

LEADING LIKE JESUS (8)

THE CONTEXT FOR LEADERSHIP

Effective leaders will understand the times in which we live and will be able to help others grow in such an understanding. Our leadership role is directly linked to the context in which we find ourselves.

The Mission of God

Jesus came to proclaim (i.e. announce and enact) the presence of the Kingdom rule of God in a completely new way.

Mark 1:14-15

The Kingdom is the framework for understanding our calling, task, life and service. It helps us to understand where we are and why things are the way they are.

Six keys to understanding our context:

1. The Power and Authority of God has come into the world in a previously unknown way

- The powers of the age to come have broken into the present ahead of time
- The rule of Satan is now irrevocably being pushed back
- The poor and marginalised receive Good news
- The sick are healed, at least, more of the sick are now healed than could otherwise be
- The oppressed and demonised, those in bondage and fear, are set free
- God's favour is made known

2. We live between the ages

- We don't yet see God's authority made fully known
- We are 'spiritual warfare waiting to happen'
- Along with the whole of Creation we groan as we wait for the restoration of all things

3. We are freedom fighters rather than forces of law and order

- We are always on the advance, never simply maintaining the status quo
- We are a missional church
- We will not rest until 'the earth is filled with the glory of God'

4. We need to recruit more people for the task

- God is always extending his ministry cf. the example of Jesus in the Gospels
- We need to pray that the Lord of the Harvest will send out more labourers

5. Leadership is Critical

- People need to be kept on track

6. We need to see things as they really are

- Repentance really means a change of mind or perspective
- We need to live in the present as those who have come back from the future

Ian Parkinson

November 2007

COLLABORATIVE LEADERSHIP

To collaborate, according to the dictionary, is to “work with another or others on a joint project” which may include cooperation, partnership and teamwork.

John Maxwell states ‘that there is more to working collaboratively than just cooperation’. He believes that cooperation is working agreeably, collaboration is working aggressively, where each person brings something that adds value to the relationship and function of the team.

To work in a collaborative way may require a change in;

- 1) Perception: See team members as collaborators not competitors.
To collaborative team members, COMPLETING one another is more important than COMPETING with each other.
- 2) Attitude: Be supportive, not suspicious, of Team members.
Learn to trust people and their motives.
- 3) Focus: Concentrate on the team and not on yourself.
“True progress in any field is a relay race and not a single event”. (Cavett Roberts)

When these changes occur and you work with your team members, remarkable things can occur. Collaboration helps to release and harness not only your skills but all those on the team.

How might we reflect on these points??? Are we becoming more of a collaborative person???

In order to become more collaborative we need to review some basic principals. These include:

- 1) Understanding Ourselves.
 - a) What makes us tick?
How has God Shaped us for his work?

S Spiritual Gifts
H Heart
A Abilities
P Personality
E Experience
(see other handout)

“My toughest leadership challenge is myself. I have nothing to offer my team if I am not sorted out internally.” (Bill Hybells)

b) Understanding our Preferred Leadership Styles

(Refer back to Leadership Style indicator. Leading like Jesus Session 1)

How did you score? What was your preferred style?

Pioneering Leadership

Visionary, risk taker, always looking ahead.

Strategic Leadership

Works out ways of achieving the vision. The “how” and “when” person.

Management/Administration

Plan, organise, follow through, implement, complete

Team Leadership

Desire to work with others, promote harmony and effectiveness.

Pastoral Leadership

“people person” who support and follow up people, often in times of need.

Encouraging Leadership

Able to motivate, challenge, coach, release people into their ministry areas

Have you changed or developed in your style over the last year?

Good to revisit the questions again-----

2) Understanding Other Leaders

When working together in teams or groups we need to recognise one another’s differences. This is often a challenge, but one that reaps rewards

A great image to hang on to is one of a “VISIONARY” leader needing a “ PASTORAL” and “PROCESS” person to grip onto their legs!!!

The “BELBIN” score is also helpful in recognising the roles people play in a team. These include:

Shaper

- motivator with lots of energy and a need to achieve. They like a challenge but can be impatient.

