



Claybury International

Growing the Servant Heart

The Effective Practices of a Servant Leader

Student Notes

*These notes accompany the **Leading Through Others** on-line course module
available at academy.christian-leadership.org*

Mike Waddell One Another Ministries

20th March 2014

OA-2773-03-140520 - The Effective Practices of a Servant Leader Student Notes

A Trust Based Approach to Digital Rights Management

One Another Ministries has adopted a trust based approach to licensing our eBooks. It is our expectation that licensees will respect our rights in our eBooks and will not compromise our ministry by replicating, modifying or distributing them in full or in part in any way.

Our eBooks, being digital in nature, are not purchased but licensed for personal use only by the individual licensee.

Should you wish to provide copies of this eBook in full or in part to other people, perhaps for educational or training purposes, please direct them to academy.christian-leadership.org where they may download it or contact Claybury International to discuss your needs.

Licensees may quote from our eBooks provided that a clear attribution is made.

eBook Licence

By receiving this eBook in digital format you have agreed to abide by the terms of this licence and Claybury International grants you a non-exclusive, non-transferable right to use this eBook.

You may download install and use this eBook for your personal purposes only.

You may only make copies of this eBook for back-up purposes and use on another computer that you own.

You may print this eBook for your personal use only.

You may not provide or otherwise make available this eBook in whole or in part in any form to any person without prior written consent from One Another Ministries.

You may not translate or modify this eBook's content or format in any way.

You may not sub-license, rent, lease or loan this eBook.

You may not combine or incorporate this eBook with any other work without the prior written consent of One Another Ministries.

You may quote from this eBook provided that you make attribution to the authors and One Another Ministries.

This licence is binding upon you and us and our successors. You may not transfer or assign this licence or any of your rights under it without prior written consent.

The terms of this agreement are governed by the laws of England & Wales, whose courts shall have sole jurisdiction in relation to all matters arising.

Claybury International is a ministry of One Another Ministries, a charity registered in England and Wales, Charity Registration Number 1153662. Contact details may be found at <http://www.claybury.com>

Scripture quotations are from The Holy Bible, English Standard Version® (ESV®), copyright © 2001 by Crossway, a publishing ministry of Good News Publishers. Used by permission. All rights reserved. Unless otherwise stated quotations are taken from the ESV

©2014 Michael Waddell/One Another Ministries All Rights Reserved

Contents

Objectives.....	5
Prerequisites	6
Helpful Books	6
Refocusing on Jesus’ Leadership Model	7
Leaders Lead Teams.....	8
What Teams Need	9
What People Need in a Leader.....	10
Honesty	10
Forward Looking.....	10
Inspiring.....	11
Competency	11
Spiritual Maturity	11
A New Paradigm of Leadership	11
Traditional Leadership:	11
The Servant Leader	12
Theory X and Theory Y	12
Reflections.....	13
Are Leaders Born?.....	13
Exemplary Christ-centred Servant Leadership Practices.....	14
Seven Key Practices of Leadership	14
Essential Reading.....	15
Leaders Model the Way	15
Find Your Voice by Clarifying Your Personal Values.....	15
Set the Example by Aligning Actions with Shared Values	15
Reflections	16
Leaders Inspire a Shared Vision	17
Leaders Envision the Future by Imagining Exciting and Ennobling Possibilities.....	17
Leaders Enlist Others in a Common Vision by Appealing to Their Shared Aspiration	17
Envisioning Leaders are Positive and Enthusiastic.....	18
Always Keep Your Eye on the Horizon	18
Empower Through Collective Wisdom	18
Listen Well	18
Reflections.....	19
Leaders Challenge the Process.....	19
Identify Opportunities	19
Encouraging Innovation.....	19
Raising the Bar.....	20
Experiment and Take Risks	20
Permission to Fail	20
Failure Can Hurt.....	20
Big Dream, Small Steps	20
One Hop at a Time.....	21
Reflections.....	21
Leaders Enable Others to Act.....	21
Effective Leaders Foster Collaboration by Promoting Collaborative Goals and Building Trust	22
Effective Leaders Strengthen Others by Sharing Power and Discretion	22
The Right People.....	23
Fan into Flames	23
There is a Cost	23
Reflections.....	23
Leaders Encourage the Heart.....	24
Leaders Recognise Contributions by Showing Appreciation of Individual Excellence.....	24
Recognition Needs the Context of High Expectations	25
Recognition needs to be Personal	25
Catch People Doing Things Right	25

