old; not only just young and old but somebody who is old and who has got stuck in their ways and no longer pays attention to warnings. But here is this poor but wise younger person. Verse 14, 'for he came out of prison to become king, even though he had been born poor in what would become his kingdom.' This is one of those rags to riches story. How did he get there? 'I saw all the living that moves about under the sun, along with that youth who was to stand in the king's place. There was no end of all the people, all of whom he led. Yet those who come later will not rejoice in him.' He is teaching us about leadership and part of what we need to understand is the people that follow; they are ever changing, they are here and then they are gone. This person suddenly becomes the new leader but everybody now is attracted to the next person and then the next person. Even in our own culture, we are very cyclical as people. We elect a person to lead us, a president for example; we spend two years in the process listening to the news to the point that you get so tired of it. The process will eventually replace the old president or the old president signs up again, and then we will spend the next four years destroying him. At the same time, we are looking for the next savior. We even get bored with this process as it has been around for so long. It is the same script. When Solomon wrote this, he starts the whole book with the first verse; vanity of vanities. To a certain extent, he is looking at the vanities of our life. Life comes and it goes and leaders come and go also because people change constantly; today's heroes are discarded the next day. The audacity of hope is tomorrow's picture of

hopelessness.

f. Different Cultures, Styles and Personalities: This is also what makes leadership complex; the people that you are leading and how they respond. There are not only different cultures but different styles and personalities. Some leaders are ultra-gregarious; they just stand up and take over; they are the center of the stage and in your face. They are heaps of energy. But some leaders are unbelievably shy. Some leaders are truly introverts and don't fit what we think of leaders. You may be wondering whether or not you are a leader and have a pre-conceived notion that a leader has to be a certain person in a certain way. But a leader can be a lot of different things, especially in terms of traits. Some leaders are impulsive while some are very methodical; some leaders are very astute, some are ostentatious, some are ruthless, some are incredibly vain and some leaders are very humble and modest. Leaders, whether you are very modest, humble, or quiet or very out there, but what do these have in common? Underneath it all, they are very tenacious; great leaders grab a hold of something and will not let go. You can be very humble and modest, but don't mistake that for wishy washy. Perhaps you are very quiet, shy and reserved; when you grab something that you are going to lead, you hang onto it. Tenacity is part of a description of your life; you persevere, you stay with it. There is this inner intensity, a dedication to make something happen. In terms of complexity, part of it depends upon the time. In the 1950's, a leader profiled more of a great man theory of leadership, less collaborative. We came right out of the 1940's with years of war, a very structured society and culture in terms of organization. Growing up in the fifties, all the heroes were Sky King and the Lone Ranger; these were the models of leadership. They were portrayed like this on TV but they were also a reflection of culture.

Today, this doesn't define a leader today. That was during a time where 'father knows best.' In the 70's and 80's, leadership became more team, collegial, and consulting. So, what about our own generation? How do we define leadership today based on our culture? We could say that we have a certain crisis in leadership today and we have certain alienation toward leadership in a post-modern culture. We have a culture that is actually pushing back to a lot of things and we live in a suspicious culture. We have an emerging generation that is suspicious of anything institutional. This has happened for a good reason; failure of marriage, what churches need to be and society and what government needs to be. Thomas Friedman recently wrote an article in New York Times where he describes a real fear he has for the emerging generation where people can't get a job. They are at their prime and they may just give up and he wonders what the implication will be for the culture

then. The other night a student graduated with a sixty thousand dollar debt, a government loan. He got his political science degree and now he is working at a department store. He has no hope to do anything beyond that. What do you think this begins to create in a person? There will be hopelessness and dissolution and suspicion. What we all need to be aware of, if our culture doesn't make some shifts, we may have an emerging generation that will be highly suspicious of anybody that stands up as a leader; this is because leaders have disappointed a lot of people. It didn't feel that way for me in the 50's and 60's but it is true today. This even creates more complexity within leadership in today's society and culture; it is not what it used to be.

g. Expectations in Leadership: Part of the difficulty has to do with expectations. What are the expectations of Jesus for a leader? Most likely, Christ's expectation of a leader and a company's expectation of a leader are very different. So this complexity includes the expectation one has for a leader. Some expect leaders to be popular while others expect leaders to be highly efficient or productive. So people have different expectations. When I pastored a church in the Netherlands, I had a man who worked with the European Space Agency. He was a large German man, a scientist. We didn't get along really well and I never quite figured why; I tried to be nice to him and I would go over to the Space Agency and we would have lunch. One day I was walking near where he lived and God really put him on my heart. It was a very real moment that I sensed God speaking to me. I was to go and see this man. So, I went over to his house where he was having dinner with a Japanese business man. I apologized but he invited me in anyway. We went to another room and I ask if I had offended him in any way? He replied in a raised voice, 'you have made the church so efficient!' And that was it! I admit that the church was fairly unorganized when I had first arrived. They had an elder board, a deacon board and then an elder-deacon board. I served on three boards and I believe that there were at least forty committees. In an expat church, everybody that comes along adds to the layer and they just keep mounting up. I learned from this that everybody has a different expectation. And sometimes we think that everybody's expectation of a leader is the same, may not at all be. So, I want to conclude by saying that leadership is one big confusing subject.

Chapter 2 – Common Elements of Leadership

A leader is someone whom we follow, who influences and mobilizes us and who leads us toward a common goal.

a. Obama and Bush as Leaders: As we talk about the complexity of leadership, every now and then I might use a political example. I am not pushing any political party or candidate. However,

I do find that political leaders are fascinating. They provide interesting examples because they are so public and in the news. I have said that leadership isn't easy to define; in saying that, can I ask whether former president Obama would be a classic example of this? One such person from the audience (Felisha) works a lot with agencies and the government. Tell us some of the complexities of defining Obama as a leader. 'When Obama was first running for office, he had a sort of grass roots organization. In Harvard, we studied Obama and his ability to create this movement across the nation. His group was probably one of the best story tellers, going from an ordinary person up to what matters and counted. He was a kind of catalyst; some leaders are very good at this and this is a whole different level of leadership. Getting elected to office is one type of leadership and then once you get there, it requires a totally different kind of leadership. This man said that he was a follower of Christ and in just making that announcement, what did that do to him? He put himself under public scrutiny, right? Then they call him a Muslim, and then they said that he wasn't an American. How did he respond to all of this? He said that in his belief, he wanted to be like Jesus. Then our response was: Oh, he's not a leader, he can't make a decision. Everybody thought that he was trying to be a sort of a meditator; that he can't make a decision. Well, he finally makes a decision; he appoints someone to be a judge and then again he is criticized. He was a new type of leader; he is young and trying to be collaborative and seems to be testing the view of leadership. Now, Bush was a totally different kind of leader. The question here is, he may be wondering where were the Christians since he professes to be a Christian. He was trying to lead with love and grace, but the group that is really hitting him hard and not supporting him was his own brothers and sisters in Christ.

You know that I am a follower of Christ and after four years, the only dirt they can find wasn't much. And they were really looking for that dirt. But he has been challenging us to do even though it has been hard; if you look at his daily actions and this is what leadership is about. What did he do in his inactions with people who were called the common man? Who was he engaging? These are the kinds of complexities of leadership; he was trying to lead with grace and love and trying to be the leader that people wanted him to be as the President of the United States. He comes across as being strong and then he comes across as being a dictator when he tries to lead with grace; they say he was wishy washy. So when you enter leadership, the one thing that you see, you will always be under public scrutiny and that you will never appease everybody. There will always be a group that will criticize you, no matter what you do. One of the down falls that people say in regards to Obama, he is trying to be everybody's leader. Now, at the end of his administration, he realized that he

couldn't be. He couldn't be everybody's leader. So, the interesting thing will be the person who follows him; how different will that person be? (And of course we now know that Trump is the President of the United States and comes with a totally different style of leadership which many people hate even more!) We see that that the Republicans come over very negative toward the democrats. So, as a country, we have to look at what leadership really means. So, if you become a leader, realize several things, you will always have a critic, no matter what you choose to do, you will always have a critic. Even if you do it right, there will be those who aren't happy. Then, when you make your decision, pray and consider what Christ would have done.

With Bush and Obama, every morning they prayed for the country, both of them did. Every day, they ask God to help them to guide the country. That is what they did. One final thing to consider as a leader, you have to make a decision when everybody else is not decisive. When he went in and got Ben Laden, he had to make a decision. He had to tell those that went there, to kill him. This was something that went morally against what he believed. As a leader, you will have to make those extremely hard decisions and in it, there will be those who are for you and those who are against you. The quote made about Winston Churchill can be said about any leader. 'True leaders will make hard decisions, they will have critics, but in this new group of leaders, you will see innovations change; you will see change makers. That will be the new leadership today; they will be called change makers.'

b. Three Things Leaders Have in Common: So, let's think about what some commonalities are in leadership. There are three things that leaders seem to have in common: a leader is someone people follow. You are amazed, right! As you ask yourself whether or not you are a leader, then ask who is following you? Well, my dog follows me! Peter Dreger, sort of the guru on leadership, says that the only definition of a leader is someone who has followers. After all the writing on leadership, that was his statement. The only definition of a leader is someone who has followers. John Maxwell has also written a lot about leadership, has a favorite proverb, 'he who thinks he leads but has no followers, is only taking a walk.' Gary Wills, I mentioned him earlier, says, 'a test of a leader is not temperament or virtue but the ability to acquire followers.' So, let's think of some examples from Scripture; who are the leaders who had followers? Moses had followers, yet sometimes they seemed to be against him. Sometimes, your best leadership is when the least number of people follow you. John F. Kennedy wrote *Profiles of Courage* before he became president. It was a story of people in congress who defied their peers, people who put them into office. They didn't do what was popular but what was right. This raises the question of whether or not they were leaders. If

the basic definition of leadership is someone who has followers, but sometimes leaders have to make decisions where people are less inclined to follow. Was Jesus still a leader at the cross when everybody left him? Yes, of course. In John 6, everybody wanted Jesus to be their king because he had just fed them all. He turned and said, 'I am the bread of life, anyone who is going to be my disciple must eat my flesh.' This sounded strange but he was calling for total commitment. But, instead, everybody left him, except for the twelve. And Jesus asked them whether they wanted to leave also.

c. Leaders in Scripture: If they had left, would Jesus still have been a leader? Who else in Scripture was truly a leader? Gilead who had a lot of followers; David was also a leader and there was also Nehemiah. Anybody that gets a group of people to go and build a wall was a leader. What are the implications? A leader has to manage that relationship. For example, Franklin Roosevelt with his fireside chats and this was all about understanding the nature of leadership. He paid a lot of attention to his followers. Abbot here is a leader; he has been in the computer industry as a VP in HP computers. Abbot in all of your years of experience, what attracts followers? 'A lot of what you see is the context and character. Who you are as a person and how Christ is manifested in you in different ways. But leadership is always in context. I just finished up a pastor search process. How do you take on that leadership role? It is a calling by God and it is really important. As you think about all of that, part of the leadership model is in regards to who you are leading; what is the group and what is the task? Who is on the team and does everybody understand the objective? What is the timing of it? You can have an academic discussion about leadership until you realize that it involves timing and a completion of a task. So, when you think about it, a lot of your good leaders are people who you would want to be your friend. If I'm having a crisis at three in the morning, this is the person I'm going to call on the phone. It is because that is the person who is going to be authentic with me; they are going to tell me perhaps what I don't want to hear. There is a high degree of person integrity. With my team, I always used to say that I believe in absolute integrity vs situational integrity. This is when it doesn't look good and you change your story.

d. Encouragement: Those kinds of character traits are very important; trust and dependability. You ever had to follow someone that you didn't trust or you can't depend upon, not when it is easy but when it is hard? What do you do when someone gets in your face on the leadership team in regards to a total disagreement about either what you are doing or how you are doing it? They start pushing your buttons and start doing pointing at you. What do you do about that? I am sitting there going through the Bible as fast as I can and come to Proverbs and try to find

an answer there. Everything becomes a test as you go through it. A great thing about a good leader is encouragement; a natural ability to encourage people. Encouragement within a bad situation and not to whitewash over it or push it off to the side is one of the gifts of leadership; to be an encouragement to others. Another great gift is active listening, not passive listening where you just agree but instead where you involve yourself in the listening. One of the most important things though is servant leadership. This gets a little upside down sometimes because in servant leadership you need to have a humble spirit and you have to be confident. Typically leaders are required to be change agents. Does anyone know a leader of the status quo? If you are going to lead change but at the same time always be aware that somebody there is not going to want to do the change. How do you win them over? And you may not; how do you do that? Another key point in leadership, if you are on a team, there are usually some very quiet people and usually these are the people who are very clever. Being the kind of a leader where everybody feels safe; they trust you and they will follow you. But you need to hear from them at the same time. Create a safe environment where they can do that. One of the very first questions that we had on our pastoral search team; is it safe for me to say what I think about this process? You could be disagreeing with the eight other people on the team.

e. Know Your Decision Processes: As a leader, what are your spiritual gifts? And what are the spiritual gifts of your team members? In doing leadership in church, I will say that I learned more about leadership in the church context that helped me in my career than the other way around. In my career, I was sort of like the Roman soldier that said that he simply follows orders; just doing what he is told. This is what you can do in the business world. As VP at HP, I can go and say do this and they would do it. But try that here in church! There is another whole model of how you lead here in church. You need to understand what your decision processes are. I live in the Silicon Valley and we do things totally different than in other parts of the country. So what is your individual decision model, how do you find that out? Remember the test where you figure out whether you are an otter, a beaver, a lion or a golden retriever? I can't remember what the test is called, has anyone taken that test? This helps you, providing different models in terms of your style of leadership. What about spiritual discernment? Before we begin this task, the number one thing we did, we read *Concerning God's Will*, we read this together. You can get this book for kindle only or perhaps a used book store. That is a whole different thought process because now we say that everyone has value and everyone has a voice and you are going to listen to everyone. That leadership model gets fellowship because you just valued everybody and now you have the team going in the same direction, understanding what to say and what the delivery needs to be.'

So, Abbot has given us a list of what attracts followers; a great list of things. When we study leadership and we look at leaders that a lot of people follow; we need to ask ourselves questions. For example, have you ever heard of Alexander the Great? He was this young man in his early twenties who started with an army and went south of Greece and then conquered all the known major powers of the time, including Persia. He took his army all the way to India through Afghanistan. He could lead his men all the way to the edge. So, how did this man have followers? One of the things about him, he knew the names of ten thousand of his men; at least that is the tradition. For myself, I have a hard time with a hundred names. It was said that his men would go over the cliff for him. Now, I believe that all of you are fascinated or at least interested in leadership, otherwise you wouldn't be here. One of the things you should do, is to read leaders and ask yourself what makes people want to follow these leaders? I am reading about Steve Jobs, a complex person. He was part genius, part jerk and a whole lot of other things, and yet when he would stand up at Apple Computers and announce a new product and talk about it; people would rise to their feet even though he treated most of them badly. I read it and ask myself what made this a leader? What is it that I would want to imitate and what is it about him that I wouldn't want to be like at all? A big part of my question is, what causes people to follow people?

