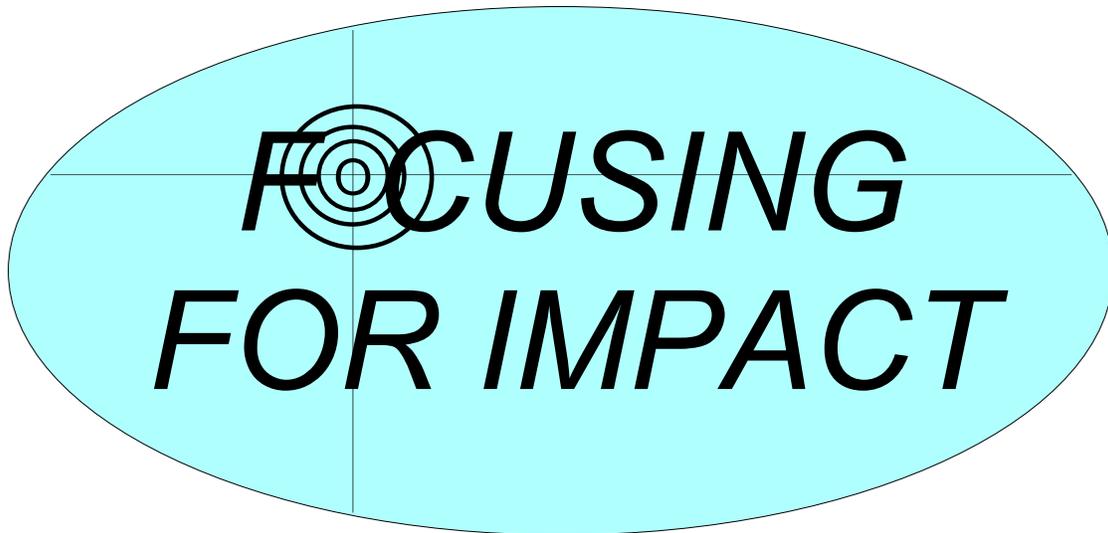


Participant's Manual



Helping Leaders
Become Intentional About
Their Development

By Les Kuiper

FOCUSING FOR IMPACT

Concept: God has gifted many of our members with skills that are essential for exercising leadership. We are responsible to nurture people toward using their gifts most fully and most effectively. The future of our ministry as a church depends on having people who are prepared to serve as leaders. In *Focusing for Impact* we are committed to doing our part in nurturing our members for great impact in serving God as He leads.

Description: *Focusing for Impact* will consist of five ninety-minute sessions which equip members to serve in leadership positions to which God may call them.

Participants: The Council will identify and invite a number of younger members who have demonstrated skills and potential for leadership. In addition, current Council members will be specifically invited, and an open invitation will be extended to the congregation.

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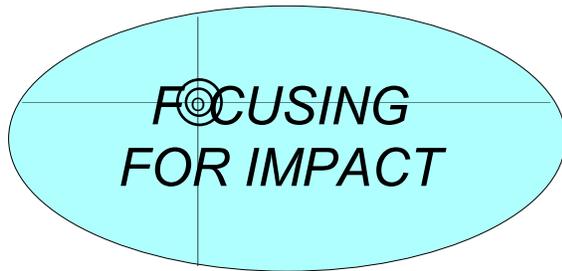
Session One: Introduce the process of personal development and help participants begin to review their own personal development.

Session Two: Introduce the process of maturing for leadership and help participants begin to review their own process of maturing; Introduce a process for identifying spiritual gifts.

Session Three: Introduce a process for identifying formative values and motivating passions as essential parts of developing a personal mission statement.

Session Four: Introduce a process for clarifying your biblical purpose and your personal vision as essential parts of developing a personal mission statement.

Session Five: Introduce a process for implementing a personal mission statement, and the process of mentoring.