Leaders Celebrate the Values and the Victories by Creating a Sense of Community.....	26
The Best Way to Encourage the Heart is to Lead like Jesus	26
Reflections	27
Leaders Nurture the Character	27
Nurturing Leaders come alongside Others	27
Nurturing Leaders have Integrity.....	28
Nurturing Leaders Affirm and Defend Others.....	28
Nurturing Leaders Treat Others with Dignity.....	29
Nurturing Leaders are a Role Model.....	29
Reflections.....	29
Considering the Individual	29
The Leader Who Considers the Individual Takes Notice of Them.....	30
The Leader Who Considers the Individual Tailors Their Leadership Style.....	30
The Leader Who Considers the Individual facilitates individual development plans	31
Reflections	31
Leadership Practices Headlines.....	31
Adaptive Leadership	32
The Individual’s Journey.....	32
Reflections.....	33
The Leader’s Behaviour.....	33
Situational Leadership	35
Reflections.....	35
Developing Skill and Ability in Others	35
Coaching.....	35
The GROW Coaching Model	36
Show and Tell	37
The Value of Questions	38
Coaching Hygiene.....	39
Coaching to Improve Learning.....	40
Reflection	40
SMART Objectives and Goals.....	40
Summary and Conclusions	41
Action Plan	42
Crib Sheet	43
Further Study.....	43
Next.....	43
Bibliography	43
Appendix 1: How do You do as a Leader?	45
The Leadership Practices Inventory	45
The Quick Assessment	45
Modelling the Way	47
Inspiring a Shared Vision	47
Challenging the Process.....	47
Enabling Others to Act.....	47
Encouraging the Heart.....	47
Reviewing Your Responses.....	48
Top End?.....	48
Middle Ground?	48
Low End?	48

Objectives

These notes accompany the **Leading Through Others - The Effective Practices of a Servant Leader** module in the Growing the Servant Heart on-line course. This course is available free of charge at academy.christian-leadership.org

In the previous modules of Growing the Servant Heart (**The Jesus Model** and **Leading with Insight**) we have explored a leadership style modelled on Jesus, which we referred to as Christ-centred servant leadership, having looked to the Bible for his example and teaching. Alongside Christ-centred servant leadership we reflected upon how leadership works in organisational situations. Then we examined Emotional Intelligence, as a concept that helps leaders to be aware of both themselves and those that they lead, in order to develop and maintain excellent working relationships. We also looked at the additional impact of national cultures on the way we think and behave as this significantly affects how we understand Biblical teaching and the leadership needs of others. All of this was from the perspective that the leader's role is not one of command and control, to seek the achievement of one's own goals. Rather it is to grow others, enabling them to achieve their full potential whilst serving a common purpose in the light of God's higher purpose. In the Christian context this is so that others may serve God, fulfilling his purposes.

In the **Effective Practices of a Servant Leader**, the first part of the **Leading Through Others** module, we now come to examine effective leadership practices. We examine 7 practices which are hallmarks of servant leadership in a Christian Context. They are practical perspectives that enable a Christ-centred servant leader to guide and grow those whom they lead.

The practices identified are not a method of leadership or just rules to follow for success but are reflective of the servant heart. They emerge from studies of best leadership practices in 6 continents involving over 1.3 million respondents and reflect the outworking of a leader's character. They do not just capture the workings of worldly, national cultures. They do truly reflect the behaviours of a leader seeking to live out a sacrificial, Christ-like agape-love for those whom they lead. As such, in the Christian context, they reflect the outworking of Kingdom values and the leadership teaching and model of Jesus.

Five of the practices are based on the work of Kouzes and Posner who observed a huge number of leadership situations seeking the evidence to identify the best-practices of exemplary leaders. Because their work is based on the findings of the huge, long term studies referred to above they provide a view that works across national cultures.

Their work was used and extended by Rick Sessoms, then Leadership Development Officer at Trans World Radio (TWR). Rick determined two additional Christian characteristics of exemplary leadership and had a large, multi-national, cross-cultural, Christian organisation as his laboratory.

This module includes frequent exercises to give you opportunity to work through the implications of the material discussed.

Growing the Servant Heart is about providing practical tools to help the Christian leader function day- to-day, as such the tools and approaches have been selected because they are supportive of the values and objectives of the Christ-centred servant leader.

At the end of this lesson, as the student, you will have:

- Considered what attributes are required of a leader by those they lead.
- Compared two key leadership perspectives regarding those who are led.
- Examined seven attributes of the exemplary Christ-centred servant leader.
- Been introduced to coaching concepts and the Situational Leadership model.

Prerequisites

Completion of **The Jesus Model** and **Leading through Insight** modules of the **Growing the Servant Heart** on-line leadership programme. This can be found at academy.christian-leadership.org

Helpful Books

Christian Reflections on The Leadership Challenge James M. Kouzes (Editor), Barry Z. Posner (Editor), John C. Maxwell (Foreword by) ISBN: 978-0-7879-8337-6.

Leadership is about leading people and this excellent, insightful and challenging book relates the basic principles of people leadership identified by Kouzes and Posners to Kingdom service. Their five practices of an exemplary leader are clearly set out in the Christian context and they are accompanied by the reflections of 5 prominent Christians who are in leadership. It's full of practical, real-life accounts of the leadership of Christians at work. Consequently it grounds leadership practices in reality. It is essential reading.

The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations, 5th Edition James M. Kouzes, Barry Z. Posner ISBN: 978-0-470-65172-8. The book has been updated but the 4th edition will be equally useful.