The second thing that leaders have in common; a leader is someone who influences. That doesn't seem all that insightful either, but it is true. Ask yourself who the leader is or I'll put it another way, ask who the person in a group that influence others the most? In my first church, there was a person named Virginia, who was in that church all of her life. She never married and in a sense, the church was her husband. Whenever we had a church vote on anything, others would look to Virginia to see what she was doing. Now, she didn't have any defined office in the church, but she was a leader. Why, because she had influence. If you are a leader, who are you influencing? In the Latin, it actually means 'in flow'. So, who are you flowing toward that causes them to want to follow you? In almost any given situation, there is a prominent influence. In going back to my first church, there was a maintenance man at Multnomah. I will always remember him because as a young pastor, he told me that he always shoots straight. After ten years in that church with him, knowing what I know now, I would have said, 'how about we don't just shoot?' I would prefer another analogy because I am not into shooting. Whenever there was a church vote, Jim would raise his hand and find something that we didn't do. We actually got him on our board and we would always make sure that he agreed with us before bringing it to the congregation. So, Jim was a person who influenced people. The basis of leadership involves the capacity of the leader to change the mindset

and framework of another person; this is influence. According to Harry Truman, leadership is the art of influencing people to do what they should have done in the first place.

Thirdly, a leader is someone who mobilizes people toward a common goal. This is why fundamentally, leaders are directional. Leaders have a purpose; this is what I know about leaders and myself. I seemed to have been hardwired to have the ability to direct; I'm always talking to my board about where we are going. Where are we going as a church? Churches that don't have direction start to drift and when that happens, they start to go down. A leader always has to be thinking about where he and his followers are going. A leader also has to recognize false summits. I've climbed Mount Hood a couple of times in my life. I get up at one in the morning and start the climb going to timber line lodge. You start off in the snow and then after an hour or so, you begin to wonder what in the world were you thinking when first thinking about this. It is about an eight hour climb and so you keep going. And you climb all night and you realize that you are almost there; this is great and you arrive sooner than you expected. Upon arriving you realize that it isn't the summit but instead it was a false summit. You discover that there are about three false summits on Mount Hood. So, leaders have to recognize false summits and true summits. Leaders bring people to where they are going. Ask yourself this question again; are you a leader? If you are, then where are you going? Do you know where you are going? Have you sorted out in your mind where you want to take people? If you can say that you know where you are going and where you want to take people, you are a leader. But if you don't know or you are not interested in going anywhere, then you really aren't a leader; leaders catalyze movement. The reason Obama got people to follow him is that he catalyzed movement. He found the language that set things in motion. Leaders figure out the language that people will follow.

f. Let the Structure Serve You: Sometimes I will say something like this at the village to people who say that they are down on the institutional church. But yet, everything has to have structure which isn't bad. The smartest churches take their structure and let it serve them. We've done a lot of the hard work; we can now take the structure and go do it. But what happens over time within organization, we start to serve the structure. The organization must always serve the organism, but what happens is that the organism starts to serve the organization. In my first church, the organism or the body began serving the structure. This is what it looked like; hey, we are in a bad location, we ought to think about moving. But hey, I was baptized here; this church is where I grew up. Well, we need to think about doing this; no, you don't understand, the bylaws will not allow that. This is a classic one; I came to the church and realized that the covenant was written back in the

1940's. The words that it was written in used words from that era. In suggesting that we change the covenant, not the meaning, but just the use of language? It failed because one person voted no in the congregation because in the wisdom of the forefathers, every decision at the level of covenant must be unanimous. So, when a church or any organization has an organism submitting to the organization, it collapses. What leaders must do is to look beyond the structure and not get caught up in it and serve it and help the people to say that they are going beyond the structure.

So, in reviewing, leaders have three things in common: they have followers, they have influence and they are directional. Think about leaders in Scripture; great leaders knew where they were going. Moses knew where he was going. David knew where he was going and finally, Jesus knew where he was going and when people got in his way, even his own disciples, like Peter; Jesus would get them to get behind him. If people find somebody who knows where they are going, they want to follow because people don't want to drift.

Chapter 3 – Cultural contexts of Leadership

Cultural contexts determine what we expect from leaders. You expect authoritative leaders to have all the answers and rule with a top-down mentality. In a hierarchical context, members expect leaders to participate with them and have shared responsibility. In an egalitarian context, the group as a whole leads and everyone have equal access. An individualistic context emphasizes self-interest.

a. Tina – an Industrial Phycologist: I want to first introduce someone and ask a couple of questions. So, this is Tina, she is one of the newer villagers. In first meeting her, she actually asked how she could pray for me. In Tina's other life, she was an industrial phycologist. Tina, tell us something in terms of leadership that you had to understand in that role. "Tina: An industrial phycologist has cooperation's or organizations as clients. Some companies, like the Navy for example before putting women on a carrier, they knew that this would be a major cultural shift; putting women in an environment where there had always been men. The Navy has a few phycologists of their own but they brought more in to see what hurdles they were going to encounter in doing this. The bottom line for this was organizational health. In another situation, one such hospital had a high level of turnover for nurses; was this a healthy level of turnover or was it too much and so why was it happening? In terms of leadership at the hospital, I felt that we had encountered a lot of resistance from leaders. Some leaders, we found, could really dig their heels in, even though that level of administration was the ones had the hiring power and would actually bring in the industrial phycologists. Many didn't want to hear what we had to say even though they had

hired us. The idea of an inflow as mentioned earlier with a leader that is a positive dynamic person who is all about the health of your organization with a common goal. And you have some leaders who still have that flow and they sweep some people up in the process, which can be somewhat negative.'

Good! I hope you picked up on something she said. Leaders face a certain resistance because by nature they lead people somewhere and when this happens, it means change. And with change, there is always resistance. When change is happenings it often seems personal for people as it affects their comfort zone. So, in reviewing; we said that leadership is about three things: leaders have followers, leaders have influence and leaders are directional. If people sense you are going somewhere, they are encouraged to follow.

b. The Super Bowl – A Bazar Play: In the Super Bowl yesterday, there was an amazing moment, a bazar play out of any super bowl took place near the end of the game with a Running Back whose name was Ahmad Bradshaw. They were the Giants who were on the six yard line and there wasn't a lot of time left in the game. Most people were thinking that if the opposing team was really smart, they would let the Giants go ahead and score because then the Patriots Quarter Back, Brady will have a full minute to work with which would give the team a chance. But if they just let the time go, they will not get that chance. So, the Giant's Quarterback gets the ball and hands it to Bradshaw. At this point everybody was expecting others to pile on top of him because he has the ball. But, instead, everybody froze and there was a clear path. It was a bazar moment of which I had never seen in football; everybody gets out of the way to let him score. So, Bradshaw runs and then realizes what is happening and he is trying to stop. If he can stop before he crosses the line, then the clock keeps going and the game finishes. But he was going so fast and then he realized what was happening and in trying to stop, he ends up sitting on the line. So, what am I illustrating? In one sense, Bradshaw perhaps didn't realize the context around him. He hadn't realized what was happening; if I get the ball and if they don't stop me, then what should I do. He got so caught up in the moment, he missed the bigger picture and it made for an awkward moment. Now, sometimes, that happens with leaders. You are out there leading and getting people to follow you, influencing them and taking charge and aiming for a direction, but you are missing the bigger picture, a context. And if you don't see the bigger picture, you can make a lot of mistakes. So, I want to talk about context.

You can think of it like having reading glasses. Ever since having laser surgery, I can't see things up close any longer. So, I have to use my reading glasses to see things up close. In regards to

context, you have to put on a different pair of glasses for different contexts. There are things that you have to see; the context and the people, both the big picture and the small picture. What do we mean by the big picture? You would have to see the health of the organization. What would be a classic dysfunction in an organization? It's culture or its personality. So, leaders have to see the culture and the personality and the people. They also have to see the things that get in the way, obstacles. You also have to see the core beliefs. There are also unseen individualistic and cooperative agendas that one needs to understand. A leader has to be able to see the moral of an organization. Other broad things may include follower readiness; how ready are people to follow; what style of leadership will be required. Are people waiting for a more authoritarian voice or on the other hand say, that is the last thing we need right now. We need someone to come facilitate and help us with collaboration of things together.

c. Cultural Context: Of the different contexts we face; one such is a cultural context. For example here at Village church; if you are going to be a leader at Village Church, you have to see the cultures of the church and each of these cultures think differently; they see the world differently. If you think in a mono-cultural way, as a leader, you will not go very far in this church. Some cultures are more authoritarian, meaning that they are more top down. This is the style under which they operate. In one such Nigerian home, when I went to visit them, the whole family would come and sit on the couch. They made you feel very important; this was their culture. Whereas if I went to an East European home, they might say, can you come back later? For perhaps the Latin culture or Asian cultures, they tend to be more authoritarian. This is cultural context. In such a context, what would they expect of a leader? Perhaps a leader who knows what he is doing or at least seems to know what he is doing; a leader who knows what to do. For many within the Indian culture, they grew with the carryover from the old British system. Students are taught to come in and be quiet and let the teacher do all the talking. I told them that I understood culturally how it worked in India but I encouraged them to disagree with me, to stop me and ask questions or state comments. But that never happened. I taught a course on leadership and I thought they would really understanding it until I ask them to come up and share something, but they couldn't. They just didn't know what to do. So, there are different expectations with some cultures being more hierarchical. One such culture includes being more participative, working more together. It is more of a shared responsibility in which we do some form of leading together. It could look something like at the Village here; we come in with staff and elders with a different hierarchical structure to put together a ministry plan where the board holds us accountable to them. The board is answerable to the congregation but in

one sense we all are. It is a leadership flow that goes both ways.

Another culture is egalitarian which includes a flat culture; we are all in this together. In some cases there are no designated leaders. We lead by group; we are all doing this together. Leadership has limited power and there is equal access. The other extreme is individualistic and that speaks for itself. Even though we come together, it is individualized and there is little form of organization and more characterized by self-interest and everybody is sort of on their own. This is part of what a leader has to see; you have to know the culture you are in. And you need to conform to that culture with your leadership style. If you don't read it well in regards to context and don't understand what is going on, you will not succeed. Within European, they had the European Baptist Convention; these churches were originally planted next to military bases by the Southern Baptist. Their primary mission was to minister to the American military that were Southern Baptist and wanted to have a church. Within that culture, what did the pastor have to know in coming to that church? Well, the soldiers were use to an authoritarian culture and I used to think of those pastors as little generals. People accepted that stand, but now upon returning to the states, they have to adapt to a new church culture. This becomes difficult in a place where there is more than one culture in regards to both ethnicity and generational. You end up with difficult groups with different expectations. For example, when it comes to volunteering, Africans need to be specifically asked, not openly and collectively, whereas other nationalities would raise their hands to volunteer for a project. The Africans would be frustrated because the Americans would always jump in and not give the Africans a chance to participate.

John: Within Indian churches, the pastors do everything; even to train others personally, isn't within their culture. But this is Scriptural, so is there a kingdom culture? So should we explain that this is a kingdom culture of what God says? Lecturer: I had a similar experience in a Middle Eastern culture in teaching Ephesians 4 about God giving gifted leaders to equip the saints to do the work of ministry. But the idea was that the pastor pretty well does everything. Some people had never heard anything like this. So, where do tradition and ethnicity and theology play in regards to understanding the Bible for us all? In some ways these are blind spots and we have our blind spots here. It may be more of a challenge for people that is used to a leader doing it all. Cultures are also in the process of changing within a given environment. That is correct; our multi-cultural ethos will continually be changing also at Village church.

Chapter 4 – Social Contexts of Leadership

A structural lens helps you see where the authority lines are and what your role is. A human resource lens focuses on individuals, their feelings, maturity levels and relationships. A political lens helps you evaluate element like power, conflict, competition and coalitions. The symbolic lens reminds you of the importance of the story and identity of the organization.

a. Social Context: Let's move on to social contexts for this is the second major aspect of leadership. We have talked about culture and now we will deal with social. By social, we are dealing with four different frames where each frame gives a different picture of reality. When a leader walks into this room, they have to see the different ethnicities, the different cultures, the different ages and also the different social frames in which we exist in. If I can expand your vision to see through these four frames, you will be a far more effective leader. The first frame is what we call the structural frame. Every organization has some form of structure, some skeleton which keeps it together. Our church is not some floating ameba; it has a skeletal structure to it. A leader has to understand this structure for if they don't, there can be a lot of mistakes. The structure can include the chain of command if there is one. Who is accountable to whom? One such chain of command could be with the pastor being at the top, with staff coming next and then elders and finally the congregation. If I come in with the assumption that this was the structure, but if it isn't, what might happen? Somebody may think that they have assumed some authority that they don't have. Lots of leaders make this mistake because they didn't see the structural frame that exists. So, when you begin to lead someone or an organization, the first thing you need to ask is what the structural frame is. What is the role I have within that? When I went to the church in Holland, I discovered that they had Elders and Deacons and also Elder Deacons. I had to figure out where I would be within this mix; otherwise I could have made some huge mistakes. Structure also looks at performance and an order in how things happen along with time lines and accountability. The metaphor would be like a machine; for some people, this is the glasses they wear. This is how they see things.

b. For Some, Everything is a Machine: The first church I pastored, there was this man who seemed to see everything with structural glasses. Everything to him was a machine. Many churches have this kind of person; they carry the bye-laws or the constitution with them everywhere. He was all about structure and every time I touched on one of them in regards to my authority, he would let me know. I realized that I also had to see through those glasses as some people only see through such glasses. As a machine metaphor, you are looking at logic, central concepts or rules or goals and policies and meetings. For some, you can always assume they will attend certain meetings because they see things through these structural glasses. I remember once, we had finished a meeting

early, but Jim had arrived late because of being out of town. He looked so sad because we had finished the meeting early. So, the image of leadership would be flow charts expressed in the constitution and mission statements. Now, every organization has to have this frame; it is vital, otherwise there would be anarchy and chaos. Here are a couple of leadership challenges. Within this frame, a leader sees less of the individual and more of the whole. What I want to underscore here, while some can just look through those glasses, a leader must look through all four glasses. Another leadership challenge, you must guide the organization to an appropriate structure. This is because restructure is something that occasionally has to happen. Since you are leading, there is movement and hopefully that means growth and thus the size is fluid and changing and the size of the structure has to change.

c. Bringing About Structural Change: When I came to village in 2001 we had a deacon board. I ask where the Elder board was of which they didn't have. Then I ask who the elders were. I found that I was the only elder. This model was built on a smaller church of a hundred or so people. They have a board of deacons and the pastor is sort of the elder in charge. But the church was around twelve or hundred then; I couldn't be the elder of this many people. So, we had to restructure and move to an elder board of which I am on; but I have this strange pastoral role also. You as a leader have to see what the structure is and then you have to ask whether or not you need to restructure or not. So, the first year in the Netherlands I saw that something had to be done. There seemed to have been a war going on between all the boards that met. My philosophy is that a church should only have one board; with different boards there are different competing authorities and as a pastor you can get caught in the middle. So, we are leaders; how long does it take to do those changes? Well, as long as it takes to get people to come together. It would be a mistake for a leader to try legislating structural change. In Holland, they had had these layers for years; they saw the wisdom of change and it happened within eight months. But in the case of our board here at the Village, it took about a year. Now, we have pastors and elders who make up our board of about twenty people. This is too big because we can't make decisions very well. It is like turning an Aircraft Carrier in a harbor. If we are going to lead this church into the future, we need to be more nimble. So, how to you gear down leadership. Should pastors be elders? But normally pastors are accountable to elders. These are illustrations of the kind of questions that you have to sort through. We are at a place where we are realizing that we have to restructure for the church of the future needs a more nimble leadership. But how do you make sure that your structure doesn't get too narrow with a small group making all the decisions.