➔ Session One:
Personal Development

Session Two:
**The Leadership
Maturing Process**

Session Three:
Values and Passions

Session Four:
Personal Mission Statement

Session Five:
Mentoring

SESSION ONE

Introduce the process of personal development and help participants begin to review their own personal development.

1. Introduce eight concepts of leadership development and deployment
2. Introduce five habits of effectiveness.
3. Introduce seven development blocks
4. Introduce the concept of a spiritual growth time line.
5. Identify life and leadership phases.

INTRODUCING THE PROCESS

A pastor of twenty years has lost her sense of direction. Recently she often finds herself asking, “which way next?”

A prominent local community leader realizes he is merely reacting to the demands of the moment. Though he is known as a man of faith, when he is honest with himself he knows that he has no sense of focus and has lost sight of his unique giftedness and calling.

A faithful spouse and mother has always sat in the shadows. She has a significant capacity to serve, but has never taken the time or even known how to clarify her unique calling. Yet she has always devoted her efforts to helping and caring for others.

Focusing for Impact is a personal development process which will help you give focus to your Christian witness. You will examine your past development (Personal Time Line), clarify your life’s direction (Personal Mission Statement), and identify resources for future growth and greater impact for Christ (Personal Mentors). This material is based on a variety of sources, most prominently the research and writing of Dr. J. Robert Clinton. It has been adapted specifically for those identified as having leadership skills. Whether or not you will serve in church leadership, as Christians we are all called to a life time of service. Whether or not you will ever serve in any leadership role, as Christians we are called to be a blessing to the nations, which is a God-given position of leadership.

THREE OBJECTIVES OF THE *FOCUSING FOR IMPACT* PROCESS

1. *Perspective*: To encourage those with leadership skills by guiding them to see how God has been at work in their lives – in ways perhaps unknown to them – fulfilling his purposes and shaping their destiny.
2. *Focus*: To guide those with leadership skills in clarifying direction for life and leadership.
3. *Intentionality*: To empower those with leadership skills to identify changes that can move them toward greater leadership effectiveness.

EIGHT CONCEPTS OF LEADERSHIP DEVELOPMENT AND DEPLOYMENT

Read the Biblical mandate in Hebrews 13:7-8

Identify leaders in your past.

Who were the most influential leaders in your past?

List three outstanding characteristics of these leaders

...about who they are/were

...about how they ministered

Everything rises and falls on leadership. As go the leaders, so goes the... Leadership is influence. And influence is a result of character. Many people recognize the need for leadership, but few truly understand the essence of godly leadership, and fewer still have taken the time to discern the hallmarks of a godly leader.

The topic of **leadership development** is the study of a leader's ever-increasing ability to influence God's people toward God's purposes.

The eight leadership concepts which we introduce in this session provide an introduction to the study of leadership development and the formation of a leader. These concepts provide the philosophical basis for what we will discuss in the remaining sessions of the *Focusing for Impact* process.

The eight concepts are:

1. Indicators of a Leader (Recognizing)
2. Traits of a Leader (Defining)
3. Functions of a Leader (Serving)
4. Styles of a Leader (Distinguishing)
5. Character Formation of a Leader (Being)
6. Skill Formation of a Leader (Doing)
7. Strategic Formation of a Leader (Focusing)
8. Placement of a Leader (Mobilizing)

The brief discussions of each of these concepts below give *only* an overview of leadership development and deployment. They are not designed to be an exhaustive discussion of each topic. Your personal application and use of many of these concepts will occur later in the process. These eight concepts apply to Christian leaders in any setting.