This book describes Kouzes and Posner's original work on exemplary leadership. When you read it, you need to remember that its origins are secular but none the less the leadership practices identified are quite basic principles that apply to excellent, or in their terms exemplary, leadership wherever it's found. Their findings are quite in keeping with what we have discovered about the character of the Christ-centred servant leader, although, as we saw with Hofstede's in the previous module work we need to use Biblical principles to filter out the impact of the fallen world. Their findings work in our context because they are evidence based; they went and looked at what constituted best leadership behaviours. Since they began their work in 1987 they have continued to gather information from 1.3 million respondents. From a spiritual perspective, the Christian leader will need to be aware of the secular origins of the work and treat some of the observations in the book with care in order to apply the core principles.

Refocusing on Jesus' Leadership Model

By way of introduction let's spend a few moments reflecting on what we've learned about leadership.

- **Take a Moment**
 - List the key points that you have learned so far about leadership modelled on Jesus.

Hopefully you will recall Mark 10:42-45. Jesus explained to the disciples that, in the Kingdom, a servant heart was key to leadership. It was not appropriate to use power and status to one's own advantage and lord it over others. He cited his own example of servanthood as the model for the disciples.

Jesus is called the Servant King because at the heart of his character is servanthood and his servant heart shows in all he does. Paul's hymn to the sacrificial servanthood of Christ (Philippians 2:5-11) highlights Christ's servant character, a character that is to mature in all Christians and work out in the leadership style of Christian leaders. In this way they are called to be Christ-centred servant leaders modelled on the character of Jesus Christ. This character will be concerned about enabling and growing others to fulfil their potential in serving God; to be the people he has called them to be.

Consequently we see that Christian leadership:

➤ ***Possesses a Christ-centred character***

As we have just reminded ourselves, it is the maturing character of Christ that is to work out of the heart of the Christian leader. It is a character that is concerned for others; that is those whom we lead.

➤ ***Stands on God-centred Biblical values***

That means that the Christian leader's values are to be Kingdom values, not secular or worldly values, and our view of Kingdom values is to be informed by the Bible. Thus leadership practices must be godly and be consistent with and challenged by Biblical principles and values.

➤ ***Is filled with God-given wisdom***

When it comes to it, the way the world works and thinks is not to be the model for any Christian let alone a Christian leader. We need God's wisdom not the world's as we seek to lead others in their service of him. Through James, God promises his wisdom to those who ask for it (James 1:5). He knows we lack wisdom and so he promises it without finding fault.

➤ ***Is fuelled by a Spirit-led Servant Heart***

We are challenged to attain maturity to the "measure of the stature of the fullness of Christ" (Ephesians 4:13). This maturity, whilst needing our cooperation, can only come about through the work of the indwelling Holy Spirit. Our growth into the servant heart of Christ must be led by the Holy Spirit who works out the power of God in us.

The Christ-centred servant leader:

➤ ***Serves those who are led***

It is not about self but about collaboratively working with others to complete a journey with a shared goal. The leader is the one who serves others, those he leads, facilitating their achievement and the fulfilment of their journey.

➤ ***Nurtures others to achieve full potential***

The servant leader not only facilitates the achievement of others but nurtures them so that they may grow and mature, becoming able to achieve greater accomplishments next time. Not primarily for the benefit of the organisation but for the fulfilment of those whom he leads.

➤ ***Serves a higher/common purpose***

From the perspective of the Kingdom we are about fulfilling God's plans and purposes. The Bible gives us the broad, big picture view of these. The specific works and goals we are called to are to be about serving God by doing his things his way. This purpose is common to the leader and those he leads and it is this shared higher purpose to which they are committed and which binds them together.

➤ ***Inspires others to commit to the journey***

Leadership is about taking people on a journey to achieve a goal, a shared vision of the future. It is the leader who is responsible for inspiring them to embark upon this journey and enabling them to reach its end.

➤ ***Grows servant leaders***

The Christ-centred servant leader nurtures those whom they lead to fulfil their potential not only in their technical skills but as servant leaders. There may only be a few who are formally appointed leaders but everyone becomes a leader at some point, even if it's "only" looking after the newcomer. A goal of the servant leader is to shape the formal or informal leaders under his care to mature as servant leaders.

Leaders Lead Teams

Leaders lead people, and in most cases these people are formed into teams. In the next part of this module – **Leading Teams with a Servant Heart** - we will look at teams in more detail but for now we need to sketch out the characteristics of a really effective team. This will give us a setting for our consideration of the practices of exemplary leadership.

Leadership quality is important because global studies of hundreds of organisations and tens of thousands of staff members show that team performance is not so much dependent upon the team members as the leader. The most exemplary and effective leaders achieve the highest level of commitment and thus performance from their teams. Independently of the team skill level, the least effective leaders have the poorest levels of commitment from their teams.

Studies on 50 companies with over 110,000 respondents reported by Zenger and Folkman in 2007 showed that the top 10% of leaders, in terms of leadership effectiveness, had teams who ranked a commitment level of 75%. Whereas, the teams of the lowest 10% of leaders scored just over a 20% commitment level.