For example, in congregationalism, my first church was congregational rule which meant that the congregation ultimately made all the decisions. So every decision that the board worked through, had to be brought to the congregation. Well, imagine a church of eighteen hundred people. You could never make any decisions. Interestingly, on the inside of the hymn book was a church covenant and this was written in the 1940's. I tried to make a simple change but the rules said that the whole congregation had to agree. Of the two people that voted no; neither one didn't know why they had voted no. The fundamental problem here was structure. They had created an archaic structure and the church was held hostage to this structure. When you start serving structures that is when you start to die. Those are some of the leadership challenges.

d. The Second Frame – Human Resources: These ideas come out of a book by Bowman and Deals, *Reframing Organization*. The second frame is human resources. When you put on this pair of glasses; you walk into a room and see people. You are seeing humanity and feelings and moral. The leader has to see this; you may have led them to a particular summit where are then drained of energy. Are these people ready to go forward? The human frame is where you are seeing more of the individual, not so much the collective organization. You may be looking at people's sense of security and belongings. These are important things within the organization; you see their self-esteem and how they feel about themselves. You are seeing their maturity level or their immaturity or their ability to move forward. For the first frame, the metaphor was represented by a machine. Whereas the second frame, its metaphor is family. The central concept is relationships and belonging, personal needs; the image of leadership here is one of support and empowerment. It is expressed in the church with those who are care-givers, equippers and coaches for example. The leadership challenge here is to make relationships a priority in your life if you are to see through this frame. You have to listen to people and discover who they are and build relationships with them. You have to invest in people and understand what their passions are. You wouldn't come to a church like village or any church organization and talk about where we are going if you don't know where people are at; how they feel. It is very important for people to think globally. That is part of the DNA of the church; this is what Village is known for. If I came in as leader and wanted to stop giving to missions; I wouldn't last very long if I tried to do that! Missions are part of our DNA; it is who we are. These are important values for us. A leader needs to see those things and make use of people skills.

e. The 3rd Frame – Political: The third frame which is perhaps the most challenging one; this is the political frame. This is about understanding the ethos or ecology of a place. The first

frame or glasses that I put on, I saw structure and chain of command. When I put on the second frame of pair of glasses; I see hearts and feelings; perhaps people who are hurting with going through a lost. It could be people who feel alienated or really upset. Then I put on this frame and I see tribes, coalitions and power groups. I am constantly amazed in churches in how many tribes there are. I find relations and cousins of people who used to do things in the church; there are histories and webs of relationships. The leader has to be very careful in regards to these tribes; sometimes I might alienate a brother which in turn alienated others that are associated with that person. I learned this the hard way in my first church where we had to take some harsh action with a person whose behavior wasn't right. Suddenly, I had about ten people who were ready to hang me. I was confused until I realized that churches to a certain extent are made up of these tribes or coalitions. These coalitions work together representing a large influence. Most churches only have so many resources and all these tribes want those resources. But there just isn't enough to meet everyone desires. This is why the budgeting process every year is sort of unnerving as these coalitions unite in power to get at these assets. This influence involves networking with certain people that you know. You find yourself as a leader in the midst of all of those things. The metaphor here represents a jungle or the mob. The central concepts are power and conflict and competition and coalitions. The image of leadership is a politician, advocate or negotiator. In my idealistic way, just coming out of seminary, I said that I would never play politics. That was a very naïve statement. Every leader to a certain extent has to play politics; this means you have to make decisions and see who your supporters are and the ones who resists are. You may have to understand the reason for the resistance.

After about six years, I said that the church I was in would never grow if we didn't move. We were in a bad part of town and we were limited by parking. After saying this, I had a lot of supporters and also a lot of resisters. Many churches have a church boss and my church had several. I couple of them were women; they were people who had a lot of power and influence. One of them was Virginia. I ask her why she felt so strongly about this. She was baptized in this church and the altar is where she had got married. So place was very important to her; for many, there is something sacred about a place. Sometimes, leaders make a lot of mistakes by rushing through something like this. Once I understood that, it helped me to hold a more positive view about the place, but maybe it is time to create new memories. The challenge is to understand our role with the people of the church and sometimes this can be really difficult. My church in the Netherlands, I had a church chairman who was very much into power. The one person you should be very suspicious

of is your main cheerleader when you get called to a church. Because sometimes your main advocate simply advocated for you to do his will and the first time you go against his will, there can be hell to pay. I discovered this in a very painful way. One time, he came up to my office and he looked me straight in the eye and said, ‘you are the most autocratic man that I have ever met.’ The reason behind this, I was a threat to his power. I really didn’t think in those terms but for him it was all about power. So, a leader has to see the politics, the landscape, the terrain, the tribes and the control people and church bosses who don’t necessarily have any official titles as such. Another church boss is the one who has the money and everybody knows that they have to get in line with that person, otherwise they will not receive the necessary funds to do ministry. I am not saying that is why you should make decisions, but you need to be aware of this; it can be a reality. I am grateful for village, though we are not a perfect church; there isn’t a lot of this. Part of the challenge is to be direct and diplomatic; map the political terrain along with your supporters and resisters. Know where the land mines are; know that if you bring up a certain subject, it could be a controversial subject. You need to know a little about the history of certain subject in how to approach different subjects. A leader is always going to need help; with certain people on your side, things are going to be a whole lot easier.

f. Good Will: A leader has to know how much money is in your bank. Every time you make a decision as a leader, it is a withdrawal from your account. It always cost. There will be resistance with most of the decisions we make; it is change. You always have to know whether you have enough money in the bank to make this withdrawal. Some leaders foolishly make withdrawals with their accounts are already at zero. Hopefully, if you have been faithful and people trust you and you have made good decisions and you love them; those are deposits. Hopefully every week as a leader you make deposits into your bank. But you need to look at your account to see how much is there. This needs to happen almost on a monthly basis. This is to let you know if you can make that big expenditure or not. When I came to village, we had what was called faith promises which I stopped after a few years. Some people are still upset with me for stopping it. I would have been a fool to stop that at the beginning. What I didn’t like about it, it set categories of giving from general to faith promise. One day I stood up and said that it was all according to faith. All of our giving should be about stepping out in faith and it should all be about commitment. When I changed this, it was a big withdrawal from my account. In the monopoly game you get so much money to start with and this is the way it is when you first start out in church, but you are only given about five hundred dollars to start out in the game. The first time around the board, you spend it very quickly. It is kind of like the first month. So, know what you have available. Politics within this frame sometimes will cost you

a lot of resources.

g. The Story: The final frame is called symbolic. When you put on this pair of glasses, now you see the story, the symbol, the meaning. Another word here would be the history of what you are leading. You see the identity and what makes you different and unique. Every organization has its own unique culture which is driven by stories, ceremonies and rituals. When I was in the Netherlands, our church had a distance relationship with the Southern Baptist Church being part of this organization called EBC. So, the first conference I went to in Frankfurt was in a Southern Baptist world. The Southern Baptist churches are known for their rituals. A person came up to me and asks about some Lottie Moon offerings. I didn't know what he was talking about. It was this famous missionary and every church took a Lottie Moon offering which makes a statement on how you feel about missions. I didn't know the story of this, but a leader has to know the story. In a different situation, I had lunch at Nike the other day; now to be a leader at Nike, you really must know the story. Or if you were in HP Computers, you have to know about the HP way or at Nordstrom where you have to know that the customer is always right. These are part of the story themes and a leader must figure out those themes, stories and symbols. The metaphor for this frame is theatre with central concepts of emotion, feelings or ceremony. The image of leader here is a poet; someone who inspires and expresses enthusiasm and storytelling. The challenge is to be the person who tells the story, to discover the history and draw upon it and articulate the vision. This is one of the most important things a leader must do. You come into whatever you are going to lead and the first thing you need to ask is what the story is? What is behind all of this?

The first week I was at Dallas Seminary, we had a Dallas Seminary night. They came and told the story. We want to tell you a story about Lewis Berry Shaffer, the founder. He and a group of Godly men were praying one day; the seminary was about to fold financially. These men of faith prayed in a small little office with Harry Ironsides saying Lord, you own the cattle on a thousand hills; please help us Lord, we are not going to make it as a seminary. In nearby Fort Worth, there was a trainload of cattle that had just been sold. The owner felt unusually led to call Dallas Seminary to give the proceeds to them. The secretary came and knocked on the door and whispered in Shaffer's ears what had just happened. While the men were still praying the secretary said to Harry that God's had sold the cattle. So, this is the story. Most every organization has a story.

My fundamental mistake in my first church being a young idealistic pastor, thirty three years old and finishing my doctoral program, ready to take the world and just go full bore. I had this vision and had these dreams. These were a group of mid-western people and an eighty year old

conservative Baptist church, stuck in their ways and they certainly dug their heels in. It was a difficult group to lead, one of my hardest leadership endeavors. If there is one thing that I would have changed, I would have figured out the story and I would have owned it. They resisted change, resisted moving; they just resisted being somebody else. I discovered after I had left; it was in 1907, twelve of them had gathered in an apartment near Foster Road and told God that they wanted to change the area they were in. And in faith, they built a church and started doing amazing things. I wish that I had known that, but it was no bodies' fault but my own. This was what I would have said, it is our story, we go back to being people of faith; God raised these incredible people to go against unbelievable odds. The church has come to this point; it would be a major mistake if we let the church stop. We have a great story. Virginia would have said then that I was one of them. One of the people that I had a hard time persuading said this to me, 'pastor, you need to understand something; you are our thirteenth pastor. Pastors are just the renters but we are the owners. You guys come and go but we stay. That wasn't the kindest thing somebody had to ever said to me, but I set that up by not being the chief story teller. If I had become the story teller, I think people would have seen me as one of the owners. If you are going to be an effective leader, you have to put these glasses on. You have to know when to put different glasses on. We have to keep turning the lens to see which frame to help us to make the right decision.

Chapter 5 – Creating Great Teams

Some characteristics of good teams are enthusiasm, comradery, common vision, mutual support and communication. Bad teams often demonstrate chaos, cliques and lack of support. The first two rules of good teams are respect the value of teams and build with the best.

a. Review: So, leaders are people who have followers and secondly, they influence others and thirdly, they are directional. They are taking people toward a particular goal, mission or vision. Then we said that leaders have to see through four different glasses and sometimes all at the same time. They have to see the structure, the individual, the jungle and the politics and tribes and power structures. There are certain politics in any organization. Leaders also have to see stories and every organization has a story. For example, the story of Village Church; it was planted here in Marleen Village. The name came from the location. What is also part of the story? Part of the story of Village is mission; deep in this churches' DNA is global and the church is sixty two years old.

How many of you have been on a team before? We all have been on teams, right? I want you to think for a moment about one of the best teams you have ever been on. What were some of

the things that made that team great? One answer from the audience was willingness. So, they were energetic and enthusiastic; they were on board with everything. Another answer included comradery; they got along together and focused on the vision. They had a common vision and they all worked well together. Everybody talked and shared with each other. There was mutual support for one another and in addition, there was commitment to each other and to the work. They were able to accomplish things because they were able to work together. How many of these were sports teams? How many were from the days of your high school? How many of these were cooperative teams. Conversely, what would be some marks of a bad team? What made a bad team? There were clicks, autocratic leadership, lack of support, chaos or the leader didn't know what was going on. That is fairly bad isn't it? You know, I majored in international relations at San Diego State University and so I took all of these political courses. I remember one class; the teacher wanted to do something different one day, but I don't really know what it was. So, why don't we figure that out together? We were still trying to decide what we were going to do as a class six weeks later. The teacher had no clue where he was going and it got to be very frustrating. It was certainly a wasted educational course. Finally we decided to write a paper in the end and he briefly looked through it and then gave me a B grade.

b. Rules on Team Work: So, I want to talk about some basic rules of team work. The first one is that a leader has to respect the value of the team. Even though this makes sense, not every leader values working with a team. Some leaders work with a team because they simply have to. They are either mandated to do this or they have inherited a team, but good leaders understand that the key to survival is being able to work with a team. Great leaders know that solo leadership is really a bad idea; you can only take a group as far as you go. And when we try to fly solo, we usually fail. Team work is something very Biblical. In Proverbs 27:17 as iron sharpens iron so one person sharpens another and we need each other to stay sharp, although the sharpening isn't always pleasant. Without one another we quickly dull. When you sharpen an axe, they may be some sparks and this is often true in a team. Remember Moses; one of his early failures was caused from trying to do everything by himself. His father-in-law told him that he was going to wear himself out. One of the reasons that Nehemiah was such a great leader; upon arriving in Jerusalem he put together a team. Through this, he was able to build the wall of which by himself, he could never have done. Of course Jesus formed his own team with the twelve. They had their problems of course; Jesus had to have been very patient with them. In Matthew 24, the chapter starts off with them glorifying the temple building. But in Matthew 23, Jesus had told them that this house will lie desolate, but at the

very end of the chapter, they talked about how great the building was. So, Jesus worked with a team and at times, it must have taken a lot of patience. And fortunately, he had all the patience of the universe.

Paul also valued teams also, didn't he? Who were some of the people on Paul's team? There was Barnabas, Silas and of course there was Timothy. So Paul was never really solo either. So, leaders value working with teams, for if they don't, a lot of bad things are going to happen. Why do we sometimes have a hard time working with teams, at least some of us? First of all, it is tempting to view teams as slowing down the process. Sometimes we think, if you just let me do it, I can do it a whole lot faster. In Seminary sometimes, one of my least favorite assignments was when the professor assigned a project in teams of three. We have within us a fundamental wiring that makes us want to work alone. A second reason is that we really haven't learned to work with teams in our lives. We go solo in the things that we do in our lives. Some of us grew up with what is called 'the great man theory of leadership.' This probably came out of WWII and was a carry over into the fifties. Television programs included shows like the Lone Ranger, Sky King along with comics of Bat Man and Spider Man. All these were solo leaders; so for some of us were simply exposed to that theory of leadership. Any leader that limits themselves to this kind of thinking limits the group. Listed are four different kinds of teams in your notes. The second major one, let say that we are convinced that we need to work with a team and this will be better than working solo, and so you need to build with the best. Finding the right people is really critical; people will either make or break you. I have worked with people sometimes who are not so great and I have been really burned for it by accommodating people who are not that great. On the other hand, when you find someone really great to work with, it's great.

c. Bad Teams: Proverbs 25:13 warns us about building with people who are not so good. 'To those who send him a trustworthy messenger is like the coolness of snow on a harvest day. He refreshes the life of his master.' Can you picture that? In Palestine, it can be hot, especially during Harvest time. A person who is the right person on the team, it can be just like snow, so refreshing. Great team members are like that. In verse 19, 'trusting in an unreliable person in a time of trouble is like a rotten tooth or a sore foot.' So, he gives these images of really good people and really bad people. Proverbs 26:6, 'the one who sends a message by a fool's hand, cuts off his own feet and drinks violence', this is the same idea as verse 10. 'The person, who hires a fool or those passing by, is like an archer who shoots everyone.' So, this archer is reckless; he shoots and hits everything and everybody. He is a danger to society. When you build a team of bad people, you might have a witless

leader. He can potentially do some great damage. So, building with the best is really important. John Maxwell, who has written a lot on leadership, speaks of the law of the chain. The strength of the team is impacted by the weakest link. If you are not paying attention and you have a weak link, it doesn't matter if all the other links are really strong. He puts it like this: ten plus ten plus ten plus five equals forty five. So five obviously represents the weakness link, but as teams begin to build a synergy, instead of using a plus sign, you use a multiplication sign. It would now be ten times ten times, etc. So, over time as you work as a team, you grow closer together being able to work closer together and accomplish more as a team. Greatest starts with suburb people, a quote by Warren Venous is a man who has written a lot about leadership. He looked at the best teams considering Walt Disney, the Manhattan Project, etc. and wrote a book titled *Organizing Genius*. This study was over five teams spread over fifty years and these teams did incredible things. He tried to access what they all had in common. He discovered that it all starts with suburb people. So, pick your team really carefully.

d. Three Important Decisions: Therefore, you have to make three important decisions: get the wrong people off the team. If they aren't on board with the vision, if they aren't a cultural fit or if they are not capable of taking the group to the next level; these are things you should consider. Are they going to get us there? Do they have the right chemistry? With volunteers in a church setting, this creates a leadership challenge different from paid situations. It is a lot more difficult, sometimes to find the right people or to get the wrong people off the team. This can be painful in a church setting as there are emotional ties. A leader has to make decisions that are based on what is best for the organization. If I made decisions based on what is best for the individual, I would short change the church. Sometimes, you inherit a team but if you start from the beginning, you need to build with the best. It is a lot easier to hire than to fire. One of the painful things that I have learned is settling for someone who isn't the best but fills a slot. I have learned not to make that mistake. When you don't have the right person, be honest with yourself and don't let it go on. In my first church, I hung on with staff that really weren't the right staff and that was a real misjudgment. But within a church situation, two of them had been there forty years. But within the church, we are in this redemptive community of grace and we want to believe in transformational truth. I have learned that some people never really change; they just stay where they are.