CONCEPT 1: INDICATORS OF A LEADER (Recognizing)

Leadership is exercising influence or having impact. One of the keys to recognizing a leader is to recognize when the act of leadership (influence) is actually occurring. A *leadership act* is the identifiable influence of a person or persons at a given time that changes the perception or behavior of a group toward a specific goal. A leadership act has the following four components:

An influencer	this may be one or several persons
The followers	person or persons who are being influenced
Influence	the behavior, character, or perception which brings about change
A change	the different way of perceiving and behaving by the person or group

Leadership acts occur around us every day. In the *home setting*, different family members influence the behavior or actions of the family. In the *workplace*, influence and leadership acts occur whether or not the person(s) has a formal leadership position or responsibility. In the *church*, different members exercise acts of influence, as they knowingly or unknowingly, influence those within the church to behave or perceive issues in a particular way.

A *leadership act* occurs when someone has *momentary* influence over the group or situation.

A *leader* can be identified as one who *consistently* performs leadership acts. The emergence of a vision and the ongoing, consistent performance of leadership acts that help accomplish that vision are keys to distinguishing a leader from one who sometimes exercises influence over the group.

One of the keys, therefore, to recognizing leaders is learning to recognize those who *consistently* perform leadership acts.

Once you identify those who are consistently influencing others, you can begin to evaluate the net result of their influence. Godly leaders perform consistent acts of servanthood, compassion, and discernment. They build up the saints (Ephesians 4:11-16). They influence God's people to love Christ more deeply and serve him more passionately.

CONCEPT 2: TRAITS OF A LEADER (Defining)

After studying more than 700 Christian leaders, from biblical times to our era, Dr. J. Robert Clinton developed this portrait or definition of a leader:

A **leader** is a person with
God-given capacity, and a
God-given responsibility, who is
influencing a
specific group of God's people, toward
God's purposes for that group.

At the heart of biblical leadership is the capacity to influence God's people toward God's purposes. The accomplishment of God's purposes in each generation is the very essence of leadership. Scripture says that David lived to fulfill God's purposes in his generation (Acts 13:36). That which distinguishes Christian leadership from secular leadership or management is the capacity to influence men and women to live for God's ultimate purposes.

Notice that there are several key components that define a leader:

God-given capacity refers to one's spiritual giftedness, natural abilities, and acquired skills.

God-given responsibility refers to a sense of accountability to God for the burden (call) he gives to a leader for influencing others, and how and where the leader leads the people of God.

Influence refers to the capacity to impact others and alter or change their thoughts or behavior. It is persuasion backed by credibility. Leadership is influence. Whoever has the influence has the leadership, regardless of his/her official position or role.

Focusing on **God's people** reminds the leader that the church and its people belong to the Lord. He is the Great Shepherd. Scripture clearly warns leaders who abuse the people who have been entrusted to their care (Ezekiel 34:1-10). NOTE: Expanding this beyond the church setting, the same would apply to exercising leadership in any aspect or sphere of influence in God's world.

God's purposes refer to those unique callings and biblical mandates that God gives His people. They are the commands of Scripture and are ageless in their call, but can be uniquely applied in each generation (Acts 13:36).

Leaders do the right things. They inspire, unite, and motivate God's people. They cast a vision that others want to follow.

Leaders are sometimes confronted with the inadequacies of their leadership skills. Leadership skill enhancement is very necessary in an age where very few people in leadership roles have actually been trained to lead. At the core of a godly leader is not simply skill enhancement, but rather the call and giftedness of God. Leadership is a God-given capacity to influence God's people towards God's purposes (Romans 12:8).

REFLECTION

List the key insight you received regarding each of the first two concepts.

The Concept

Personal Insight

The Indicators of a Leader

The Traits of a Leader

HABITS OF EFFECTIVENESS

Romans 8:28 assures believers that every facet of their lives is part of a pattern for good, conforming them to the purposes of God. Through many people, events, circumstances, and leadership assignments, God seeks to conform believers into the image of his Son through his Spirit.

Effective leaders learn to become intentional about their character growth and formation.

THE FOCUSING PRINCIPLE

Effective leadership flows out of *being*.

John 15 exhorts readers to abide in Christ. Apart from Christ and the continuous process of remaining in him, leaders have nothing to offer those they lead. Our leadership is effective over the long haul only when we journey with Christ.