Levels of commitment are directly related to individual and team effectiveness. Levels of commitment are about how much the individual cares about the organisation to which they belong. If one's sense of commitment is only 2 out of 10 then there is a significant lack of care about the organisation, colleagues and clients. By way of illustration, the Sears organisation showed that a 5% improvement in commitment resulted in a 1.3% improvement in customer satisfaction and a 0.5% increase in store sales.

What Teams Need

Pat McMillan¹ identifies the following elements that are required by an effective team and it is the leader's responsibility to nurture these characteristics.

➤ **Common Purpose**

The members of a team must have all bought-in to the vision and purpose of the team. It's the reason they are cooperating with each other.

➤ **Crystal Clear Roles**

Each team member needs a well-defined role and everyone in the team needs to clearly understand the roles of each team member.

➤ **Accepted Leadership**

Team members must buy-in to and voluntarily accept the leadership of the leader.

➤ **Effective Team Processes**

The team must have well defined process for how its members work together to ensure that they collaborate effectively.

➤ **Solid Relationships**

There needs to be good, sound relationships between team members, built on trust so they can work well on the "good days" and overcome the "bad days".

➤ **Effective Communications**

Communication is the essential oil that lubricates the workings of a team. If it fails the team will seize up.

It is these six elements that bind an effective team together. Ensuring they are in place and operating is a key responsibility of the leader. To this end he needs to take practical steps and adopt

¹ Pat MacMillian is the founder and Chief Executive Officer of Triaxia Partners. He has worked with secular and Christian organisations around the world in the area of leadership development and team building practices.

essential practices. These we will explore in the next lesson, **Leading Teams with a Servant Heart**, but first we will look at what a team needs from their leader and we will contrast authoritarian/traditional leadership attitudes – referred to as Theory X – with a more enlightened view – Theory Y.

What People Need in a Leader

- **Take a Moment:** Consider the people who have been your leaders:
 - *What values, personal traits or characteristics did they exhibit that you most admired?*
 - *Are there any other values, personal traits or characteristics that you hope to find in a leader? What are they?*
 - *What values, personal traits or characteristics do you hope never to find in a leader?*
- How do your considerations compare to what you have already learned about leadership in the Kingdom of God?

Since 1987, in their work Kouzes and Posner asked what people looked for, or most admired, in a leader whom they would willingly follow. By 2007 they had asked this of 75,000 individuals from 6 continents (Africa, North America, South America, Asia, Europe and Australia). They found consistently over the years that, regardless of country, the top 4 qualities desired of a leader are:

- Honesty
- Being forward-looking
- Being inspiring
- Competency

Honesty

The most important thing that people look for in their leader is honesty. In Kouzes and Posner's surveys between 80% and 90% of respondents set this as the most important quality. They want to know that their leader is trustworthy. That is: truthful, ethical and principled, they will not lie and they will do what they promise to do. They want to know that the person is worthy of their trust. In some ways this is because the leader's character becomes a reflection of their character. A dishonest leader hurts the reputation of those that they lead. Dishonesty undermines trust and lost-trust undermines people's motivation.

Forward Looking

A shade under 75% of respondents set this as the second most sought after quality needed by a leader. In some countries this has an equal footing with honesty while others place it as being more important. This quality is the ability to identify a destination so that people are envisioned to join the journey to that destination. You will recall that we discovered in **Reflections on Leadership** that leadership is about the journey. People need a purpose, a reason for what they do and they need the leader to help them bring that to reality.

Inspiring

Enthusiasm, energy and positive attitude are inspiring and others catch the inspiration. It helps them be assured that there is meaning and purpose in what they do. This is important to people. Just think for a moment of the punishment that was often meted out to intellectuals in communist dictatorships. They were given the most menial and demeaning jobs with no real purpose in the expectation that this would crush their spirits. The encouragement of a leader is essential in the good times and absolutely vital in the difficult times.

Competency

Would you go mountaineering with leader who was not a competent and experienced mountaineer? Probably not. Similarly, in other enterprises the competence of the leader is important to those who would sign up for the journey. They need to be sure that the leader is competent both as leader and to take them where they need to go. As we will discover when we look at teams this does not mean that the leader must be able to do every task. He must, however, be able to call upon the skills of others when needed. No one can do everything. This competence de-risks the journey for those who choose to join.

When looking at the results by country the individual scores change but these are consistently the top 4. Far Eastern countries tend to reverse the order of Honesty and being Forward-Looking. As we look at the exemplary leadership practices you will see that these four attributes are essential characteristics for exemplary leaders.

Spiritual Maturity

Putting all the above characteristics together gives us a definition of what it means for a leader to be credible. However, in the Christian context we must also add spiritual maturity. That is a continual closeness to God and the development of a godly character founded on a Spirit-led, Christ-like servant heart.

A New Paradigm of Leadership

You will recall that in **Reflections on Leadership** we introduced the comparison between traditional leadership styles and servant leadership. The four qualities identified by Kouzes and Posner could be applied to both so we need to examine the contrast in little more detail, but first a review:

Traditional Leadership:

Broadly speaking, traditional leadership, from a western, industrialised point of view at least, manages processes and this tends to be about viewing an organisation as a machine. Therefore, it is about maintaining smooth running, ensuring stability and consistency. It limits what people can do to previously prescribed functions and actions and constrains them to remain within the boundaries that have been set.