You have to get the right people on the team or the project to work with. Go after the right people even if they are better than yourself, and I think you should try to get people that are better than you are. Never see that as a threat. Surround yourself with people smarter and more talented.

This will compliment your weaknesses. Get the right number of people on the bus. So, people like Collins would say, get the right people first. Part of attracting the right people; they have to see that you have a vision. So, discerning leaders look for people with character, who love God. Within this they have great integrity and work ethic. Secondly, we need people who aim for excellence. Are the people really good at what they do? Marks of excellence include an original mind; people who know how to think in original ways. They create new forms rather than cloning existing old ideas. A mark of excellence is some who is a problem solver. A third point is someone who thinks into the future and someone who is relational. Another mark is a person who has fire in their eyes and in a sense wants to change the world. Also, aim within and without; as you build your team, we should be mentoring and developing within the team. While you are building from within, also it is good to bring someone from without. This can create new vision and fresh ideas. You can be pretty insulated if you are just working from within. Occasionally go after someone who is your rival, if they are really good. One such archer killed the horse of Genius Khan and Genius Khan made him part of the leadership of his army. Also, you should aim for the right chemistry which also means avoid the wrong chemistry. Wrong chemistry would include people with enormous egos that you always have to stroke and people who kill team work because of mistrust. I tell people this: your main mission is to reduce my workload. I have worked with some people that have increased my workload. When I see that I realize that person is the wrong person on the team. I had this young pastor on my team in the Netherlands. Now, she was passionate about her faith, but she really got angry very fast.

e. Five Dysfunctions of a Team: I have invited Bill Latin to come and talk to us about teams, particularly the person you look for to get on the team. He has worked with team for years in the early years of Intel; he's been in the Navy and on a number of boards. Bill: 'Yes, I worked on the staff at Intel; I knew the results were good but I didn't know what was so good about it until years later when I read a book, the *Five Dysfunctions of a Team*. I had never dissected what made this team come together. The first point in this book is a pyramid with results being at the top of it. So, teams are created to accomplish something. At the bottom of the pyramid is trust. This is not a touchy-feely trust but instead it is a vulnerability based trust. The book calls these the five dysfunctions. The worst dysfunction of a team can be a person who decides not to participate. In regards to teams, you might have comradery, communications and a lot of other things, but you get to get results. This is the purpose of purpose of working together. Too often the leader and the team don't stress the results. Sometimes being vulnerable to accept the wisdom of other people goes a long way in getting

results. So, vulnerability based trust is being open to the team doing what they do. Two other points has to do with the management of conflict. We make the best decisions when we have unfiltered passionate discussion. We need to be allowed to express our views. Most people only need to have their say; they don't need to have their way. In some situation people don't give their ideas because they don't feel comfortable giving those ideas because of the different views on the board. This type of environment has to be created by the leadership. I have seen this to be the worst in church teams because they don't want to hurt somebody's feeling or disagree with someone. When you don't repress what you feel or think, then you are not committed.

There is also accountability. Team members need to hold each other accountable instead of the leader holding the team accountable. When this happened the leader is left to manage the conflict, set the agency and frame up the arguments. With this, decisions get made quicker but not necessarily the way the team leader wants to see them. So, this is what I see in a really great team. In another situation, we had a team and we wanted to do an evaluation using the 360 Form. I recommended that some of things that were said should be shared with the team. But instead he questioned some of the things that were said about him instead of sharing with them. So, it is easy for a leader to squash this kind of input. So, reviewing, trust, conflict, commitment, accountability and results are needed on a team and they will build on each other. There are a lot of free resources on this subject. There is also the Willow Creek Seminar which has world class speakers for you to listen to.'

Chapter 6 – Managing Great Teams

The next five rules of good teams are to pay attention to follower readiness, treat people with dignity and respect, steward resources with wisdom, keep everyone focused on the mission and communicate with your team.

a. The third rule: you need to be convinced that you can't do it by yourself, you need a team and you have to build that team with the best people. You need to pay attention to follower readiness. Everyone will be at different levels. Paul Hersey wrote a book entitled *Situational Leadership* in which he talks about the readiness of followers. There is a readiness level that requires a matching leadership level. If the readiness level of someone on your team says that 'I don't want to' and 'I can't'. That will require a different kind of leader than with someone who says that they can and want to. The point that Hersey makes is, as people move and shift in their readiness, your leadership has to shift. The mistake is keeping the leadership level the same. To use an illustration: as your kids mature from I don't want to but come to a point of saying I want to and I know how. Sometimes

the leadership levels of the parents stay the same which means that they are still controlling and dominant. It is just like when a leader is very passive and saying that you figure it out. So you have to pay attention to where people are on your team and you have to be a different kind of leader with each team member. Some team members can do what is required and some can't; some are willing and some are not willing. You have to adapt and shift.

b. The fourth rule: You need to treat people with dignity and respect. You need to honor someone's very basic words. In our context as a church, leaders know that we are all made in the image of God. So, we come with great value because of that. We know that one needs to be encouraged. In treating people with dignity and respect you need to encourage people; we live for encouragement. Sometimes, a person can give a word of encouragement to us which gets us through a whole week. Extraordinary achievements don't come easily and they seldom bloom in barren and unappreciative settings. Some people are very hard to please and they find it difficult to encourage. In treating people with dignity, they need to know that they are needed. There is a need by people for boundaries; skillful leaders respect boundaries and they respect roles and responsibility and they respect lines of authority. They are very careful about sexual misjudgment, for example; saying things that are very inappropriate or people being given the same task over and over again. Some of these boundaries include intrusion or confusion in not knowing what they are supposed to do. Leadership has to be careful in building comradery and chemistry where you open up and share emotionally realizing that you have gone over a line. You have shared something that people really didn't need to hear. A leader has to be really skillful in terms of what you respect in terms of boundaries.

There is also a need for meaning and fulfilment. A friend of mine in Shell says that it is fulfilment and not money that drives teams. This includes satisfaction, feeling like you are part of something really big. There is that famous quote by Steve Jobs, either give yourself to sugared water or come with us, we are going to change the world. Interestingly, the person he said this to became the CEO and then fired Steve Jobs. As you know, Steve Jobs was a jerk in the way he treated people. He would have his engineers work for weeks and months on a project and Steve Jobs would say that the work was crap. This is how he treated people and a lot of people didn't put up with it. A lot of people got burned out and left Apple Computers. Those who stayed felt that they were seriously changing culture and Apple did in fact change the culture. Some were passionate about working with Steve Jobs after he came back, because they felt that they were part of a cause. I have said that the key to leadership is building teams. Attracting and finding the right people requires you

to be sold on the fact that you are doing something significant. For us, the great thing is that we are changing the world. Most of the people in the church I pastored in the Netherlands were high level cooperate people who were sent abroad to work in Europe. I really loved meeting with them on Tuesday mornings. I ask one person who was in charge of producing American dog food how his work was going. He replied, 'John, its only dog food.' I realize that with Christians what matters is the mission of Jesus. So, some great businessmen and leaders have taken something simple and gave it potential and thus have changed the world with it. They take the simply and make it profound. For those of us who are passionate about leadership and building teams; is there anything more profound than changing the human heart of people and changing their eternal destination? Do you know of anything greater? I like to tell people that the hope of the world is the church and the hope of the church is its future leaders. Can there be anything more exciting? Sometimes we lose sight of these things.

c. The Fifth Rule: Leadership and teamwork is based on good stewardship. A leaders' job is to leverage people's ability and capability in order to become something really great. Another quote from Maxwell, 'wrong people in wrong places creates regression, and wrong people in the right place creates frustration; right people in the wrong place is confusion but right people in the right place is progression and a right person in the right place is multiplication.' This is part of managing, getting to this place. I like the word convergent which is where things converge. Convergence is where you find your sweet spot, your best ability, with your best talent and your giftedness which matches up with the best opportunity. Bobby Clinton in his book on leadership years ago defined convergence in this way. As leaders we want to help people find convergence, where the sweet spot matches up with the opportunity. Years ago when I was working in Europe, I was invited to take a job in Austria to lead a particular ministry. It was this castle in the middle of the Alps. I got into Munich and then drove down to the castle and got my room. The next morning I stepped out on the terrace and Alps was all around me. I told Heather that this was God's will! But she eventually realized that it wasn't my sweet spot. I know, but I can make it my sweet spot! No, it just didn't match up. Bobby Clinton does say that not many people get to convergence in their life; those who do get to their sweet spot move to an afterglow. This means that you can mentor and shape the next set of leaders; you have that to share with them. So, as leaders, we can help people get to that place of convergence. Don't force people to do things that are not them, just because you need a spot filled. That is not the way to treat people. Organizations often make a huge mistake in assigning their best people to put out fires; to deal with problems. This is the deadly business end.

Within the church, when I find out there is a problem with a person, our tendency is to take our very best leaders to deal with that. In doing this, the organization simply stops and then starts and stops and then starts again in dealing with this.

d. The Sixth Rule: Keep everyone focused on the mission and on the vision. We want people to see beyond the job; it is a mission. We are all on a mission and we are out to change the world. We need to communicate with the team. We need to have a high regard to basic communication skills. You need to know how to communicate. Sometimes an email works but sometimes it is inappropriate to use an email. Sometimes people share things with me through email that really should be shared through personal contact. These mistakes are increasing due to the communications age we live in. For example on face book; there are a lot of things said that should never be said. We are going to have to negotiate more and more which media we need to use to communicate certain information. I have actually heard of people being fired through an email. We need to practice the ‘7-11’ principle with our team which says that the average message needs to be repeated between seven to eleven times before it sinks in. I sometimes find with my staff that I don’t repeat myself enough. This is also the great challenge of preaching every weekend. Sometimes I think that it is so clear but it isn’t. There is also visibility; what is required in communicating with the team is to get out of your office; leadership is not an arm’s length proposition. The last thing is to be clear and not ambiguous. If you have an agenda, then tell people about it.

Chapter 7– The Importance of Values

Character makes you a leader worth following. Some people have been great leaders without exhibiting moral values, but it is more difficult and often comes at great person cost. Justice, integrity, loyalty, diligence, humility, compassion and courage are import core values.

a. Character: Character is essential for leadership though a number of leaders have led without it. One of the illustrations I have used is Alexander the Great. For a person who was twenty-one years of age at the time and defeated several world empires of the time taking his army from Macedonia to Egypt and then to India, his troops followed him through all of this. He died from diseases most likely from sexual immorality and addictions. Steve Jobs, a fascinating book to read, even though abusive person and certainly not the godliest person, he influenced people and they followed him. The truly great leaders are those who are sat apart and leave a legacy and worth following are those who stand on principle. I have never heard anybody say that they want to be like Steve Jobs. They might want to be rich like him or creative like him. Andy Stanley says that you

can be a leader without character but you will not be a leader worth following. So, at a certain point a leader has to decide who he or she is; we are talking about inner belief here; those core things inside; those things that are intrinsic. Character is what you are behind closed doors; when there is nobody else but you. This is who you really are; this is one way to think about character. I list some books of people who have written about character and leadership. Research at Harvard University indicates that eight five percent of a leader's performance depends upon person character.

Interestingly, Harvard has listed so much corruption in the business world that they decided to have a values course, but they couldn't agree on whose values. In the military field, leadership is a potent combination of strategy and character but if you must be without one, be without strategy. This was quoted from Schwarzkopf.

In the political world, a person by the name of David Gerkan who you often see on CNN from time to time; he has worked under numerous administrations. After working with Nixon and Clinton and Ford, he concluded that before mastering the world, a leader must achieve self-mastery. At the very end, he provides seven lessons of leadership. He says that leadership starts from within as his first lesson. Heholt says that we often think of leadership as the top down. So, when we think about leadership, our first question involves the leadership that we are giving to ourselves. We tend to think in terms of what leadership we are giving to the staff, the church, etc. But how are you being a leader yourself; how are you leading you?

b. Importance: Why is it important for leaders to establish core values? Core values shape the organization. When we walk into organization, you can feel the character or values level of that organization and you see that by the value they put on their clients and also especially how their employees are treated. Often these core values go back to Christian values. Character matters in organizations in how they do business; for example in how they price things. Are they trying to get the most money from you are they concerned more with your comfort? What a leader holds to will eventually flow out into the organization. The illustrations that I have used started with the leader, not the organization. This is why the leadership that you give to yourself is important because it will affect those you are leading. Without values, the organization will not be shaped correctly. Some organizations that went badly; the reasons go all the way back up to the top. Establishing good core values inspires fellowship. Core values also generate influence. Leadership without character; a leader who wants to win too much; they need to win at all cost in all situations. It is a leader that all too quickly passes judgement; they seem to need to rate others and impose their standards on others. They make destructive comments and cutting remarks that make him or her sound sharp

and witty. They withhold information in order to maintain a certain advantage because with knowledge there is always power. There is a failure to give proper recognition. These are signals showing character flaws. There is also playing favorites and claiming credit that one doesn't deserve and failing to see that you are treating someone unfairly. Another one is refusing to express regret and to admit they are wrong. The most passive form of disrespect is not listening; another one includes an excessive need to be me. The list goes on; when we see this in a leader, we stop and ask ourselves about their character as there seems to be a vacuum.

c. Core Values: This list is far from exhaustive. These are from books that I have read and from Scripture. What are the core values that God lays out for us to be? God holds a leader to justice because a leader has the leverage of power. A leader helps to determine whether things are going to be good or not. Ultimately, followers want their leaders to be fair and to be just and not to be unfair. Just leaders distribute the rewards fairly; they fight for the right of those on both the top and the bottom. They don't just seek justice for one side but all sides. We want fairness at every level, taking serious the things that are not procedurally correct. Anything that is a fair wage in regards to employees is a form of theft.

1. Justice: The Book of Proverbs is the Bible's leadership manual. It was written largely to upcoming future kings. You have chapters 23, 26 and 30 a king who is writing to diplomats and princes and what stands out in regards to core values is the constant call for justice. One of the king's mothers in chapter 31 writes a letter to her son who is the king. She admonishes him to listen to her, telling him that he needs to be just because people need justice.