THREE OBSERVATIONS: Three general observations can be made about leadership development:

1. God develops a leader over a lifetime.
2. God uses people, circumstances, and leadership assignments to shape the life of a leader.
3. Leadership plateau often indicates a developmental need or issue within a leader's life.

So, cling to Christ. You need to see God's hand in your life to hang on, and perhaps even to thrive during difficult times.

FEW LEADERS FINISH WELL

In his research of leaders, both historical and contemporary, Dr. Clinton has found that few leaders actually finish the race well. *Finishing well means being more in love with Christ and more committed to his service at the end of your life than you were in the beginning.*

Many leaders begin life well, only to encounter years of struggle and conflict. Many give up on their faith and their church, discouraged and disenchanted with the church and its ministry, even maintaining a minimal level of participation. Others fall prey to moral or ethical failure and compromise.

Most such failures can be traced to failures in character processing, not to a failure in leadership skills or lack of knowledge.

What causes a person to continue to grow, to stay on track, to finish well in life personally and in positions of leadership?

The next pages give an overview of **five habits of effectiveness** and **seven development blocks**. Each issue is important for character-based leadership that finishes well.

FIVE HABITS OF EFFECTIVENESS (Insights from leaders who have finished well)

1. **Effective leaders maintain a learning posture throughout their lives.** Effective leaders pursue a combination of three types of training: Informal Training (personal growth, projects, personal research), Non-formal Training (workshops, seminars, conferences), and Formal Training (continuing education, degree programs).
2. **Effective leaders recognize the selection and mentoring of others as a priority. They are committed to mentoring and being mentored.** Be alert to potential leaders in your area of influence (2 Corinthians 1:3-4; 2 Timothy 2:2).
3. **Effective leaders who are productive over a lifetime have a dynamic leadership philosophy (personal mission statement).** There are three key elements to a **personal mission statement** – biblical purpose, values, and vision. A person's **leadership philosophy** usually begins to emerge in one's middle to late 30s. The ability to articulate that philosophy usually emerges in the mid-40s and 50s.

4. **Effective leaders experience repeated times of renewal.** Effective, godly leaders develop intimacy with God which, in turn, overflows into all of their life. The essential ingredient of leadership is the powerful presence of God in a leader's life and leadership. Leaders incorporate the spiritual disciplines into their daily walk.
5. **Effective leaders increasingly perceive their leadership circumstances in terms of a lifetime perspective.** God brings along many key life-experiences to shape a leader's life. Leaders manifest a growing awareness of their sense of purpose.

SEVEN DEVELOPMENT BLOCK: Arrested development prevents finishing well. Plateaued or arrested development in a leader's life is usually symptomatic of other problems. Some of the most common patterns that block a leader's development and on-going effectiveness are:

Authority	Effective leaders must learn to submit to authority. Leaders who have trouble submitting to authority often have trouble exercising authority.
Leadership Assignment	Many leaders leave one leadership assignment for another without bringing adequate closure to the previous assignment. Closure helps leaders identify lessons for future assignments.
Two-fold Warfare	Christian leaders must learn to discern the reality of spiritual battle and warfare, neither blaming all conflicts and problems on spiritual warfare, nor being blind to spiritual warfare.
Leadership Philosophy	Leaders frequently pursue leadership assignments without a clear understanding of their own leadership philosophy. They fail to integrate previous lessons into future decision making.
Ambition	Expanded influence and new leadership challenges can mask a leader's selfish (or ego-driven) ambitions.
Negative Processing	God often uses negative experiences to develop character in leaders. Unfortunately leaders sometimes leave assignments rather than work through negative issues.
Flesh Act	Too often, aggressive leaders move ahead of God's leading. Instead of waiting for God's leading, they presume God will bless their human plans. Frustrations and lack of self-fulfillment can lead to flesh acts or moral failures.