Thus leaders tell staff what do, directing their actions according to a “big picture” only they know. This shuts down initiative, because it’s not required. It enforces compliance and causes workers to be protective of their jobs.

Traditional leaders, therefore, need to persuade and convince (sell) people that a change is needed and that it is worthwhile. Where there is little trust of the leaders it becomes very hard, sometimes impossible to convince staff of anything.

Because only the leader(s) appreciate the overall objectives and it's their job to "mind the machine", workers, who have closely defined and limited roles, are never invited to help solve problems or rise to meet challenges. The leader must work it out and hand down the answers and decisions.

Their role of machine minder and repair man means that leaders seek to control exactly what the machine does and with that, their focus is on controlling and supervising the workforce (the human cogs) by the exercise of power, so the machine runs well.

The Servant Leader

The servant leader leads, which is about the journey. They relate to staff and value them as individual people with individual needs. Together they bring about the desired result but the primary focus of the servant leader is that each member realises their full potential.

They consult the team members, listening to them and seeking their views, ideas and insight, thus engaging the collective wisdom of the organisation. Together they work out the solutions to challenges and problems.

The leader facilitates the achievement of the individuals and helps them coordinate their activities to collaboratively achieve the common purpose, which they all share. Everyone has a view of the "big picture".

The leader tends to coach individuals rather than control them and seeks to release their initiative and creativity because the leader knows he doesn't have all the answers.

From the Christian, Kingdom perspective, servant leadership is about valuing people and giving them significance as they are recognised as individuals who are called to bring honour to God in the living of every aspect of their lives.

Theory X and Theory Y

Douglas McGregor (1901-1964) was a professor at the MIT Sloan School of Management, amongst other places). His book *The Human Side of Enterprise* (1960) had a profound impact on western management theory. He contrasted two management views, Theory X and Theory Y. Theory X is very much in the Traditional mould, it was the dominant form of industrialised management after the early decades of the 20th century. It assumes that workers are essentially lazy and need to be motivated by a combination of "the carrot and the stick". Theory Y is very similar to the outlook of servant leadership. It recognises that workers are in reality self-motivated, responsible and intrinsically desire to achieve. A terrifying Biblical example of a Theory X type attitude is Nebuchadnezzar's edict that we looked at earlier: worship the golden image, or be thrown into the fiery furnace (Daniel 3). The carrot – stay alive, the stick - be burned alive!

Each theory is based upon a particular set of contrasting assumptions:

What are the assumptions that underpin Theory X?

- People do not like work and try to avoid it.
- People do not like work, so managers have to control, coerce, and threaten employees to get them to work toward organisational goals.
- People prefer to be directed to avoid responsibility, and to want security.
- People have little ambition.

The assumptions behind Theory Y are:

- People do not naturally dislike work; work is a natural part of their lives.
- People are internally motivated to reach objectives to which they are committed.
- People are committed to goals to the degree that they receive personal rewards² when reaching objectives.
- People will seek and accept responsibilities under favourable conditions.
- People have the capacity to be innovative in solving organisational problems.
- People are bright, but under most organisational conditions their potentials are underutilized.

Reflections

- **Take a Moment:**
 - Imagine yourself into a place where you held to Theory X. How would you approach the leadership of your staff? Note down in bullet form the style your leadership would take.
 - Now try that exercise for Theory Y

Theory X renders an authoritarian style of management, tightly defining roles, specifying performance and maintains a “prod the cattle” approach to motivation. It sees staff as expendable, interchangeable cogs in the machine and fails to develop their potential. Staff members become disengaged and demotivated and the primary means of motivation will be money. Job satisfaction is an alien concept that does not fit the scheme of things. The inability, lack of capability and poor motivation levels of the work force are ready made excuses for failure. Theory X has the potential to be self fulfilling.

Theory Y is generates a participative style of management. It recognises that work fulfils the vital need for fulfilment and achievement and so people can be self-motivating. Thus it seeks to engage staff and recognises that job satisfaction and fulfilment are key motivators. Also, it understands that staff can contribute to working out how to be more effective. It shows that quality of leadership has much to do with success and failure.

Are Leaders Born?

You will recall from the **Reflections on Leadership** module we discovered that, while undoubtedly some are born leaders, leadership skills can be grown and developed. Studies back this up and hence Kouzes and Posner assert that “Leadership is an observable, learnable set of practices.”

From the spiritual perspective, our aspiration is to be leaders modelled on the character of Jesus; that is to be a Christ-centred servant leader. The Bible is clear that unspiritual people cannot grasp

² Rewards include non-monetary factors such as job satisfaction and pleasure in accomplishment.

spiritual things and we were all once unspiritual people. Therefore, it is also clear that the Christ-centred characteristics to which we aspire can only be grown by the work of the Holy Spirit through a discipleship in which we seek to attain the fullness of the maturity of Christ.