2. Integrity: Another core value is integrity. Proverbs 11:3 says that the integrity of the upright guides them. Proverbs are to be reflected upon never reading them quickly. He is saying something about the value of integrity; what does having integrity do for us? It gives us direction; a leader is largely about direction. That is why we have leaders; they show us where to go and how to get there. So, what guides leaders is their integrity. If you as a leader maintain integrity, there will be a future for you in what you are doing. The Hebrew word, *Tamom*, is the word used for upright. This gives the idea of something whole or complete. Whenever you see a word like integrity in the Old Testament, it has the idea of somebody who is complete and the opposite of that is someone who is twisted or perverted. If you have integrity, nothing else matters; if you don't have integrity, nothing else matters. If you could have anything that you could possibly have but you don't have integrity, that doesn't matter either. Andy Stanley says that your talent and giftedness have the potential to take you further than your character can sustain you. This should scare us for it is dangerous. You

remember when Jabez' Prayer was going around the different churches some years ago, along with calendars and mugs etc. Jabez called on God of Israel, 'Oh that you would bless me indeed, and enlarge my territory, that your hand would be with me, and that you would keep me from evil, that I may not cause pain.' This is a great prayer but it can be very selfishly declared. This made for great preaching material! One pastor in Europe prayed that the Lord would expand his character to the boundaries that God had given him. This was sincere for he had it right! A lot of us want our boundaries expanded but our character doesn't expand at the same time. Because of this, sometimes people will implode; they blow up from the inside out because their character didn't keep up.

3. *Honesty*: Integrity includes aspects such as honesty; when we think of integrity, we think of honesty. A person by the name of Composegnor did an exhaustive study survey around the world asking what people wanted from their leader in terms of character more than anything else. In collecting the data from this study, honesty was at the top. People want the leader to be honest with them. You also realize that honesty matters a lot to God for from Proverbs God lists six things that he hates. One of those things is dishonesty. Honesty involves keeping promises as leaders. They also need to be honest with themselves in regards to their flaws and their assets. A leader who is honest never lies to himself or herself. Great leaders are brutally honest with what they can do and what they can't do, who they really are and who they are not. They don't try to give an impression as to somebody they are not. This is what we want in a leader. Another word we can use is authenticity. I like this statement, 'he does not cut his conscience to fit this year's fashion', but he sticks to convictions. In Acts 20, Paul called the Ephesians elders together; he had spent two years with these men. He tells them that they have seen his life, they have watched him. This is hopefully what all of us can do at some point; to make our lives an open book. You have seen what I am and how I am. Part of honesty is keeping promises, keeping priorities and keep conferences. Another statement, 'integrity is like oxygen, the higher you go, the less there is of it.' In our own political system, the higher you go, the more integrity you lose.

4. *Loyalty*: A third core value that people want in a leader is loyalty. Leaders who are loyal, who are committed to the people they lead are intercessors, just like Moses who prayed for his people. Interestingly, people support what they help to create; you are committed to it, you are loyal to it. One of my favorite stories of disloyalty, a book written by a pastor in a large church in Dallas; he tells the story of a number of Southern Baptist pastors who were ladder climbers as he referred to. In terms of loyalty, they would move from one church to the next bigger church moving up the ladder. Smaller midsized congregations were nothing but stepping stones. One such person used the

people he worked with as the next step up. Indeed, our first loyalty is to God's Kingdom. Before going to the Netherlands, I gave ten years of my life to the church and even though I was loyal to the church, there is certainly a higher loyalty. This can be difficult to define. It is standing by those who are working for you; being Loyal to ones gifts; you are committed to what they can give. If this is who I am, I have to be loyal to that. A leader that is loyal is a leader that is dedicated, committed, and humble; they are also loyal to people. For the sake of loyalty, you sometimes have to release a person from your staff. That seems like disloyalty but what is the loyalty that we are dealing with here? It is a greater loyalty to the other workers who might be impacted by this. This is a very difficult thing and some of us have had to do this. Your higher loyalty is to the mission or the organization. In fairness, others could ask how you could do this to the organization.

5. *Diligence*: You can see how the quality of the character is defined and start to make a difference in what a leader is going to be. Is diligence a character value? We use the word incrementalism, which are small changes to small things. Within the context of diligence, this is a negative thing. It is refusing to pray the prayer of Jabez. A talk given by the CEO of Pepsi Cola once said that small changes to small things are a waste of time. It is living in the comforts of the small and not willing to stretch out. Back to diligence, this is someone who encourages innovation; they give value to pursuing passion and dreams. A leader by the very definition is about movement; they open up the windows and air things out, thus they bring the changes that are needed. They establish metrics; they look at the measureable. I talk about this in a Christian context. A lot of times, it is said that it is important that we are just faithful. This isn't scriptural because what God calls for is fruitfulness; fruitfulness gets back to measuring things. It seems that when Jesus used parables like that of the talents, one day we will stand and give an account for what we did. Hebrews says to obey your leaders as those who must one day give an account. I don't know exactly what that means. The real courage isn't to expose the metrics, but to do the metrics, because most of the time we avoid it. It takes away accountability. This goes back to diligence. Jim Collins' book, *Good to Great*, he wrote a little monograph. Jim assesses the most successful co-operations in America to see what they all had in common. This reduced it down to one thing and that was discipline. They were a disciplined organization. For example also, it is hard to see a life that isn't disciplined at the core. Again, this goes back to diligence. Part of diligence includes understanding the value of time as a precious asset. Again, in studying Proverbs, a person who is one of the tragic comedies, that is, being funny and being a tragedy at the same time. That person is the slugger who is often described in terms of laziness. In various parts, Proverbs talks about the sluggard as being very evil. We are

talking about a character flaw here. They are not necessarily those who refuse to do things but they refuse to learn things. You can't tell a sluggard anything; they don't want to hear anything or do anything.

So diligence is an issue of character. Andrew mentioned humility which is a key character issue because leaders struggle with pride. I ask a group of seminary students about the five top sins that pastors were guilty of. Pride was the first sin listed. Even Moses struggled with pride with the striking of the rock. Ruth Bartend quoted that there was a lot of narcissism among leaders. We are driven by our own grandiosity. This is why Jesus had to consistently teach his followers that they must descend to greatness. In other words, keep your eyes upon Jesus in a posture of learning. As long as a leader is green, he is growing; when he is ripe then he rots. There needs to be a willingness to acknowledge rather than justify mistakes. There must be a willingness to share credit. A statement by Calvin Coolidge says 'it is a great advantage for a president and a major source of safety to the country for him to know that he is not a great man.'

6. *Compassion and Courage:* This is a huge character quality. Those who refuse to reduce people to profits, dollars or units and create an organizational ethos that says they care are destined to lose. I also mentioned courage; a great leader does the right thing regardless of what it will cost them.

Chapter 8 – Mission and Vision

Mission is the broad philosophical statement of why your organization exists. It states the purpose of your organization and defines your objectives. A vision is the ability to see into the future and articulate a mental picture of what you want your organization to do. The mission gives you the framework. The vision is changeable but always within the framework of the mission.

a. Mission Statement: Leadership begins with building a base definition with values and acquiring skills, but a leader must know where he is going. I want to distinguish between mission and visions as we often get them confused, even using them in the same language. A mission statement is broader than a vision. It is often created to fill a need. First, the mission is a broad statement of why we are here; it is what defines our existence. This holds up the heart of the organization. John 20:31 says that these things are written so that you might believe that Jesus is the Christ. That was John's mission in writing the book. When you see a clear mission statement, it is one of the few places in Scripture where the writer gives us the clear mission of why he did what he

did. So, everything that John writes has to go back to that statement. For example, every chapter in one sense every chapter in the Book of John is a conversation. In John chapter 1, he has a conversation with Nathaniel and then in John chapter 2, he has a conversation with his mother at the wedding. Then in John 3, he has a conversation with Nicodemus and in John chapter 4, he has a conversation with the woman at the well. In John 5, it is with the paralytic; John 6, it is with the crowd. Of the Gospels, the Book of John is the most mysterious. Throughout the chapters, Jesus is moving from one conversation to another. John would say that each conversation was accumulated and he has written his book around those conversations. If each conversation is to fulfill the purpose of the book, it is so that we might believe. He has a conversation with the woman at the well so that we might believe that Jesus is the Christ. So, every conversation is there to convince the reader that Jesus is the Christ. So, we see that everything has to fall under the stated mission.

The Village Church exists to worship God, teach the Scriptures, care for one another and proclaim the Gospel. Our mission isn't necessarily what people want or expect, but it comes proactively from God. If we are carrying out the mission, then everything we do needs to fit with one of those four points. So, a purpose keeps you focused and the leader's role is to make sure that we stay on mission. The churches' mission fills a need; we have a lost world. What was Jesus' mission? Jesus came for this purpose, ultimately it was to glorify the Father and that is ultimately our mission. Therefore, in one sense everybody in this room shares the same mission, but we all have a different vision. Rick Warren would say that without a mission, you have no foundation and no motivation. It is the compass. The mission is the purpose of the organization; it is what defines our objectives. It is the broad statement of why we are here. The mission is the broadest piece. Most everything that I read in regards to leadership points to mission as this broad philosophical statement. The vision particularizes the mission. Every church that honors the Lord Jesus, that has the Word of God as its authority, has the same mission. We don't have a different mission than other churches that honors the Lord as the Word of God as its authority or any Christ centered church, but every church should have a different vision. This is having a different dream. God gives us each a vision as to where we are going with our lives. So, we all share the same mission and not necessarily the same vision. As such, we get something more static and less fluid. When you move to vision, it becomes a little more fluid, the vision can change. Our vision often changes; it depends on the direction and work we are doing at the time. Often, when a new leader comes, they will have their own vision. And then in another layer, strategies become more fluid. What might be a good strategy today, may not work tomorrow. Then we have objectives; your operational plan which can

change every week or every month. As you move down, things get more and more fluid. Note that the mission for the church isn't something that we develop ourselves. The mission is already mandated. God gave the church the mission. Even though the mission doesn't change, it may be different in the way we communicate it or how it place it within language. Sometimes in regards to mission, there is an implication that there are different missions, but the reality is that we are all on mission.

Imagine you are leading an organization that has no mission. That would be difficult because you would not know what the organization is actually doing. So, whatever you lead or involved in an organization, it is really important to know what the mission is. The key elements of a mission statement, some of the critical things that need to be asked are whether it is focused or not. A mission statement should not be a five page document. A mission statement should be focused and inspiring and concise and memorable. Other examples of mission statements include: our mission is to make people who are away from home to feel at home. This is the mission statement of the Marriott. This is concise and certainly focused and somewhat inspiring. If we were part of the management team at Marriot, this would be our mission and everything would have to flow out of that. So, what would we do to make people feel at home? What are the things that make people feel at home? What about a fireplace in the waiting area and a coffee table, for example? We could change the lighting from an institutional style to something more like a home environment. If this is our mission, what are the rooms going to look like? Perhaps the smell of a dog! (Everybody laughs over this.) The room could have flowers, a very nice and comfortable bed with a correct room temperature. Also, you would need internet access. So once you establish your mission then your decision making needs to flow around that mission.

Other examples: Merck Pharmaceutical says that they are in the business of preserving and improving human life. Willow Creek's mission statement is to change irreligious people into fully devoted followers of Jesus. This is certainly focused and also inspiring, concise and memorable. They have developed their services around people who are seeking God. Another churches' strategy may be to build up people to reach a lost world. Some churches are built around reaching people to come and hear the Gospel. The statement of Walt Disney is to make people happy. If that is the mission of the organization and you are working at Disney Land and if you are not about making people happy, you have the wrong job. So, Disney creates a world in which to make people happy. To do this, his strategy was to create theme or amusement parks. Another strategy was doing animation and cartoons for television. The statement is certainly easy to remember as it is very

concise and it has obviously worked because they have been very successful. For Niki; they say that their mission is to bring innovation and inspiration to every athlete in the world. If you have a body, then you are an athlete.

A mission is for the purpose of carrying out the role of leadership. Thus, the role of leadership is to continually call the organization back to mission; to keep reminding people why you are here. That calling involves communicating it until it becomes redundant, until it is learned. Ideally what we want to be is a church body where members know the mission and why we are here. So, the leader's role is to communicate it, repeat it and see that it transcends generations to be the organizing principle. Whenever the staff and I go on a retreat, we start with the mission because everything has to go back to that mission statement. The mission of glorifying God doesn't necessarily fill a need because God doesn't need glorification.

b. Vision: This is different than mission. Vision is an overused word, first of all. Part of it is the ability to see into the future. It is the ability to look from the mountain top and see where history has been and where it is headed. It is not the same thing as a prediction, but it is the ability to see out into the future. So, how does one see out into the future? There is the Janus effect and this says that the farther you can see into the past, the farther you can see out into the future. Part of the way in seeing into the future is to become more of a student of history. In regards to worship, for example, the best way to see how it will go into the future is to see where it has come from. I called twelve of the largest churches in the Portland area asking them what their mission was and also what their vision was. Eleven out of the twelve had no vision; they had mission statements. The only church that did had just added adjectives to their mission statement. So, one of the definitions is the ability to see into the future. Another phrase that I like to use is a mental picture like that of your own life. What do you see for your own life? What do you see five years from now? For a vision to be realistic, it has to have credibility. It can't be a pie in the sky! And it has to be driven by faith, something that is bigger than us. It has got to be attractive and it has to be something that fulfills a dream. Any great visionary that comes along sees something that is bold and audacious; we should have this in our own life and it shouldn't be nebulous. One such vision is to be a missionary in Africa or another place. Another such vision could be to write a book on Proverbs because it is a difficult book to understand. Why is it important to have a vision? Simply to have some direction to our lives, otherwise we may end up just existing. A vision is a pointer.

What was Walt Disney's vision? He wanted to take something and put it into animated form which eventually became cartoons. That was part of his dream to make a full length animated

cartoon. Henry Ford's vision was to make a motor car large enough for a family and small enough for an individual and a price lower enough to be affordable. And he accomplished his vision. John F. Kennedy had a vision in 1960 to put a man on the moon within a decade. So, everything turned to accomplish that vision. One of my favorites is Sony; Sony had a vision that anything that was purchased from Japan would become highly respectable. Sony had this vision back in the 50s because back then Japanese products were not trusted. What was Paul's vision? His vision was to reach the gentiles; he wanted to go all the way to Spain. He was driven by this vision that God gave him that took him to the edge of the world. In one sense, visionaries lived their lives backward. They looked at that point and had a picture and worked backward to figure out how to get there. Whatever choices we make, it should be toward a particular vision. This changes over time as we go through our journey. What is my vision as I get closer to retirement? Often those in retirement are reactive; it is whatever the day throws at them. So what is the difference between a mission and a vision? The vision flows out of the mission or it particularizes the mission.

The mission is a board generic definition of our objectives. It is the clarification of the specific direction. The mission is trying to answer the question why. The vision is trying to answer the question where. When we get to the strategy, we start asking the how. The vision at the Village Church is instead of disconnection, there is radical connection. We have identified five key connect points. Our vision is where failure connects with gifts which connect with opportunities and where emptiness connects with fullness. It is where culture connects with unity and where Christ connects with the world. We put it under this tag in order to remember it. Ten years from now, we might have a different vision. The importance of this determines where we put our resources. It determines who we hire and what our strategies are. A vision is a picture of what God is calling us to do. The question is how one gains a vision. Part of the task is in order to get a vision, we need time out. I don't think God gives you a vision in a day to day busy schedule. There has got to be a sense of going to the mountain like Moses did with the Ten Commandments. A leader cannot delegate a vision to someone; it really has to flow from the leader. On the mountain, we reflect on a number of things. I think visions grow in quietness. We have to understand the past as we already mentioned and also the present. We have to read the signs of the times and see the world as it is. *Evangelical Recession* by Dickerson challenges us to rethink where we are going. You see what is and who we are and the journey we are on. People who have been great visionaries are what they do. Nehemiah had a vision to build the wall which looked at the context and abilities and what he was good at and what you are not good at. It has to also flow out of you passion. A vision isn't

something that is merely analytical or calculated. There has to be some emotional, passionate and intuitive about it. It has to be something that will move us at the deepest level. Visions take a lot of energy. You want something that is just flowing out because of your passion for it. It also has to reflect our core values and our ideology of what we stand for. It has to reflect our world view. It takes into account our goals, what we expect to become, what you hope for your life. It certainly has to reflect God's will, what we sense God has for us to do and what we believe what we were made for.