REFLECTION

What additional habits of effectiveness might be added?

What has enhanced your effectiveness as a leader?

What has blocked your development?

Based on your understanding of the Five Habits of Effectiveness, and your knowledge of your personal growth and development, in which of the five habits do you most desire growth?

What action, outside your involvement in *Focusing for Impact*, do you plan to take in the next two months to help increase your effectiveness in this area?

SPIRITUAL GROWTH TIME-LINE

HOW GOD DEVELOPS LEADERS

All leaders can point to critical incidents in which God taught them important leadership insights that shaped their development. A leader's development is rooted in many events, people and circumstances (*process items*) that imprint significant *life ministry values*.

Creating a personal time line chronicles how God has developed you to this point in your life and gives a sense of where God is leading you in the future. It reveals unique processing patterns. By comparing his/her development with generalized development patterns of other people, a person can gain insights for future directions and decisions.

In Romans 8:28, Paul assures believers that God leads every facet of our lives for our good, conforming our lives to God's purposes. Through the many people, events, circumstances, and life assignments, God, by His Spirit, seeks to conform believers into the image of his Son.

God develops believers into leaders by guiding them through growth stages or *development phases*. Each phase represents significant leadership or character growth in a believer's life.

Development begins in the *sovereign foundations* and *inner-life growth* phases, as God shapes early faith. During *leadership maturing*, believers begin to grasp their unique role in the kingdom of God. Years later God fashions *life maturing* character lessons. If a believer remains faithful through hard lessons, God allows a *convergence*, a special phase in furthering God's kingdom. Some believers enjoy an *afterglow* as they reflect on their life in Christ.

Although no life precisely fits the above description, this general progression can often be found in a leader's life. Perspective comes as we compare our development with how God has worked in other people's lives.

PRINCIPLE: Effective leaders increasingly perceive their life in terms of a lifetime perspective. Believers who have gained perspective on their lives develop:

- A greater capacity to serve faithfully through difficult times,
- A greater understanding of their personal giftedness and roles,
- A greater capacity to assess future life opportunities,
- A greater capacity to help others in their development as leaders.

ASSUMPTIONS OF THE PROCESS

1. When Christ calls a believer to a position of leadership, he intends to develop them to their full potential.
2. Each believer is individually responsible for his/her own development as a leader and for seeking to continue development in accordance with God's working in his/her life.
3. God continually develops leaders. Potential leaders are born, but effective leaders are shaped through spiritual and personal formation.
4. Each believer serves from a set of personal convictions and values. Effective leaders learn to identify the values and convictions from their past that can help guide them in their positions of service today and in the future.

GETTING THE BIG PICTURE

The information and work in this segment is designed to help you gain a big-picture overview of your life by making a personal time-line.

You will design your time line as you work through the materials. Each section builds on the work of the previous section. Examples of other leaders will be provided. You will realize the benefits as you complete the personal exercises. A personal time-line will help you understand:

1. Time analysis – an overview of the big picture of your life.
2. Processing - how God is shaping your character.
3. Growth patterns - phases and lessons, possible repetitions of similar learning experiences (what God is trying to teach you if you will take note)

EXERCISE ONE: On separate post-it notes list people and events that have shaped your...

Faith (red)

Leadership (yellow)

Family / relationships (green)

Arrange the post-it notes chronologically

Identify what seem to be phases in your life. On blue post-it notes identify the event which seemed to move you from one phase to the next.

REFLECTION: In groups of 2-3 people, have every one share insights into their lives on the basis of this exercise.

EXERCISE TWO: Take some time to begin developing your personal time-line, from birth to the present. Use any symbols that you find helpful to show the progression of your personal journey.

On your time line, notice how:

- God used key people, circumstances and events to impact your development (*process items*)
- Your life has gone through various phases or seasons of growth and development (*development phases*)
- Your life experiences, both positive and negative, have launched you into a greater level of growth and service (many of these experiences helped develop your *life values*).