Co-ordinator

- helps others to work to shared goals. Can spot individual talents and use them. Not the cleverest team member but does command respect.

Plant

- Innovators and inventors, can be highly creative. Are independent and like working on their own. May be radical and lack some practical constraint.

Resource Investigator

- good communicators, like exploring new opportunities and contacts. Enthusiasm can fade if not stimulated.

Implementer

- well organised, has practical common sense and are reliable.
- May have some difficulty in coping with new situations

Team Worker

- perceptive, diplomatic and supportive team member.
- Cope less well under pressure or with confrontation.

Completer-Finisher

- capacity for follow through with attention to detail. Sometimes reluctant to delegate.

Monitor Evaluator

- have a capacity for shrewd judgements and good advice. Don't tend to motivate others

Specialist

- Professional, self starting, dedicated
- Contribute at specific times on their subject.

Do you recognise any preferred role?

Having looked at some factors that help assess how we function, it may be helpful today, or in the future, to check how we are doing in attempting to become a collaborative team member.

Try this by:

- 1) Finding someone on your team with a similar role whom you have previously seen as a competitor. Find ways in which you can share information and work together to benefit both you and the team.
- 2) Get together with someone who has strengths in your area of weakness and vice versa. Seek out others on the team with complementary gifts and work together.
- 3) Next time you are with your team, ask yourself how the team would do if you were not involved in the situation. If it would do better, then promote and involve people other than yourself, (John Maxwell)

What might JESUS and his team have looked like???? (Mark 3 v 13-19)

JESUS = Pioneer/Coordinator

PETER = Pioneer/Shaper (becomes Strategic/Resource Energizer)

JAMES/JOHN =Strategic/Resource Energisers (Fiery)

ANDREW/PHILLIP =Pastoral(people centred)

PHILLIP = Implementer

MATHEW/THOMAS = Management/Administration/Completer Finisher

BARTHOLOMEW/JAMES/THADDEOUS =? Pastors/Team Workers

SIMON = Strategic (political activist)

JUDUS = Strategic!!!

PAUL = Pioneer/Shaper/

BARNABUS = Encourager/Coordinator

Understanding God's call to Collaborate with Him

Romans Chap 12 verse 1 to 16

V2 Be Transformed

V3 Don't think you are better than you are, be honest in your evaluation

V5 We belong to one another.

V6---8 Different gifts

V10 Love with genuine affection

V16 Live in harmony

Joan Brown 2007

DISCOVERING HOW GOD HAS SHAPED ME FOR MINISTRY

God has been moulding and shaping you for ministry since you were born. In fact, God started uniquely shaping even before you were born!

"Thank you for making me so wonderfully complex! It is amazing to think about. Your workmanship is marvellous... You were there while I was being formed... You saw me before I was born and scheduled each day of my life before I began to breathe" Psalm 139:14-16

"Your bonds formed and shaped me..." Job 10:8

By combining **five personal factors** that have combined to shape the '**real me**', the ministry God has designed me for will become much clearer.

SPIRITUAL GIFTS - how God has equipped me supernaturally

HEART - what do I love to do

ABILITIES - the natural talents and skills I have

PERSONALITY - the way God made me

EXPERIENCE - the significant things I have been through

My S.H.A.P.E will determine my ministry:

'My ministry will be most effective and fulfilling when I am using my spiritual gifts and natural abilities in the area of my heart's desire in a way that best expresses my personality and is appropriate to my experience'

Thinking about your leadership, please give each of the statements a score using the following 1 to 5 scale. A "5" represents a statement you strongly agree with, through to "1" where you strongly disagree.