A lot of people don't come up with a vision for their life and a lot of them just drift along. A vision is a very intentional endeavor. A big part of that is to lay ourselves before God acknowledging that he only knows the answer to that question. The vision entails what God has called me to and I will not be faithful unless I do it. Some people have radical experiences with God; for example Bill Bright with Campus Crusade. One night he was studying for a Greek Exam and was taken into another realm where he saw the world, a vision that God gave him. Out of that came Campus Crusade to reach college students with the Gospel. I can relate to that as I have had late night experiences studying for Greek exams and funny things to happen! So Nehemiah gained a vision of a rebuilt wall. God gave Abraham a vision for a great nation. Moses gained a vision of a free nation and a redeemed people. God gave Peter a vision for the lost. God does this; he comes along like with John and with Nathaniel and elevates Nathaniel whole world view to see some far bigger than he could ever see. Bill McCartney of Promises Keepers had a vision of a stadium of Godly men coming to repentance. That led to Promises Keepers. Francis Shaffer went for a long walk and captured a vision in Europe to reach wondering intellectuals who were lost and that became his vision. Louis Palou was reading John 14:12 which says, 'when I leave, greater things will you do.' He took that seriously and ever since, he has let God do greater things. These are people who have sensed a divine mandate. Most of us will not have that dramatic encounter but none-the-less I do find that God does speak to us when we take time to rest, or quietness in going to the mountain. In such, we can be still long enough to hear the Spirit of God say something in our lives.

Visions also come out of one's discontent. In other words, you are going along in life and there is something that becomes difficult; there is something you see and you realize that it isn't right. A classic illustration of Scripture is Nehemiah. He going along fine, a cup bearer to the king and he is busy at that. But then he gets this report; Jerusalem is a mess, the walls are torn down and he can no longer think straight and for months he dwells on it. Bill Highbush gave a great talk years back about how to find your vision. Ask yourself this question, 'what wrecks you?' A big part of my

vision in life has been to see the church flourish because what has wrecked me so much is the fact that I grew up in a dead church and I have seen so many dead churches. It just kills me when people say bad things about the institutional church because this is God's church. It shouldn't be that way. I look back that that is what I have given my life to for thirty years. What is it that drives you; it wrecks you? Sometimes when people are on a mission journey, they see something that they can't get out of their mind. I think that is a very helpful guide.

Going to the mountain also involves imagination. It begins with imaging the ideal and maximizing the resources. It is thinking a little about the impossible. Is it something extraordinary? It is the kind of thing that drives us to our knees. It is what stirs our imagination. That verse in Ephesians 3:20-21: now to him who is able to do exceeding abundantly beyond all we ask or think according to the power working within us. Now, that is a vision for us! This is the kind of verse that helps fuel our faith. We have to be careful for we can set ourselves up for deep disappointment. There is tension in being a visionary and being imaginative having a certain amount of realization as well. It should be something that we could never get there apart from God; it should be far bigger than ourselves. This might be more of a strategy; it may not be the end point. I would also use purpose and mission interchangeably, but I would not use mission and vision interchangeably as people often do. They are two very different things. The vision isn't something that everybody waits for like waiting on Moses to come down from the mountain. The leader has to be clear and yet at the same time, it has to be a very collaborative effort. It is not like you would have a passive church that says that they are waiting for Moses to come back, we don't know where we are going.

Chapter 9 – Moving from Vision to Strategy

Strategies are systematic choices about how to carry out the mission and vision, how to deploy resources, achieve goals, maximize strengths and reach the desired outcome, As you choose strategies to implement your vision, it's critical to submit them to the leading of the Spirit.

a. Review: We have moved from definition and talking about the context of leadership and what core leadership values are. Now we move into the heart of leading itself. Leaders who want to be effective leaders have to own the mission. In leading an organization everyone has to be clear about the mission. The mission is answering the question of why we are here. Then we moved to vision with it answering the question of where; where we are going in reference to the future. Every church should have the same mission. If the Word of God is our authority, then we all should have the same mission. We don't create the mission; God has told why the church exists. We are here to

faithfully fulfill the mission that is given to us by God. But the vision is different; every church has a different image of its future. The vision particularizes the mission. The vision we have is the dream of what we think God wants us to do. Visions include things which God lays on our heart to do such as serving in a foreign country; it is to accomplish a particular thing. Leaders must learn to wait upon God; the lecturer used the imagery of going to the mountain. Go away to a place and dwell upon God; wait upon him for guidance. The vision provides us with imagery of where we want to go with our lives. We haven't answered how we are going to do this. The how involves the strategies that we use to get where we want to go. So vision is more about the where and part of that is seeking God, waiting upon him for guidance.

You cannot delegate vision; we have to own that. After we establish the where, we need to take our followers with us. Like us, they also have to own this. Remember, if your followers decide not to follow you, then you are no longer a leader. In the Netherlands, I asked where the church was going because they really didn't have a vision. You can't lead anything without collaboration. In order to move in the same direction to accomplish the vision, everyone must move together in that direction. People want leaders to help them meet their aspirations. In order to accomplish a vision, you must enter into long term thinking. In terms of being visionaries, leaders have to think backward into the present and also out into the future. A true visionary knows that they have to think in terms of the past, present and future. Looking into the past, visionaries by nature are historians. This is called the Janus effect; the further you can look into the past, the further you can look into the future. History tells us what works and what doesn't work, what different patterns and cycles look like. Great visionaries are also great histories. Two examples I gave were Nixon and Churchill, who were both great visionary leaders because they were historians. A visionary also looks into the present and great visionaries have to be great realists. They have to learn to deal with the present reality. Max Dupree says that the first duty of a leader is to define reality. This is what wins a certain trust and respect. Sometimes leaders play the faith card in saying to others that they just don't have enough faith. Leaders are really good at this; they have the particular language down. But there is a difference between Godly faith and reckless faith. Godly faith says, here is the reality and I know we can do it.

Often in considering a budget as being the price tag for our vision; we might consider that it is doable or we might say that it isn't. Interestingly, forty percent of the congregation gives nothing; this is a reality. Another reality is that the average giving of individual people is only two to three percent. So, in looking at this reality, perhaps then you can say that the budget is indeed doable. A

huge part is looking out into the future. Visionaries must read and pay attention enough to see into the future; some people would say that they need to take mind walks. Peter Swartz is a futurist; he writes book predicting the future. One of his books, the *Art of the Long View*, emphasizes scenario thinking; by this he looks at patterns and trends in how things might go and identifying probabilities and asking important questions. Often companies will consider certain probabilities to see how they would react if such a situation ever came about. This is what Peter Swartz would often do for a company. Sometimes, these are called, ‘what ifs.’ What if the American culture became more hostile toward the church? How will we prepare for such a reality? This is part of what leaders have to think about. In such a situation, they might consider the question, what kind of church will we have to be? Our survival may depend on how close we are operating as a body. A church filled with individuals is not going to survive a more hostile culture. In 1973, I was in my first year at Western Seminary. That was the time of the oil crises where a lot of the oil was shut off from the Middle East. You could only purchase gas for the car every other day. Shell survived this oil crisis because they had already done some future problem analysis on this. But most churches are not so futuristic in their thinking. A lot of the time, we are just surviving day to day. God visionary leaders try to lead an organization to think out into the future and to be realistic with the present.

b. Ownership: We have to create ownership and that is the fourth part of the vision process. We have talked about this already in terms of collaboration. As I have already mentioned, leaders have to own the vision. They have to know it and be committed to it more than anyone else. It also has to be owned by others. In owning it, we must communicate it and talk about it and weave it into our leadership, like in sermons. Our vision is all around this phrase, radical connection. You see that on our literature as it is part of our communication and we want people to see us as a church that is connected in these five core areas of ethnicity and being multi-cultural. We have people with gifts connected with opportunities demonstrating the use of those gifts. We need to stay focused on this. Paul, as an example, had a vision of taking the Gospel to the gentiles. God gave him this vision and he was always looking out ahead. No matter what people did to him, he stayed focused on this vision. He used athletic imagery to describe this in his life. Words like pressing on, beating myself, etc. shows us how he stayed focused. As I have said, as you move down the mission, it becomes more fluid. While the mission never changes, our vision of being a church of radical connection may change as dreams do change. Normally, visions don’t change that often, especially for a church of other organization. When we come to the strategy of the vision, we begin to look at how we go about accomplishing the vision. Strategies can be in terms of our game plan.

They are systematic choices about how to carry out the mission and vision and how to deploy resources to achieve goals, maximize strengths and reach the desired outcomes. Many organizations waste a lot of energy in developing their vision. Developing a strategy shouldn't take a long time either due to factors like leaders leaving, people leaving; things are changing. So you can see how church people become cynical when pastors bring up vision or in case of mentioning any changes. People want to see things happening instead of just talk. If we can get to the level of strategy, we are moving closer to reality.

c. Strategy: Wells Fargo Bank has a vision of satisfying all of their customer's financial needs. This is a fairly audacious vision. They want to be the one stop shopping place in regards to finance, whether it is planning, investing or savings. Whatever you do, we want to be the institution that does that. This is a nice vision but if you don't have a strategy for it, it doesn't mean anything. So the strategy is to offer a lot of financial products which require a lot of options for people. Lord Nelson, for example, in deciding on a strategy to attack the French and Spanish fleet; they had a huge advantage over England. In gathering their armada, the British couldn't compete. Lord Nelson came up with a game plan that was different than what ships usually did. They mounted their guns differently and Nelson won the battle. So the strategy is what keeps the organization on track toward vision. Once a year my staff and I take time out to think strategy. If we don't have a good strategic statement, the vision is just a dream. Our strategic statement is about four pages; it lays out how we are going to get to our mission.

d. Six Steps of Strategy: This is the hard work of leadership. Ideas are cheap and have a high mortality rate simply dying on the table. The difference between ideas and reality is establishing a strategy to get there. So in one sense, visionaries are a great gift but their problem is they don't like dealing with the messy part. They are the ideal people in thinking up strategies, there are no boundaries. They often quote Ephesians 3; now to him who is able to go beyond what you can imagine or think; God has given us permission. But instead of talking about and planning it; many just want to see it happen. As you become older, one thinks more in terms of strategy rather than visionary. But part of this is to do a regular analysis which refers again, back to realism.

1. Analysis: You need to do an analysis of your strengths and weaknesses. How many of you have done a SWOT analysis? You decide on your strengths in order to know your abilities. You also know your weaknesses but you shouldn't start with your weakness because you might kill what you want to do. Sometimes, these things need to be stated or framed as such in order to understand where your group is or where your church is. Next comes opportunities; of course this is about

people and ways to bring people into the church. The location of a church determines its visibility. With opportunities you also need to consider threats; for example the economy and where it is going. An illustration would be David and Goliath; David did a SWOT analysis and out of that came a strategy. He looked at his strengths, considering his sling which was able to deliver force with precision. He was a small person being so young and this was his weakness. He couldn't wear all the armor that others could wear so he didn't have the same protection that others had. His brother didn't have any confidence in him which was also a threat. There was one place in Goliath's armor that was exposed. Another strength he had was the Lord; He had the Lord on his side.

You can also do a trend analysis. Part of this assessment is to consider the trends and where they are going. Where are jobs going to be in the future? Once a year, Time Magazine has an article like this of where the jobs are. What is good to get out of and what is good to get into in terms of a job? Looking at trends is all part of thinking strategically. Another illustration is the Kodak Photography Company; they didn't pay attention to trends. They were too in love with film for cameras. Kodak actually invented the digital camera and now they are gone. They could have been above groups like Nikon, Pentax, Sony, etc. The church can be similar; they can be so in love with the status quo or with the past. They can miss reaching tomorrow's generation. This happens all the time as the opportunities continually change. My first church had a great opportunity; we were an emerging church with an amazing congregation in a really crummy location. But many in the church were too married to the past and to the building.

2. *Guiding Policy*: The second thing is to develop guiding policy. During the Cold War some years back, the government developed a guiding policy called containment. This was to acknowledge it and limit its spread, placing your weapons at certain points to keep the virus from spreading. They created organizations like NATO and SEATO, etc. To a certain extent, this worked because communism couldn't keep up with it. So thinking strategically includes themes, staffing, facilities, mission and policies that are put in place. We need to be action oriented. Bad strategies are merely statements of desire rather than a plan to overcome difficulties. A strategy isn't wanting to be the best church this side of town. That is a nice statement and an aspiration, but it doesn't give you a game plan. A good strategy includes a set of actions. These are not the details but rather it defines the plan.

3. *Coherence*: The third thing is that the action coheres. An organization is composed of lots of parts; so when you do strategic thinking, you have to get all the main parts together. Whatever the strategy, it has to embrace what is going on now or you may need to change what is going on

now. For example, if we are going to have a high school ministry that just meets on Saturday night, what about the kids that come with their parents on Sunday morning? Do we have two high school ministry groups? Do we have just one and try to encourage everybody to come to just that one? And what are we going to do with worship that is going to enhance that or get in the way of that. Those are the things we have to struggle with. So, every activity must be aligned to the strategy. There cannot be a silo or independent mentality. Another illustration, when the US was fighting in WWII, they were fighting on two major fronts, in Europe and the Pacific Ocean. One strategy would have been to do it equally on both sides. Another strategy was to give their best attention in one place rather than another place. Their main strategy was Europe and then the Pacific Ocean area. Everybody must cohere with the same strategy. So, there has to be coherence also in the church. So to create strategy, you have to create coherence.

4. Making Strategy an Everyday Job: The fourth thing, you have to make strategy everyone's everyday job. It requires a contribution by everybody. It just can't be the leader's job. There has to be a buy in to that strategy by everyone which requires a lot of communication. Sometimes, the leader has to keep drawing the big picture to keep everyone in line with what is going on. For example, an Elder Board can start thinking in terms of affordability, in dollars and cents as such. We have to ask, what does God want us to do; what can God do; what is our mission and our vision? What happened in the past when we faced similar situations? So, one task of leadership is to remind us of these things. People start to narrow down things in how it affects the church or other planned situations. Part of the planning for certain services are whether they are kid friendly or not; these are discussions that need to take place. One of the strategies therefore becomes reflecting on the church calendar rather than a civil calendar which happened a lot in the 1950's and 1960's. Things like Advent, Ascension Day, and Pentecost were not as important as mother's day and father's day and July 4th, etc. But why did the church get driven by a civil calendar rather than a church calendar? Historically when the Free Church reacted to the State Church of Europe, they didn't want to do anything that looked like the State Church. The Free Church was those believers that withdrew from the State Church because of the unbelief that was in the State Church. And like many situations and people, they over reacted to things. The church went through a phase where they didn't want art or buildings or ascetics. Many of the Cathedrals were about those things and so in order not to look like them, they went the other direction often time to the extreme. Even Conservative Baptist prided themselves on building simply churches that had no ascetic appeal at all

because they would start to look like the State Church. So you developed sermons around Independence Day, Mother's Day, Father's Day and Thanksgiving Day, etc.