Exemplary Christ-centred Servant Leadership Practices

So now we move on to discover the qualities, practices and characteristics of a Christ-centred servant leader. There are seven in all; 5 general ones derived from the work carried out by Kouzes and Posner and two which are specifically focussed on a Christian context courtesy of Rick Sessoms.

- Modelling the Way
- Inspiring a Shared Vision
- Challenging the Process
- Enabling Others to Act
- Encouraging the Heart
- Nurturing the Character
- Considering the Individual

Again its worth being reminded that these are not theoretical methods to be applied, rather they all derive from observation. How best-in-class, or exemplary leadership works has been examined and these characteristics emerge. If you like they represent the distilled wisdom of leadership role models.

The Kouzes and Posner set reflect the best-practices of those we might describe as servant leaders and as such, at the very least, they are sympathetic to Christian leadership. However, considered examination will show these practices to be a natural outworking of a leadership character that possesses an agape-led, Christ-centred servant heart.

Seven Key Practices of Leadership

These practices are the outworking of a servant heart focussed on others. They are about leading people, in whatever situation, so that those being led can grow and develop and achieve their full potential. They work best from such a heart where they are natural expression of the leader's character and concerns.

Consequently, as we examine these we will seek to gain insight from the principles involved because keeping these principles in view will be the leader's best guide. It means that as leader you must ask yourself, in each situation, with each individual, "How can I work out these principles in my leadership of others?"

So, we must recognise that these leadership practices are not a method of leadership but a reflection of character. They are not primarily a list of essential steps that form nothing more than a sophisticated manipulation of the work force. Rather, they are about the character of people who, out of a servant heart, care about the people they lead.

As we continue through the course we will provide some practical guidance and recommend some approaches and outlooks. These have the express purpose of helping you to live out a Christ-centred servant leader's heart.

Essential Reading

Christian Reflections on The Leadership Challenge James M. Kouzes (Editor), Barry Z. Posner (Editor), John C. Maxwell (Foreword by) ISBN: 978-0-7879-8337-6.

Leadership is about leading people and this excellent, insightful and challenging book relates the basic principles of people leadership identified by Kouzes and Posners to Kingdom service. Their five practices of an exemplary leader are clearly set out in the Christian context and they are accompanied by the reflections of 5 prominent Christians who are in leadership. It's full of practical, real-life accounts of the leadership of Christians at work. Consequently it grounds leadership practices in reality.

Leaders Model the Way

The writer to the Hebrews set down a challenge:

“Remember your leaders, those who spoke to you the word of God. Consider the outcome of their way of life, and imitate their faith.” Hebrews 13:7

There is no way out of that; the expectation is that leaders are a role model. We are required to lead the way by example. The only question left is what kind of model should we be? The Biblical requirement is that we be a godly role model, reflecting the Bible and the character of Christ in what we say and what we do. We are confronted with the fact that “acts speak louder than words”.

Jesus explained in Matthew 12 and 15 that our deeds, good or bad, result from our hearts, that is our character and the things we value. Thus the model we give must show a consistency between words and deeds. This means that the things we value, the things that are important to us will show up in our goals and our actions.

Find Your Voice by Clarifying Your Personal Values

It is important for leaders to understand what motivates and drives them because without this they do not understand their values and cannot express them, thus effectively they have no voice.

Values translate into our ethics and determine our goals. When we have confused ethics and unclear goals we are unable to express what we are about and what we desire to achieve. We are neither able to explain the destination of our journey, nor declare the qualities we will exhibit whilst on that journey. Thus leaders need to be clear in their own minds about their values because values are the compass that guides us.

You may think, “No it's the Bible that does that”. Well if you do then it's because you value God and the principles he has set out in the Bible. However, those principles, the things that are important to you and that you feel strongly about, will be interpreted into action in your response to real-life. As a result you may find yourself called by God to some work or ministry and in so doing you effectively give expression to those principles and values that guide you. Thus these values work out in your behaviour and actions. But before you can give expression to those values you must have worked them out, clarified them. This may require time and much prayer before the Lord.

Set the Example by Aligning Actions with Shared Values

Modelling the way requires that the leader expresses their values by living them out visibly in front of others.

Because values are a compass, those who follow and those who lead must share the same values; They become the expression of what is jointly important to all involved in the journey. It is these values that motivate them and thus are a key element of that which binds them together. A team with mixed, perhaps conflicting values, will be confused at best and split at worst.

Values cannot be forced upon others but rather they must be forged. Imposed values are an expression of authoritarian styles of leadership. The process of imposition results in desertion, minimal compliance or rebellion. Most often rebellion. Whereas forging them is about working them out together so all involved own them.

Trust in the leader is an important factor underpinning the sharing of values. Trust is achieved when words and deeds are aligned. In **Reflections on Leadership** we considered this issue and the negative impact a lack of alignment between a leader's words and deeds has on their constituents.

How you spend your time, use available resources and respond to critical incidents are exceptionally clear indicators of what you value.