1	I spend quality time thinking about future possibilities.	1	2	3	4	5
2	I see myself as well organised.	1	2	3	4	5
3	Others have said how much they appreciated my encouragement.	1	2	3	4	5
4	I try to avoid taking risks.	1	2	3	4	5
5	I'm particularly good at sensing how people are feeling.	1	2	3	4	5
6	I believe I can recognise gifts and potential in people.	1	2	3	4	5
7	I see myself as much more of a people person than a task person.	1	2	3	4	5
8	I tend to overcome barriers to reach goals.	1	2	3	4	5
9	I delegate well to others in the church/organisation.	1	2	3	4	5
10	I'm good at finding practical solutions to problems.	1	2	3	4	5
11	Others see me as an energetic person.	1	2	3	4	5
12	I place a high degree of trust in others in my church/organisation.	1	2	3	4	5
13	I go out of my way to give people feedback on their work/ministry.	1	2	3	4	5
14	Others have commented positively on my listening skills	1	2	3	4	5
15	I'm often behind schedule because I have so much to do.	1	2	3	4	5
16	I have a clear focus on what we need to do as a church/organisation.	1	2	3	4	5
17	Having a number of activities underway gives me real satisfaction.	1	2	3	4	5
18	I can assess what resources are required to complete a project.	1	2	3	4	5
19	I seem to have the knack of finding the right words to motivate people.	1	2	3	4	5
20	I am nearly always clear on the long term direction we should take.	1	2	3	4	5

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|----|--|---|---|---|---|---|
| 21 | I would rather focus on what we need to do, than on how we should do it. | 1 | 2 | 3 | 4 | 5 |
| 22 | I seem to build fruitful long-term relationships easily. | 1 | 2 | 3 | 4 | 5 |
| 23 | I prefer to work alone than to work in teams. | 1 | 2 | 3 | 4 | 5 |
| 24 | I am often able to help the church/organisation work more efficiently. | 1 | 2 | 3 | 4 | 5 |
| 25 | I enjoy reconciling different points of view. | 1 | 2 | 3 | 4 | 5 |
| 26 | I have the faith to aim for things others think are impossible. | 1 | 2 | 3 | 4 | 5 |
| 27 | I'm at my best spearheading a particular task or ministry. | 1 | 2 | 3 | 4 | 5 |
| 28 | I'm able to break down projects into the steps that need to be achieved. | 1 | 2 | 3 | 4 | 5 |
| 29 | I pray regularly for those around me. | 1 | 2 | 3 | 4 | 5 |
| 30 | When I join a group, others tend to look to me for a lead. | 1 | 2 | 3 | 4 | 5 |

LEADERSHIP STYLE INDICATOR

This summary uses your responses to the questions to examine how you relate to six different styles of leadership. **No one of these aspects of leadership is any more or less important than any of the others.** - they complement and balance each other. Clearly too, this report is based only on your answers. For each area your answers are combined to give a rating between 5 and 25, where a score of 25 would suggest that you see yourself as very strong in this area, and a score of 5 indicates that you do not see this as your area of strength. The important thing is to look at the relative scores between the areas. Do take time to appreciate, and thank God for the strengths you have in leadership. You may also like to think and pray about who else in your church or organisation has leadership strengths in the areas where you score less well. If this feedback summary gives you any surprises, do talk it through with someone who knows you well - it may be that one or two particular questions or your interpretation of them have unduly impacted your scores

Transfer your scores from the indicator to the table below, taking care to subtract the score you awarded to the questions given in the final row of the table. This will give scores for each of the areas. For some people they will be clustered quite closely together, others will have more variation - this is a function of how closely you grouped your scoring.

Pioneering Leadership	Strategic Leadership	Management / Administration	Team Leadership	Pastoral Leadership	Encouraging Leadership
Q1	Q8	Q2	Q6	Q7	Q3
Q11	Q10	Q9	Q12	Q14	Q5
Q20	Q16	Q18	Q25	Q22	Q13
Q26	Q28	Q24	Q30	Q29	Q19
Add 6	Add 6	Add 6	Add 6	Add 6	Add 6
Subtotal	Subtotal	Subtotal	Subtotal	Subtotal	Subtotal
- Q4	- Q21	- Q15	- Q23	- Q17	- Q27

Pioneering Leadership. (q1+q11+q20+q26+(6-q4))

Within pioneering leadership we consider those who are willing to push themselves, and take appropriate risks in striving to move forwards to discover and reach long term goals. In a Christian context we can quote Philipians 3:"forgetting what is behind, and straining for what lies ahead". Pioneering leaders are passionate about the vision, and are wholly committed to it. Paul is a great example of a leader who was focussed on pushing out the boundaries of the church, despite the personal risk.