5. *Keep Reviewing:* Make it a continual process and keep reviewing it and thinking it through. Then we submit these to God. So, our vision is to be a church of Radical Connection and one of the connect points is whether we can finish it and understand that failure connects with grace. We don't want to be legalistic. Failure isn't disgraceful and we just don't want to entertain, but if you are going through failure, you can find grace. So, we have a great vision statement, we have the where but we need to move to how. One of our strategies would be to develop small communities and teach them to understand Biblical grace. People will look at the church as a place of faith and grace; they can come into a home group and confess their sins and find forgiveness rather than be shunned and judged. Another strategy would be to offer a leadership class so people could learn from it. You can teach people to be friendly and welcoming. You can ask people to share their stories of their walk with God. People will often remember these stories rather than a sermon. Part of our strategies can be to show-case grace stories.

6. *Define Objectives:* So eventually, we define objectives that define when and what and who. This is reality. From mission to dreams or visions to the game plan, this is what leaders have to do. They have to keep people moving and focused, otherwise you end up with a lot of paper with a lot of words. It is easy to talk a lot instead of seeing the reality of actually doing. Life is too short and so it is great to see dreams become reality.

Chapter 10 – Objectives

Objectives tell us who is responsible for completing the strategy and when it will happen. While strategic planning is broad based, future oriented, giving direction, objectives are the tactical side of leadership. Objectives are the measurable statements that translate the strategy into operational teams. They get down to the day-to-day functioning of the organization, the daily details. They are the operational plan, and hence are more concrete.

a. Clarity with Regards to the Why Question: At the heart of leadership is having clarity about the why question. Another word for that is the mission. They have to have clarity and commitment to where they are going. So, it's the mission, the vision, the strategy or the how. This is the game plan. If you don't have strategy, you will never be successful or get to where you want to go. If you have the wrong strategies you will not achieve your metrics. A lot of the metrics flows out of the mission; the metrics must be in alignment with the mission. Metrics shows you how you are doing. So, Village's mission is to worship God, teach the Scriptures, care and proclaim the Gospel.

The place for metrics measurability is to figure out or determine how you are doing. I gave a report on our metrics on our radical connection weekend. It wasn't a great report. Metrics are like the dashboard that tells you really what is going on. If you have good metrics but they are not at the level that you want them to be, that means you have some flawed strategies. Strategies are your means of getting to where you want to go. If you want to see your worship increase, that will not happen without a strategy. One thing, we will have to become more of a community. Perhaps a strategy would be to start monthly dinners on Saturday night to bring people together. What of what leadership does is to decide what is important to measure and what are the things not so important? Do we want to measure a quantifiable number like attendance? That is an indicator of how we are doing. There are other things we want to know. As a metric in worship, we might ask how many people are using the alcove. This is an expression of response. If nobody is using it, this may tell us something about the alcove or about the heart of worship. How many people come early to prepare themselves for worship? Perhaps we would like half of the congregation to come; that is our metric, but our measurability says only five percent are coming. Therefore the strategy isn't working and so we would have to change it. Another strategy would be to pay everybody fifty dollars to come earlier. Of course you wouldn't do this but this is an example of a strategy.

Different strategies will work at different times but again strategies change. A strategy of paying people to come would be flawed as perhaps their hearts wouldn't change. Remember that the mission doesn't change; it's as permanent as concrete; it just doesn't change. The vision however does change but not that often. However, strategies change all the time. A lot of ministries don't do measurable metrics, instead they use terminology of just being faithful and that is true but this can be a cover for a lot of laziness or inept ministry. What God does call us to be is to be fruitful. Laziness and ineptness is causing eight five percent of churches in America to decline. You can cover a lot of ineptness by using spiritual language. If you don't have things like mission and vision and strategies to fulfill your vision, you are just going to exist. Or we can see what Jesus did; he had a mission and a vision and strategies to fulfil his mission and vision. Jesus' mission was to glorify the Father, John 17:4 Jesus says, 'I have brought you glory on earth by finishing the work you gave me to do. And now, Father, glorify me in your presence with the glory I had with you before the world began.' We have the same mission; to glorify the Father for Jesus said, 'as the Father sent me, so I send you.' We are not here to determine our mission in life; we have been given our mission. The church has been given its mission. Jesus' vision provided a picture of his kingdom; a picture of the future. Jesus always kept in front of people, 'I've come to announce that the

Kingdom of God is at hand.’ This means that it is here but it is not here; it is ready but it is not yet ready. We live in a strange paradox, a tension of the ready and not yet. God’s kingdom is here now but yet we are still waiting on it. That is the vision. In John 13-17, we have Jesus in the Upper Room preparing his disciples by giving them a vision. Did he have a strategy; the game plan was about starting small, for it was to grow bigger? I will pour myself into these twelve disciples who will in turn take this mission and develop visions to do the things I have taught them to do. Force wasn’t his strategy. This tells us that God by his very nature is missional, visionary and strategic and the church should be the same. We should be the same.

b. Objectives: The objectives answer the question, not why, where or how but who. Who is going to do this and when? Objectives are involved with reality; something is actually going to happen. Strategic planning is broad based giving direction; objectives are the tactical side of leadership, the tangible statement, the tactics employed; it is the action plan. Village church has an operational plan where all the pastors and their objectives are listed. The objectives have a date line that is to be filled in when it is accomplished. An operational plan ensures that the listed strategies are actively measured. Remember, we said that leadership is somebody who has followers, influences and mobilizes us toward direction. This is the nature of movement. If you don’t do this the church doesn’t move. The church has to have a movement mentality. This is the same with individual lives; all of us here are either moving or drifting or existing; we are just taking up space. God never intended this for us. People will see movement in our lives if we are missional in our very core; we are visionaries and dreamers. We are strategic in considering the best way forward and we establish certain objectives. I need to do this by this date; otherwise you are only a dreamer.

The tactical side in about the objectives; the tactical side is the responsibility of the staff. Without objectives, strategies only exist as nice statements on a page. The reason that many organizations don’t succeed is not because of poor strategies but poor execution which is the most difficult part. Talk is really easy, it is cheap. If you just have managers, you can do things but you are not sure where you are going. But if you have visionaries and managers, then it becomes workable.

c. Basic Rules for Creating Objectives: You must make them measurable and have a target date and assignable. For example, the key to metrics: each metric has to have an owner. If it doesn’t have an owner, it will not go very far. So, objectives must have owners. We have to respect fluidity; remember that the further down you go the more fluid it is. So, the operation plan changes all the time. There are new owners and new dates are established. You keep reviewing the alignment within the operation plan. Any changes must be connected to the vision, otherwise you shouldn’t

do it. If we do this, how will this impact other situations and people? You need to always link to the strategy and vision. Which objective will help achieve your strategy? Often in church we vote on the numbers instead of the plan; if you want to go through the vision that you have adopted, then this year it will cost so much to accomplish the strategies and objectives. If you vote against the budget, then you vote against the plan. What in this plan do you not want to do? What is it that we can't afford not to do? We need to always link things to the strategy and the vision. The vision and plan has to be articulated before working through a budget. This must be done by leaders. Rick Warren says that people give to a vision, not necessarily a need. People will give to a great vision to do something for God. So you need to establish measurable and out of this expect accountability. Boards should hold people accountable to the objectives. Yet, some ministries resist this because it takes a lot of work.

d. Decision Making: So after mission, vision, strategy, objectives and now comes decision making. So do it. We are great procrastinators in the church. We preach that Jesus might come at any time but we procrastinate over doing anything about it. We must have a desire to do God's will. When Jim Collins listed in his book, *Good to Great*, the organizations that succeed realize the one non-negotiable is discipline. We are talking about discipline here; it is hard work and it requires constant communications keeping the mission, the vision, strategies which are hard work and the objectives. This takes discipline. You cannot get to greatness apart from this. It requires leadership and without this, it will not happen. It will be a turbulent ride with lots of resistance, especially if people are not used to thinking like this. Sometimes people do define these differently and perhaps move them in different places. In the vast majority of books I've read about leadership, this is what seems that most would say, the way I have presented this information. In some contexts, different language may be used. Whether we use different terms or contexts, these four things need to happen. So we are dealing with who and the when here; this is the tactical side. If our vision is grace that connects with failure; our vision is to see a church that is filled with grace. People will realize at Village that in their failure, they will find grace. I don't find judgment or legalism; that is one of the visions of the church. We want to have people to testify how they found grace. In the objectives, we ask who will do this. We will work through the directory to find grace stories and we can assign a time to start this. So, the objective turns this into reality. In our church, each one of our staff may have eight to ten objectives that flow out of the strategies which flow out of the vision. In our operational plan, every objective has to go back to the vision. Who does what involves the alignment of it. In all of this and it must remain God's ministry and never turn into a company or

cooperation. Some pastors begin to see themselves as CEO's and this is where they go off the rails as such. They are like a train that derails; they end up a wreck.

Chapter 11 – Change

Leadership is transformational by nature. Leadership and change are like joint travelers on the same road. Fundamentally, people by nature do not like change. Moving from the known to the unknown may affect people's competencies, worth, and coping abilities. Organizations get heavily invested in the status quo. It's important for us to value change and help people work through the process.

a. Intentional Leaders Bring Change: When it is clear with the leader of the mission, the vision, the strategies and the objectives, you start making decisions, and then things will change. Leadership is transformational by nature. Leaders who are truly intentional leaders are going to bring change. And if change isn't brought about, then there is no leadership, but where there is leadership there will be change. Leadership and change are a joint combination on a journey together. Leadership is not for the faint of heart because in leading there will be change and that creates resistance because people by nature do not like change. We are creatures of habit. We get into routines very easily. We do this because of security; we get adjusted to something and we become comfortable. A leader comes along and changes things and it can get people very angry. It can create rebellion. If you are changing something for change sake, that is not a good idea. It isn't worth the price. But if change comes out of a clear vision and strategy and objectives, at least you can explain yourself.

b. A Planned Change: So, what does change do to the organization, especially a planned change? This is termed organizational development within companies. This includes the creation and re-enforcement of change. Once this has started, then you have to continue with the change, to stay with it. It should also be thought of as an adaptive process. You will have to tweak it along the way. Some of the strategies and objectives may have to change a little once you get into the process because perhaps certain things that you intended are just not going to work. So, you need to think of it as an adaptive process. A person, Kirk Williams, back in the 1950's developed a three step process of change. This model has been followed and expanded upon ever since. It is a three step process of unfreezing, moving and refreezing. I will use the analogy of a home remodel. So imagine you are renovating your home; there usually are priorities that you do first. For the organization, you can think of it as being in an equilibrium which is achieved when there are people and forces that are pushing for change are balancing out those people and forces that don't want to change. Sometimes

this is healthy. In home renovation, sometimes not renovating everything at once can be a good idea. It is okay for some things not to change; you know the old adage, if it isn't broken, don't fix it. The remodeling process as in renovating the home is the moving process. And we have to refreeze that part of the change and there is always an underlining current of change, regardless of what is going on. An organization needs to develop in order not to have such resistance to change. This is what I call a culture of momentum where it is just expected. Change becomes part of the normal where you get a lot more comfortable with it. In regards to the church, it is about stories of people's lives changing and if change stops, then the stories stop. We talked last week about long term thinking. This can foster this underlining current of change in an organization as well. In terms of what happens in an organization, there comes a time where you need to disrupt that equilibrium. We mentioned the forces driving for status quo and the forces driving for change are equal.

So what do you do to unfreeze? What do you do to start to create change? As leaders, modifying the forces that push for the status quo will produce less tension than increasing those forces that are striving for change. The group that wants change is not your problem; it is the people who don't want change that creates the resistance. This is where you need to focus your effort. So one of the strategies we use is psychological disconfirmation. This is where you start to show them the discrepancies between who they think they are and what they are about showing what is really happening. This is being a leader who lives in reality. The mission and the vision can be a driving and guiding force in your organization. You can show where you are supposed to be and what we are about. If we are a place where failure connects with grace as Village Church states and that is not what you are seeing, then you need to start pushing those status quo forces that are keeping that from happening. So, that is how we create some of this change and we want to go with the route of least resistance. There is always an underlining current of change but some things that are constant in your organization are okay.

c. Motivating Change: You need to create a readiness to change by developing political support. A change agent is the leadership themselves or a group of leaders. It can be a group or team that is brought in to initiate change. These are the ones who have been tasked with making something happen. You can access your change agent's power to show you your strengths within the process. For example, if you are not great at communications for example, you need to find someone who is a stakeholder for example. Stakeholders are those who are affected by the change. They could be employees or church members or staff. In managing the change, sometimes you just have to push ahead and do it. Part of the process can include activities that are associated with

change. You need to perhaps map out the change with midpoint goals which help you stay on track, creating management structures. Nobody likes the word committee; you can call it anything you like, but sometimes you will need a group that is focused on the change itself. Then you refreeze that momentum by allocating resources or establishing a support system for the change agents, where you reinforce behaviors. So, in terms of motivating teams, it is about modifying those forces that are pushing for the status quo. What happens psychologically with change, everyone resists change because of their sense of compliancy and worth and their coping abilities and how they define themselves within the organization? You change the organization and you change their relationship to the organization. They may not be fundamentally opposed to the change itself. They are invested in how it affects them and as leaders we need to recognize their investment. So, in order to create readiness, try to create a culture of momentum. You need to be sensitive to internal and external pressure. Leaders can make themselves more sensitive by surrounding themselves with ‘devil’s advocates’ so to speak with people who are very different than the leader. We all get along with people like ourselves; so invite your enemies, so to speak and see how they think. They will really challenge your status quo as such.

You can use external measures of performance by seeing how others work through changes. What are their standards for success? This can involve studying the mission and visions of other churches. You can review discrepancies between current and desired states. You can tell the story as such of why change is necessary, showing positive expectations as a result of proposed changes. As a leader you have to think a couple of chapters ahead. You have to be telling the story of what expectations that will be brought about. You need to understand what people are really resisting to. There is cultural resistance, technical resistance involving costs of how we do things even in church. There is also political resistance caused by stakeholders who feel threatened. Often changes involve dealing with previous decisions that were made by those stakeholders. Sometimes, you simply need to say that the old is no longer working and there needs to be something new. You can apply mission and vision statements to the changes that are being made. They can be tools for managing a very specific change. A good exercise is to consider how you might bring about a change in any part of the church organization or its activities. Consider how you would communicate these changes. How could you keep ahead of the steps in all of this? What would it look like if you were leading such a team? What kind of mission or vision could you have written for all of this? What kind of story could you tell? Work with others to brainstorm an actual change. Make sure all of this is describable and measurable in the future. We want to be able to evaluate things as they progress.

George Bush, for example, stated a vision in reference to a thousand points of light. Well, nothing against George Bush, but I don't know what that means. How are we supposed to be a thousand points of light? But there is Kennedy who said, 'we are going to put a man on the moon and bring him safety back to earth within this time frame.' This is a measurable vision.

d. Reactions toward Change: Remember how you felt when a leader proposed a certain change to you. I don't want to have a change. Sometimes when leaders bring change, it begins to create an ethos of resistance. A leader knowing that this is sort of in the air, there is resistance with people not being happy. You put on your structural glasses as such to see if you had the right authority to make such a change. The second pair of glasses involves the human variable. You need to ask whether they are ready or not. What is the moral of the group? Do people trust me; what is my relationship to the group? You then put on the third pair of glasses and ask who are the people working for the status quo and the ones who want change? Instead of reinforcing your army of pros, let's go; instead focus on convincing the people who want the status quo. Ask people why they feel this way; try to understand their point of view. Things do have deep meanings for certain people in regards to church. And as important as these things are, there are certain ramifications if certain changes don't come about. The results could be the lack of growth within the church because things have become less attractive. Perhaps the facility has become inadequate and when people die, the church dies. The fourth pair of glasses involves asking the question whether the church or organization has ever been about status quo. What if those people who first established the church decided not to change anything? Would we be preaching Christ today from this church? Would we be sending missionaries out to reach the lost? At some point we make a decision realizing as comfortable as things may be, it isn't the future. With the fourth pair of glasses, you want to say that changes are part of the DNA. It is who we are; we wouldn't be where we are without change. It is our story.

