<u>My Journey of Leadership Development</u>

"Leadership must be based on goodwill. Goodwill does not mean posturing and, least of all, pandering to the mob. It means obvious and wholehearted commitment to helping followers. We are tired of leaders we fear, tired of leaders we love, and tired of leaders who let us take liberties with them. What we need for leaders are men of the heart who are so helpful that they, in effect, do away with the need of their jobs. But leaders like that are never out of a job, never out of followers. Strange as it sounds, great leaders gain authority by giving it away."

— Admiral James B. Stockdale

<u>MY ASSIGNMENT</u>

I have been asked to talk about best practices in Leadership Development. Towards that end, I have been asked to divide our session into three segments. 1) Discuss my own personal development as a leader; 2) discuss the principles and practices I employ in leadership development; 3) and, finally, discuss with you additional principles and practices that you may be using.

First my story.

1. No leadership concepts, acumen, or awareness.
2. Dr. J. T. Holstein – pastor, discipler, first DS, role model, mentor for life.
3. Numerous pastors, community leaders.
4. Dr. Crawford Howe – DS (12 years), confidant, discipler, mentor.
    Profound and intentional impact on four of the DS's in this room: Jim Kraemer, Kim Smith, Scott Sherwood, and myself.

I asked my other three colleagues to express the ways in which Dr. Howe influenced them.

Scott Sherwood:
Crawford began modeling leadership and teaching leadership to me when I was still a youth pastor. He was always quick to explain the principle behind his actions and decisions.

• Crawford modeled for me and taught me to follow God-placed leadership over me. I learned from him without him ever saying it explicitly that I had to be a great follower before I could be a decent leader.
• Crawford could see far enough down the road to adjust course in the short term in ways that didn't make a lot of sense to others. He also was willing and able to endure the abuse that came with future-oriented decisions he made that could not necessarily be explained in the present.
• Crawford has a personal love for the Lord and an irrepressible drive to serve, love, win, and disciple others that permeated his entire life from restaurants to revivals and everywhere in between.
• Crawford trusted me with leadership in ways I now understand were as much for my development as

it was in order to get the job done.
- Crawford never let me wonder where I stood with him. If he had an issue with me, I would have already known it. That being said, it still always made me nervous when his AA would call and schedule a time for me to meet with him.
- Crawford started training me to be a DS before I knew how to be a pastor.

Kim Smith:
- Recognize when you're in the presence of someone who knows more than you do and then keep quiet and listen.
- Don't spend energy trying to find someone to blame for your failure.
- When you empower someone, give them the authority to "speak for you".
- Just because I'm speaking firmly to you doesn't mean I don't respect you or believe in you. I need to get your attention.

Jim Kraemer:
1.   Be honest and strong when dealing with a situation. If things are going to change and people are going to grow, we need to be honest with current reality. This has helped me get a grip on my emotions ahead of time when having to discuss leadership issues especially with Pastors I love and care about.
2.   When going into a difficult and possibly volatile situation, think through and talk through all the possible scenarios that you can think of. This has helped me prepare ahead of time how to respond, depending on the responses and reactions we will have to deal with. It has helped keep from being blind-sighted.
3.   Past performance of a leader is an indicator of future performance. Don't think they are going to see different results just because they are coming to your district. I continue to learn this the hard way. I do believe Pastors can be in a situation that keeps them from seeing results, but Crawford taught me to look at their whole picture of ministry and to keep this principle in mind.
4.   Most recently Crawford has taught me how to truly love my Pastors – through honesty, prayer, communication, deep concern for the whole family, and encouragement.