Pioneering leaders are at their strongest in the early stages of a vision or project, excited by seeking out where God is calling. However as time passes they may lose interest in the implementation of a vision, eager to be looking ahead to the next challenge.

Strategic Leadership. (q8+q10+q16+q28+(6-q21))

Leaders who can break down visions and large aims into manageable chunks are vital for the church. Strategic leaders have the insight and focus to work out ways of achieving the vision, the "how", and are able to persuade the rest of the church to accept this plan. When Nehemiah led the Jews in rebuilding the walls of Jerusalem, he demonstrated great strategic leadership in dividing the work up, and in keeping the task manageable. His plan was so good, the walls were rebuilt in 52 days.

Strategic leaders can bring common sense to a difficult task - able to help people see how the seemingly impossible can be achieved. However, like pioneers, they can be less engaged with the implementation of a task, preferring to leave this to others.

Management / Administration - (q2+q9+q18+q24+(6-q15))

All churches require good stewards and managers, people with gifts of administration (Acts 6). Any vision or change will require people able to plan and problem solve, delegate and organise. Without this gift, the best plans may well not get implemented! The apostles delegated the practical tasks of sharing food and taking care of the widows to those gifted with the necessary skills, including Stephen and Philip. Managers are often under appreciated, having a leadership style which is less "up-front" than some of the other styles. However, much of the work simply would not get done without them. They are able to organise, and follow through on all the necessary tasks and activities to ensure that the project is completed on time. They may struggle to relate to the visionary pioneers - dreaming of achieving the impossible is not their home ground!

Team Leadership. (q6+q12+q25+q30+(6-q23))

Here we include leadership in a group context, whether the leader has a formal leadership role in a group or not. For the church as 'the body' (1 Cor 12), working together is clearly important. The key strengths of team leaders are a desire to work with others, and an ability to trust them. Team leaders need great humility and servanthood - their sole aim is that the team achieves its goals. What they as individuals achieve is secondary. The greatest contribution Silas made to the church was probably training and developing Paul's ministry so he could go on to achieve greater things later. Team leaders are invaluable - if the church is truly to function as a body, team leaders are needed to ensure harmony and effectiveness in the way the team works.

Pastoral Leadership - (q7+q14+q22+q29+(6-q17))

Many church leaders feel they ought to be Pastoral leaders, although many don't have this as their primary style. This is not a problem!! Pastoral leaders are real "people people", who have an important role in supporting the pioneers, strategists, team leaders and the rest of the church, particularly when times are hard. Vision and moving into vision seem less important to pastoral leaders. Peter was a pastoral leader, a complete contrast to Paul's energetic church planting and exhortation. Pastoral leadership is often unseen, and often unappreciated publically, yet hugely important. Those who are pastoral leaders can sometimes be threatened by the pioneers and strategists - and at times are irritated by the attention to detail shown by the managers. Yet their contribution to a team is invaluable - take time for a moment to think of a pastoral leader - and you will probably find that they command huge respect and support.

Encouraging Leadership. (q3+q5+q13+q13+(6-q27))

Paul was a great encourager - his letters to the early churches contained exhortation and encouragement as well as teaching. Encouraging leaders are able to motivate whole churches, teams and individuals. They have great discernment into peoples gifts, their feelings and what motivates them, able to release them into fulfilling their ministries. Who doesn't need encouragement !! Encouraging leaders have the knack of knowing when a quiet word can spur people on, when to challenge and when to support, when to coach and when to give space. Occasionally they may irritate people by appearing less "involved" than other leadership styles - sometimes people want more than just encouragement.