Chapter 12 – Change Agents

Some attributes that you can develop to help you become an effective change agent includes creating a clear vision, invoking passion, making clear decisions, inspiring people and becoming a person of character.

a. Review: So we began by talking about definitions; a leader being someone who has followers, influence and has a clear direction of where they are taking people. A leader has to see different contexts all at the same time such as politics, structure, the story, and human resources. We talked about team building and if the leader clearly understands direction then he understands

the mission. The mission answers the why, whereas the vision answers the where, as to where we are going and then the strategy has to do with the how or the game plan. Afterwards there is the decision making as a result of these strategies. All of this leads to change which we covered in the last lesson. But now I am going to give you some basic laws about change. We said that leadership is transformational by its basic nature. Things are transformed; the Ethos is changed, the culture is changed; even the direction is changed. Really good leaders change things. But to do this skillfully means following a certain set of laws.

b. Laws Regarding Change: First of all, a leader has to develop a clear vision and strategy. It starts with this; there will be no change without this. Vision provides the Ethos for change. If you don't have a vision for your life, you will probably not change much. Vision is what creates movement and stops us from becoming stagnated. The second law about change: you should always question the status quo. Sometimes it takes fresh eyes to see what we can't. Are you just hanging on to the past because we are so in love with it? Atrophy in any organization creates a decline; this largely starts at the top. When we are at the top, we start to relax and we start to like the status quo. Small leaders continue to create new S curves. You have to start these before you get to the top. Sometimes a new leader is brought in because there has been such a decline. Interestingly, eighty percent of the churches in America are in decline. This is eight out of ten churches that are in decline. Future leaders of the church now are facing strong gravitational pulls. If everyone wants the status quo then there can be no change and as a result things start to stagnate.

The third point – leaders have to underscore the needs for change; they have to underscore the urgency because normally people don't want change. We establish a routine and when that routine is interfered with, it upsets our status quo. But for leaders, they live with change because that is part of their status quo. You have got to underscore the need for change to convince those who want the status quo; we need to understand what the things are that we have to be urgent about. Four is to single out key influences or people who have a disproportionate amount of influence or power and get them on your side. We are not going to bring change by ourselves. It always involves people and building coalitions of trust. The fifth rule is to anticipate resistance. You need to know that fear leads to resistance. Change creates a fear with people because of the unknown. They also fear loss, a loss of not seeing people or the routine that they are used to. Sometimes resistance is due to laziness. We just don't like our routine interrupted. Change is a sense of splashing cold water on someone's complacency. Change makes people think and some people just don't like that. The sixth rule is to know the story or the context which respects and

understands the past history. Part of storytelling is relating to the past for the purpose of changing the future. Change has happened in the past and we are better for it. Find the things that are respecting in the past and experienced and keep those changes in front of people. New leaders can be oblivious to this.

The seventh point is to leave some things the same. Sometimes in our enthusiasm we change too much; we change everything to make sure we change a little. The eighth rule is to aim for the eighty percent. Don't wait for everybody to agree with you. If you do, you probably will never go anywhere or those who are in agreement with you may change their minds. You have to come to a decision as to when you think you have that eight percent and take the risk to initiate the change. The ninth law is to be careful with early successes; don't read too much into those early successes. You can easily assume that you are where you want to be when you aren't. This is sort of a false summit; this can happen in change a lot of times. The tenth point is to anticipate losses; change is always a mixture of addition and subtraction. Sometimes, you just have to say sorry. The eleventh rule is always be willing to reconsider; if we are not willing to change, what does that say about us as leaders? We need to be frantic learners. This is part of the key to change; we need to be always attentive as to where things are going. If you don't have the discipline of studying and thinking into the future, you will not bring change.

c. Leaders as Change Agents – A Case Study: A case study involving Niki with Patty Ross as a speaker. You need to bring the vision to life with storytelling. Niki is about storytelling and connecting with people emotionally. I don't want to talk so much about theoretical aspects of change, but the actual changes I have experienced with having seventeen different jobs at Niki. Six of them have involved reinventing different parts of the business and also creating a vision and direction that the organization at first didn't consider and recognize nor think that it was possible.

1. Creating the vision and bringing it to life with people. Foremost, it is about creating that vision. Beyond being able to create a vision, it is about bringing it to life with people. It is about communicating it and turning it into something that each individual can personalize. It is something that is so aspirational and inspirational that it motivates people to move and consider the possibilities. This is also about creating a picture that others can see. This almost creates the question about it being possible. Another point focuses on building passion. This is about an infectious and contagious element that you bring in as a leader. When people listen to you and they are connecting with you, they start to feel your energy and your excitement. More importantly, they help you consider the possibilities beyond what is in existence today. Vision and compassion need

to come together with the key ingredient being an idea of possibilities. The third point is making clear decisions. As a leader, you can have an amazing clear vision and a lot of passion, if you are not decisive and not deliberate and accountable for making decisions and holding others to it, people will not have a lot of trust in where you are leading them. People will not follow leaders they don't trust. So you need to be decisive, committed and thoughtful and you are accountable.

2. *You also have to build and aspire and motivate teams.* So this is about empowering the organization and invoking confidence in individuals and leading them from where they are. Everybody is at a different state within their journey. It is about providing support. There is also a key element of having fun. It is keeping a certain amount of lightness, energy and willingness. They can see your drive in your vision, but they also see you as being approachable and that they can relate to you on a day to day basis. There is also the idea of character and you continuing to assess your character, looking at it from a professional, personal and spiritual point of view. If you are a leader that can stand up in front of your organization and say that you made a mistake and that you missed something, it is a huge testimony to individuals. The fact that you can be safe in making mistakes and you as a leader is walking the talk; it is really about being a leader that people love and want to follow. When I think about the big initiatives that I've driven throughout Niki, my short list of change agent's attributes include strategic thinkers with a vision that is shared. They are fearless and very traumatic risk takers. They can envision success and they will push the boundaries as to what is possible, but they are not going to be reckless to the point of putting the organization or people at risk. That is a constant management balance that you have to do as a leader. You have to be a continual life-long learner of where trends and industry and norms and culture are going. You need to stay ahead of that curve. They have to be able to envision success and they have to be amazing storytellers. You cannot command as a senior leader and connect with people through stories, through emotional connections and through possibilities if people don't follow you. Being able to take very complex change principles and philosophies and vision and not be able to emotionally connect to people's head and hearts will not drive people to movement.

3. *Being able to manage the complex;* this is about making the complex simple. If people can't personalize what this change means to them, they will not follow. This will elevate a certain amount of resistance and actually paralyze many people from being able to move. So, it is about relentless passion for the end goal and it is really about having the ability to sustain. We refer to it as a marathon. You will get a significant amount of resistance and challenges with any bold vision. As we also say with our athletes, rest and training must go together. You have to be strategic and

deliberate on how hard you are going to push and when you have to slow up sometimes so that you can bring people along. Key ingredients to change include the idea of combining change and change agents which must come together to be a really effective leader and to be able to drive change.

Amazing leaders are those that can drive change if they have certain attributes and elements along with style and communications and how they connect with people. I have seen tremendous people with a lot of skill that can drive significant change but they are not leaders. People will not necessarily follow them at a strategic and global level. From my perspective and experience, I think they have to go together, which I think leads us into a mastering the art of leading change which takes purpose, passion and perseverance.

4. Attributes and actions that lead to success: The first one is demonstrating confidence and vision and the passion to carry it through. This is about believing that you can achieve the unachievable. It is about creating a willingness to change. This can take a lot of time to work through as to what the specifics are. It may not initially be clear but it is something as a leader you have stay firm and relentless in your passion and drive to understand what you are passionate about. You take your vision to where you want to go and the possible steps that are in between. It is being able to take the risk of articulating those changes and vision; if you are not super passionate and convicted that you can lead the change, you can see and know the intersection points of success, and it is really hard when people push against you to stand strong in the direction where you want to go. You must believe in what your vision is having convictions that you can stand behind. It is really about focusing on what is possible and you see that problems become opportunities versions issues that can't be overcome. I personally am involved in different levels of innovating, designing, engineering and manufacturing products with Niki. All of our designers are working with digital now on how we make products. This has involved a significant amount of change and many who have been in the company for some time want to know why we have to change. Why do we have to create products differently? If you don't continue to reinvent yourselves, other people will. This is an important message for all of us as leaders at all levels of the organization.

5. Modeling Inclusive Leadership: The whole aspect of diversity; for example, I started Women of Niki, a network about elevating and promoting women in the organization. Niki is still male dominated with most of the senior executives are men. I am one of the top one hundred leaders of the organization, but I'm one of the few female leaders. The theme of the network was for the promotion of women focusing on three major imperatives. One is about creating communities and the second one is about mentorship with the third being about advocacy. It was about inclusiveness

and allowing women and men despite their style and where they came from and their experiences to realize that they could still be successful. You didn't have to act and communicate the same way in order to be a senior leader in the organization. So, that inclusiveness was really where you incubate a lot of ideas. If you as a leader will create the space for people's voices to be heard and to be leveraged, it will create some of the most innovative ideas perfected in an environment that really can change culture. I am very passionate about this and I have also found that each initiative if you include people and invite them in, it is where you will get the largest momentum in movement in helping people to feel like they want to be part of something bigger and part of the change. It is really about engaging early adopters and inviting people in who are the most resistant. It is fear based; I see it every single day. The designers, engineers, the people that have been in the organization for a long time; when you meet them where they are and connect with them, understanding their fear and what they are resistant to. Once you have the theme, then you know the strategies and actions that you need to take to help them through that. A lot of times their fear will surface helping you to understand and proactively address and respond better to those fears.

When people feel invited in, they feel heard and feel respected; they will become part of what you are doing. If they don't, they will try to sabotage things out of fear. That is where I've seen some of the biggest mistakes leaders have made. Just because they were the leader, people will follow them; not so. I have seen the top four leaders in the organization make a call on something and it not go anywhere because the idea got stopped and killed simply because the people underneath wouldn't follow. Skill in overcoming the cultural obstacles, Niki has a very unique culture. I have seen people come into the organization with amazing experience and pedigree and not make it six months. If you don't have respect for the heritage that brought the company up to this point, the culture that exists, the dynamics and the language that is used and the style of leadership; if you didn't catch up fairly quickly that communications, presentation and bringing people along through stories, people will no longer listen. So, it is you understanding the culture and taking the time to be a research assistant. You need to gather data which will give you themes and those themes will help you set your direction and that direction will help give you strategic action.

This involves building confidence over time by taking small risks and learning from your failures and celebrating the successes on the way. This digital strategy, I have been on this journey for about two and a half to three years. We are just now getting a significant amount of sponsorship and alignment across the senior leadership team. I use the Olympics in London as a platform to start the first showcase. A lot of the ideas and tools we had been incubating were pulled out where

we started to demonstrate those more broadly. So, starting small and building and learning as you are going, all are critical elements to make sure that you are shaping it in a way that is suitable and sustainable.

6. Be a Student of Change: Never stop being a student of change. If I had to look back where people make their biggest mistakes in driving change from a leadership perspective; the first mistake is trying to go it alone. It is important to bring people along and meeting them where they were and understanding what success looked like for individuals being able to personalize the change. Everyone wants to know what was in it for them. That was at all levels of the organization. You need to make sure that you walk the talk and that you are modeling that. The second one is to not underestimate the influence of power and resistance. Don't avoid this because otherwise it will lead to failure. Listen with interest and curiosity, really seeking to understand is a critical element and identifying the theme and opportunities. Then underestimating the values of cultural dynamics and power heritage; it is really hard when you are driving and leading change to not personalize it. In being convicted of what your passion is, you can see what success would look like so clearly. When you get resistance of people pushing back, it is hard not to let it penetrate you and thus taking it personally. You just cannot do that. The minute the organization and individuals who are following you feel that you are no longer being objective and open to different ideas, insights and feedback; it becomes very difficult for people to want to come along beside and support you. You must be able to depersonalize it, remaining calm and not making assumptions. A lot of time you can assume that you know what's going on in organizations or within individuals. Just like in any relationship, you need to clarify your assumptions and making sure you are driving from alignment and from joint understanding. Then it is about remaining flexible and present; it is the immediacy of what is happening next. This is the balance within the vision of where you are going. But what are the challenges of the obstacles of the moment; these are times when you need to stop and talk to find out what is going on. Now, as a leader, how do I need to adjust?

My last three points; first, it is about believing in the impossible. I truly believe that people are the ones that change and drive culture. Before you embark on the change you want to drive consider, what is possible and what impact it can make. Sometimes it takes time, even years and sometimes it has to be refined over and over again until it becomes what you want it to be. Are you able to embrace a bold vision despite the risk of challenging the status quo? When I started Women of Niki, people said that I was going to put my neck out there; people are going to wonder what I was doing. This will be seen as if women are not happy and supported. I had no one else that

wanted to come along side me and support me. My boss said that he believed in me and if I think I can do this, then you should go do it. We started small and slowly it grew. There are two events a month and now the distribution list is over two thousand people. We have anywhere between one hundred and seventy five to seven hundred people coming a month. These are both men and women. Yes, I had the vision and I was passionate about it and I was willing to stand up and take the push back even when I was standing alone. I had so much conviction of what it would mean not just for women but also to Niki. I believed in the unachievable at the time.

The second step is really about success as opportunities. Do you see hills or mountains? It can become so paralyzing as a leader, you see everything as being overwhelming. When you have huge challenges in front of you, break it into smaller chunks; go step by step taking a chunk at a time. Initially they came to me saying that they needed to get closer to the market and we need to figure out how to get it done. That was my brief. If I would have looked at that holistically, it would have paralyzed me and I would not have been able to even start. I started thinking about it and what it meant. You need to try to anticipate what some of the resistance is that you will encounter. What are the biggest concerns and obstacles this change will cause to surface. You will get additional ones as you go through the process. Consider who and what can help you; the best leader is the leader that leverages the collective talent of people that are around them. There is no leader that I have seen that has been successful on their own. If you are a leader that can identify and recognize talent, you can connect with people in their sweet spot, create the capacity for them to do their best work and support them, you will get so much out of individuals. It is about helping each individual, helping them to realize their full potential. My successes have not been because of me, but they have been because of the people around me. And finally it is about the influence to transform. So I believe I can do this; am I determined, capable and committed? Am I really ready to initiate it and lead it? It is one thing to have the passion and vision and identify what you think some of the challenge will be. This really is about a marathon; driving significant transformational change is not for the meek. It has to be something that you are totally committed with and determined to do; you have that relentless drive to be able to make sure that you are in it until you get there. That also means pacing yourself. You need to continue to do your work as an individual, what motivates you and what demotivates you; when do you need to rest and when do you need to refuel and not to over commit. All of these are key things of discovering about you as an individual. I have to continue to re-invent myself as much as I am trying to re-invent the organization.