Response to critical incidents form "moments of truth" which spotlight the leader's real values. They will be seen ever so clearly by those that you lead. Then, if good words are not matched by actions very soon there will be few to lead. Again these issues were considered in **Reflections on Leadership**

Additionally, people will do what they see the leader doing not what they are instructed to do. Where the actions of a leader are inconsistent with the expression of their values, those they lead will do what they see the leader doing not what the leader says, because it is actions that show the true values. Such inconsistencies are incredibly destructive and corrupting to the people who follow. By this witness God will also be brought into disrepute.

However, when words and actions are aligned, the example is good and trust, good attitudes and positive outcomes result.

A salutary thought: "Leaders know that while position gives them authority, it's their behaviour that earns them respect" James Kouzes and Barry Posner.

Reflections

- **Take a Moment:** Well, truly this will need more than a moment.
 - How clear are you about the values that guide your life and leadership?
 - Consider your values, that which is important to you, and write them down.
 - How well aligned are the values you expressed and the things you do? What can you do to improve that alignment?
 - To what degree are your values truly shared with members of your group? How can you improve that?

- **Take a Moment:** Who are your leadership role models?
 - Why?
 - How does that work out in your leadership?

Leaders Inspire a Shared Vision

“... when Paul had seen the vision, immediately we sought to go on into Macedonia, concluding that God had called us to preach the gospel to them.” Acts 16:10.

Luke records this incident in Paul’s second missionary Journey. God’s plan (vision) was for Paul to enter Europe with the Gospel. The intermediate step was to go to Macedonia: God shares his vision with Paul through the vision of the Macedonian man. Up to that point Paul’s focus and vision had been to preach the Gospel in Asia but the Holy Spirit prevented him. Paul was thus envisioned by God through that vision in the night.

Most times a vision has to be shared to be achieved, especially where the task, for whatever reason, is beyond the capability of an individual. It is the leader’s role to envision others, those with whom they share values, to grasp the vision, to desire to bring about the object of that vision, a different future. In that sense the vision is both a view of the destination of a journey and the embarkation point for those who subscribe. In this case for Paul, the vision was the embarkation point of both a metaphorical and a physical journey.

Leaders Envision the Future by Imagining Exciting and Ennobling Possibilities

“A vision is a mental picture of what tomorrow could be like” (Kouzes and Posner). It is a statement of how things could be and by definition this means it’s goal is to achieve a change compared to how things are today. In that sense it is both real and unreal: real in that it pictures some practical difference that can be made and unreal in that it does not yet exist.

The vision is driven by values; that which is of shared importance to those who share the vision. It embodies their values because it will result in some change that is important enough to attempt to bring it into reality. Thus vision gives a focus to human energy. In the Christian context, although not exclusively so, it ennobles those who seek its accomplishment because its goal will be of significance before God.

Because a vision is the embodiment of values it rises from the inside and works out towards both a vocal and a practical expression. Visions tend to start with an individual, or a few people who have shared values and thus a common outlook on the world and its need. In the Christian context the Holy Spirit is also at work as he envisions God’s people with a view of His concerns, desires and will. The process through which a vision emerges is a voyage of discovery itself, it is typically not instant but takes time, sometimes years.

(In the last Module of Growing the Servant Heart we will consider the matter of vision further.)

Leaders Enlist Others in a Common Vision by Appealing to Their Shared Aspiration

This is how Kouzes and Posner express what happens. At first sight it sounds somewhat cynical and manipulative. But let’s consider these aspirations further.

Aspirations arise from those things which are important to us, our values. If they are important to us they will have some kind of impact and outcome which we will desire to see fulfilled. For the Christian these values should be emerging from a godly, Christ-likeness as we mature in Christ. In **Exploring Leadership in the Kingdom** we discovered that Christ-centred servant leadership is primarily about other people, not the leader. The primary goal of such a leader is to enable individuals to fulfil their potential when serving God. We would expect, therefore, that their

aspirations are Kingdom aspirations, shaped by the Holy Spirit. The process of enlisting others is then about drawing together those with common values in God's service.

For some this drive will be stronger than aspiration because they are the recipients of God's call to a particular ministry. At the other end of the spectrum it may simply be that someone prefers to work in a Christian enterprise as their normal employment. In this case, motivations and expectation may be quite different and common values and vision need to be forged through a process of dialogue. In any event the Christ-centred servant leader does not impose values and vision upon others. They engage others to work through the issues in order to arrive at this place of shared values and vision voluntarily.

Envisioning Leaders are Positive and Enthusiastic

A leader's constituents also need to see a positive, enthusiastic, forward-looking attitude in their leaders. It inspires confidence and is a source of encouragement to those who follow them on the journey. Just imagine for a moment someone who is dispirited and full of doubt attempting to encourage you to join them in their project or stick with it in difficult circumstances. Would you?

Always Keep Your Eye on the Horizon

Frequently journeys become beset with confusion and uncertainty. This can dishearten those who have embarked upon it because it's at these times that one can lose sight of the goal; the purpose; the vision. In such circumstances the leader needs to help those on the journey maintain the vision.