HANDLING CONFLICT AS A LEADER

As Leadership is all about leading **people**, conflict and disagreement are likely to be encountered reasonably frequently. Some people find this all too alarming either because all conflict is interpreted as being a bad thing and indicative that something is wrong or because they take disagreement too personally. Yet, conflict can be creative and constructive if well handled and must never be minimized or simply suppressed. In our organizations and structures whatever they are, a certain amount of conflict can be useful in order to help us grow and develop. It is very important in any conflict situation to realize that powerful emotions such as anger and hurt may be present. These emotions need to be recognized, listened too and be dealt with in a sensitive manner. It may be that we can't always sort out the conflict, but if people have been given an opportunity to address it, then they may feel better. (Bell and Jordan)

1. Sources of Conflict

- **Vision** - What we want to be
- **Principles** - How we should operate
- **Organisation** - Who should do what
- **Structures** - Who should have the power
- **Goals** - What should be our targets
- **Priorities** - What should we do first
- **My Way** - How to deal with other's ways

2. How we deal with Conflict

a) **Personalising** (Hedgehog)

We take things personally and see conflict as a personal threat to ourselves. Often a personaliser does not have the ability to separate feelings/emotions from a more rational appraisal of what is actually going on. Fear of hurt and/or rejection leads us to prickle against the person with whom we are in conflict and our own insecurity prevents us from acknowledging that another perspective on something may have some validity and does not necessarily act as a complete denigration of our own position.

Personalisers need to be helped to see a bigger picture and to rationalise rather than simply emotionalise every issue.

b) **Withdrawing** (Turtle) See no Hear no Conflict

Turtles withdraw into their shells in order to avoid conflicts. They give up their personal goals and relationships. They stay away from issues over which the conflict is taking place and from the persons they are in conflict with. They believe it is hopeless to try and resolve conflicts, feeling helpless and believing that withdrawal or flight is better than facing up to a conflict. Such people may well be minimisers another form of effective withdrawal from conflict in which the true gravity of the situation is avoided by playing it down, pretending it is less of an issue than it really is. Avoidance abounds.

c) **Forcing** (Shark) Compelling. (Authoritative Leadership)

Sharks try to overpower their opponents by forcing them to accept their own solutions to the conflict. Their goals (or, possibly, the goals of God's Kingdom) are highly important to them and relationships of minor importance. They seek to achieve these goals at all costs and are not particularly concerned with the needs of others, nor are they particularly concerned about whether or not others like them. Sharks assume that conflicts are either won or lost and they want to be the winner! Winning often gives them a sense of achievement whereas losing gives a sense of weakness, inadequacy and failure. They may be well motivated but terrifying to some others. Struggles occur. Coercion abounds

d) **Smoothing** (Teddy Bear)

For this person, the relationship is of great importance whilst their own goals are of less importance. Teddies want to be accepted and liked by others and think that conflict should be avoided in favour of harmony. They believe that people cannot even discuss conflicts without damaging relationships and have a strong personal commitment to pleasing others come what may. They too may have a minimising tendency when conflict situations arise. They give up goals in order to preserve the relationship and like to smooth things over. They are not committed to dealing with issues in themselves or in others. Self deception abounds.

e) **Compromising** (Fox)

Foxes are moderately concerned with their own goals and with their relationships with others. They give up part of their own goals and persuade others in a contact situation to give up part of theirs. They are prepared to sacrifice (aspects of goals and relationships) for the sake of the common good. Accommodation abounds. Give and Take.

f) **Confronting** (Owl) Problem solving

Owls value highly their own goals and relationships, viewing conflicts as problems to be solved and always seek solutions that achieve both their own and the other person's goals, owls see conflicts as a means of improving relationships by reducing tensions between two people. They try to begin a discussion that identifies the conflict as a problem to be solved. By seeking solutions that satisfy everyone, owls maintain the relationship and are not happy until a solution is found that both satisfies everyone's goals and resolves the tensions and negative feelings that may have been Present. Mature abounds.

Ian Parkinson

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Reflect on the specific ways we deal with conflict and Identify which may be your preferred way at present.