PRINCIPLES OF LEADERSHIP DEVELOPMENT – My " take aways".
My summary of Dr. Howe's Leadership Development Model

1) **LEADERSHIP DEVELOPMENT AS DISCIPLESHIP.**
2) **LEADERSHIP DEVELOPMENT IS TRAINING SUCCESSORS.**
3) **LEADERSHIP DEVELOPMENT AS TEACHING MOMENTS.**
4) **LEADERSHIP DEVELOPMENT IS BASED ON TRUST**
5) **LEADERSHIP DEVELOPMENT IS BIBLICALLY MANDATED**.
6) **LEADERSHIP DEVELOPMENT AS BOTH PRINCIPLE-CENTERED AND PEOPLE DRIVEN.**
7) **LEADERSHIP DEVELOPMENT AS RECIPROCAL DEVELOPMENT.**

<u>HOW I ATTEMPT TO DEVELOP LEADERS</u>

1) For me it is among my top three priorities as a DS. (Plant churches, lead, develop leaders.)
2) I use a five-spoked approach to Development – Envision, Enlist, Empower, Enable, Energize

(These values are widely used in Team Building, including a variation by LeaderValues)

3) Broad level leadership development:
   a) Pastors on Purpose – development/training for all pastors. 3-4 sessions per year.
   b) Skill School – development by and for pastors/Prayer Summit. 1 session per year.
   c) Board of Ministry Academy – 1 session per year.
      The Ministers Marriage, Maintenance, Ministry, Message
   d) Team Day – leadership development for lay leaders. 1 session per year.
4) Specific level leadership development:
   a) Leadership Development Group – molding leaders. 9 sessions (3 f2f, 6 video con.)
   b) Mission Area Coordinators – training in doing what the DS does. 3 -4 sessions. (1 retreat, 2-3 video conference)
   c) Pastor One on Ones – Listening Tour – as many as possible.
   d) Top Ten Pastor Listening Events – Interaction with top level leaders. 1 per year.

"The best leader is the one who has sense enough to pick good men to do what he wants done, and the self-restraint to keep from meddling with them while they do it." — Theodore Roosevelt, American President

"The goal of many leaders is to get people to think more highly of the leader. The goal of a great leader is to help people to think more highly of themselves." — J. Carla Nortcutt

CONSIDERATIONS

The problem with most Leadership Development processes is that they are more one-dimensional as opposed to three-dimensional. That is to say that the best Leadership Development models build from one principle to another.

Typically, leaders who attempt to develop other leaders do so as if every person is equally capable of and equally responsible for certain levels leadership. Nehemiah's leadership development was layered: he was a cup bearer for the King, the rebuilder of the wall, and the governor.

(From Michael Myatt, Forbes Magazine, forbes.com, December 19, 2012)
The solution to the leadership training problem is to scrap it in favor of development. Don't train leaders, coach them, mentor them, disciple them, and develop them, but please don't attempt to train them. Where training attempts to standardize by blending to a norm and acclimating to the status quo, development strives to call out the unique and differentiate by shattering the status quo. Training is something leaders dread and will try and avoid, whereas they will embrace and look forward to development. Development is nuanced, contextual, collaborative, fluid, and above all else, actionable.

The following 20 items point out some of the main differences between training and development:

1. Training blends to a norm	Development occurs beyond the norm.
2. Training focuses on technique/content/curriculum	Development focuses on people.
3. Training tests patience	Development tests courage.
4. Training focuses on the present	Development focuses on the future.
5. Training adheres to standards	Development focuses on maximizing potential.
6. Training is transactional	Development is transformational.

7. Training focuses on maintenance	Development focuses on growth.
8. Training focuses on the role	Development focuses on the person.
9. Training indoctrinates	Development educates.
10. Training maintains status quo	Development catalyzes innovation.
11. Training stifles culture	Development enriches culture.
12. Training encourages compliance	Development emphasizes performance.
13. Training focuses on efficiency	Development focuses on effectiveness.
14. Training focuses on problems	Development focuses on solutions.
15. Training focuses on reporting lines	Development expands influence.
16. Training places people in a box	Development frees them from the box.
17. Training is mechanical	Development is intellectual.
18. Training focuses on the knowns	Development explores the unknowns.
19. Training places people in a comfort zone	Development moves people beyond their comfort zones.
20. Training is finite	Development is infinite.

If what you desire is a robotic, static thinker – train them. If you're seeking innovative, critical thinkers – develop them. I have always said it is impossible to have an enterprise which is growing and evolving if leadership is not.

Q and A