Even in a brief exercise such as this, notice how a time-line begins to give you a big-picture view of your life and growth as a leader. This perspective can provide new insights and encouragement about God's ongoing faithfulness and work in your life.

DEVELOPMENT PHASES

God develops leaders through a series of growth phases. In each phase, God teaches the leader important lessons concerning leadership and personal character.

A *development phase* is a significant time portion in a person's development. A sub-phase is a specified length of time within a development phase. Process items – positive and negative experiences – shape development.

In his research of over 700 Christian leaders, Dr. J. Robert Clinton discovered six generalized development phases that leaders typically pass through in their maturing (see the time-line on the next page).

Sovereign Foundations – God providentially works through a person's family, environment, events, and possibly early prophetic-type statements. This includes your birth, family history, parents, back-ground, etc.

Inner-Life Growth – A person seeks to know and experience God in a more intimate way, which leads up to and beyond a commitment of faith in Christ. There is growing evidence of obedience and discernment – basics of the faith, fellowship, study of the Bible, and discipling.

Leadership Maturing – A leader learns to lead and understand his/her place and purpose in the body of Christ. S/he discovers spiritual gifts and acquires new skills. This is the largest of the phases and is often divided into two parts as proficiency grows.

Life Maturing – A leader gains a sense of priorities and begins to give greater focus to his/her life. Life experiences significantly shape character. Leadership flows from being (ie., family crisis, negative preparation, inner-life searching).

Convergence and After Glow – A leader moves into a unique, focused leadership position based upon experiences and giftedness. This significant time of contribution moves to a final reflective stage and closure through wider influence, writings, and celebrations.

Life Foundations – General Leadership – Focused Leadership – Convergent Leadership

1	2	3	4	5	6
Sovereign Foundations	Inner-Life Growth	Leadership Maturing	Life Maturing	Convergence	Afterglow
1 Sam 1:27	Prov 4:23	Lk 16:10	2 Cor 1:3-4	Neh 6:3	2 Tim 4:7-8

RECOGNIZING YOUR DEVELOPMENT PHASES

On the Development Phases Worksheet on the next page, list significant people, events, and circumstances in each phase. Try to identify any possible boundary experiences that may have launched you into the next development phase. List two to three words to describe key items. No one’s life fits into nice, neat boxes and labels. Your unique development phases will begin to become evident the more you reflect on it.

Development Phases Worksheet (Illustration) FOUNDATION

Sovereign Foundations	Inner-Life Growth
	<ul style="list-style-type: none"> • Family devotions, family’s church involvement, Dad’s involvement in leadership • Early discipleship (Catechism, Sunday School, VBS, involvement in youth group) • S.W.I.M. <p>Entries into the Inner-Life Growth box: Family heritage / modeling Personal involvement and leadership</p>

Development Phases Worksheet
FOUNDATION

Sovereign Foundations	Inner-Life Growth

GENERAL LEADERSHIP

Leadership Maturing I	Leadership Maturing II

FOCUSED LEADERSHIP

Life Maturing	Convergence / After Glow

THE CONCEPT OF BOUNDARIES

One of the most helpful insights concerning the time-line is the concept of *boundaries*. Developmental boundaries (as distinct from relational boundaries, as described by Cloud and Townsend) are the events that separate one phase of development from another. Boundaries provide a transition and are comprised of key events and circumstances. God uses boundaries to help leaders evaluate their current life and leadership, and search for what God may want soon.

Understanding boundaries can help a leader:

- Persevere during difficult times
- Be encouraged by the reality of God's overall purposes
- Begin a time of greater listening and seeking after God

Boundaries are often a series of process items (see pg 16) that propel a leader into his next phase of development. Boundaries can also occur within a development phase.

Example: A person develops a level of leadership proficiency. Restlessness leads to an integrity check (IC). In the midst of responding to the challenge to integrity, major marital conflict occurs (LC). The leader feels isolated and distant (I). The person seeks counsel of others and re-affirms his call to develop personal growth and marriage relationship (OC). **Result:** The person begins a new phase of learning in which effective leadership flows from being.

Process Item	Definition	Examples
Integrity Checks (IC)	A test God uses to evaluate the heart and consistency of inner convictions with outward actions.	Temptation, conflict, persecution, values check, follow-through
Word Checks (WC)	Tests a leader's capacity to hear from God and apply revelation to life and leadership.	Personal and leadership guidance, submission, lordship, direction
Divine Contacts (DC)	Presence of a key contact person at the crucial moment to help ensure future development.	Leadership guidance and challenge, open door, new paradigms
Faith Challenge (FC)	Tests a leader's willingness to take steps of faith and grow in capacity to trust God.	Leadership crossroads, decisions, new directions, lack of growth, plateau
Destiny Revelation (DR)	Tests a leader's capacity to hear from God concerning future direction and ultimate destiny.	Listening to God, giftedness, life/leadership direction

Negative Preparation (NP)	Special experiences or conflicts that focus and free leaders for the next stage of development.	Character challenge, leadership crisis, grass-is-greener syndrome
Life Crisis (CR)	Special intense situations of pressure in human experiences that test and teach dependence.	Health, finances, personalities, family splits, leadership attack
Leadership Conflict (LC)	Leadership conflicts that are used to help shape leadership philosophy and values.	People struggles, organizational restructuring, facing change
Leadership Backlash (LB)	Ramifications of a decision taken by a leader.	Perseverance, clarity of vision, hurts, relational conflicts, faith challenge
Isolation (I)	The setting aside of a leader from normal leadership involvement to hear from God in a deep way.	Sickness, education, self-renewal, ending of leadership role, termination

Biblical examples of the above process items can be found in the lives of leaders at various stages.

IC Integrity Check	Daniel and the challenge to eat meat (Daniel 2)
OC Obedience Check	Abraham's call to leave his home (Genesis 12)
DR Destiny Revelation	Paul on the road to Damascus (Acts 9)
DC Divine Contact	Peter's experience with Cornelius (Acts 10)
WC Word Check	Samuel hears God's call (1 Sam 3)

EXERCISE THREE: Today we have begun the process of developing your personal time-line.

YOUR STORY: You will reflect on your life and leadership experiences. You will write your personal story, which is a summary of your character and leadership formation.

Most people feel their lives are commonplace. It is not until one takes an in-depth look at their life that one begins to recognize God's sovereign shaping work. It is an awesome thought that the Lord of the universe has been at work in your life, helping you grow to the full measure of faith (Romans 12:6).

Leaders develop perspective by taking a journey back through the pages of their lives. Some of these pages have painful entries, some read of great moments of victory. But all of the pages are seasoned with God's grace. Perspective begins with owning your life's story.

Your story is a broad-stroke picture of your life and your development as a leader.

As you begin writing your story, many details and events will come rushing back, including people and incidents you have not thought about for years. Here are some hints in determining what to include in your story. As you write, include:

- the *events* of your life that have had an impact on who you are today,
- the *people* who influenced and shaped your life, and
- the *significant circumstances* that affected your life direction, including any incidents or statements made about you before you were born.

Before you actually begin writing, you might want to list a sequence of people and events that chronologically depicts your life (a *nodal history*). This exercise will trigger other memories and relationships beneath the surface.

Your story should present the highlights of your development as a leader. Include those things that you think are significant and help give an overall picture of your life. Do not pressure yourself. This is for *you* to see and use. Challenge yourself to be open and honest. You always have the freedom to go back and add personal items later.

ASSIGNMENT: On the basis of the above reflections, write your story in summary form. Aim for a 2-3 page single-spaced 12 font summary of your life and leadership experiences.