In an aircraft when things get confused and uncertain pilots are told to keep their eye on the horizon. It's the same with the journey, keep your eye on the horizon and don't let the fog of confusion obscure it. The humorous observation is often made at such times, "When you are up to your neck in alligators it's hard to remember that you want to empty the lake." The alligators may need to be dealt with or avoided first, but that should only be a temporary diversion before regaining course.

Helping people maintain sight of the vision is important because it marks the final destination of the journey. The path may turn out to be more zig-zag than straight but knowing where you are going allows the zigs and the zags to keep heading in the right direction.

Empower Through Collective Wisdom

We've already observed that seeking to enlist others in the vision is a process of engagement not imposition as a shared vision is forged. A leader is not the only repository of wisdom and insight. Sometimes he is not even the originator of the vision but has himself been enlisted.

Those who have would embark on the journey may have more insight and understanding, consequently it is important to engage them in the formulation of the vision. This is particularly true in situations where the goal has been delegated. Then the servant leader's job is not to have all the answers but to facilitate the team in working out what the goal means and personalising a vision to bring it into being. Such a vision belongs to all involved; it becomes their own possession rather than being a borrowed "flag of convenience".

Listen Well

As we shall see later in the **Growing the Servant Heart** programme, the irony of effective communications is not excellent speaking skills but the ability to listen. The same is true of shaping a vision and enlisting others. Listening well is central to the process of engaging collective wisdom and

insight. Listening well shows that the leader values those with whom he engages and in turn helps the journey become collaborative rather authoritarian.

Reflections

- **Take a Moment:** In your context, what is your vision?
 - What would that different future look like when you complete the journey?
 - Who else would see this as important and of value?
 - If they haven't captured the vision how would you envision them?

Leaders Challenge the Process

"The greatest among you shall be your servant. Whoever exalts himself will be humbled, and whoever humbles himself will be exalted." Matthew 23:11&12

Leaders challenge the process in the sense that they are always looking for improvement, looking to do things better. The very nature of Christ-centred servant leadership, as we have seen, challenges traditional, secular views of leadership.

The tendency of natural, sinful man as leader is to be concerned about self, status and power. The character of Christ-centred servant leader seeks a better way that is modelled on Jesus. They exhibit a servant heart that desires that those whom they lead have the opportunity and help to be the best that they can be to God's glory. Thus, through the focus on others not self, the style and approach of every Christ-centred servant leader challenges the whole leadership process. They seek to be better leaders and to enable others to be better at what they do.

The whole idea of vision and subsequent journey seeks to bring about something different and in that sense it challenges the status quo, how things normally are. Also, the leader will look at how the team are doing and will seek improvements, to make their method better and more fulfilling – more on this when we look at teams.

So on these three points the leader challenges the process, how things are now in order that they may be better in the future.

Identify Opportunities

Seldom is everything so good that no improvement can be made. So the effective leader seeks to identify opportunities for improvement. But recall what we have learned about the "Traditional Leader" model for a moment. They would seek to maintain the status quo because it secures their position but when things need improvement it would be according to their definition of "need". They would then work out the solution and hand it down by command. It's in these two places that their power resides. In Matthew 20 Jesus explains to his disciples that the leaders of the gentiles lord it over people and it was not be so with them.

Encouraging Innovation

The servant leader encourages innovation by encouraging those he leads to identify areas for improvement and then facilitates them to identify and implement the solution. The improvement becomes theirs. With humility he recognises that neither does he have all the answers, nor even the ability to identify all the issues that matter. *(We will look more at the process of innovation and creative problem solving latter in the Growing the Servant Heart programme.)*

Effective, exemplary leaders also recognise that the trigger and inspiration for improvement can arise from almost anywhere. Consequently they keep an eye out on what is going on around them in order to draw understanding and inspiration. This is sometimes referred to as having “outsight” in addition to insight.

Raising the Bar

This is about encouraging those whom the leader leads to exceed their previous levels of performance that they may go on to achieve their full potential. In this way they raise bar, but it’s done gently, a step at a time and by engaging the people so that they willingly own the challenge, growing in confidence and capability. With that ownership they develop a strong sense of purpose and meaning. Raising the bar too quickly is demotivating just as the traditional style of leadership is demotivating, or at least never draws out the best from anyone.

Experiment and Take Risks

Permission to Fail

It said that innovation is risky and it is. Sometimes it fails but failure properly considered can be turned into a learning experience. Why didn’t it work? What could we have done better? Can we make it work? What can we learn?

For this reason exemplary leaders give people permission to fail. Interestingly, it seems that the overall quality of work improves when this permission is granted and people have a chance to fail. This is because there will be improvement when the process is challenged, even if some of the changes don’t work. Whereas, when failure is punished no improvements are attempted at all.

Failure Can Hurt

Failure can hurt but keeping in mind the vision, the desire for a better future allied by seeing it as a process of learning will help you as a leader to be resilient. As Christians we have God to turn to in order to work things through and seek wisdom. You can also talk with those spiritually mature people that you trust. In fact if you are in that painful place then talking it through with a someone you trust is a good place to start putting it back together.

You might find Claybury’s [Mini Course on stress](#) helpful. You can follow the link or go to Christian-leadership.org

Big Dream, Small Steps

You must have heard this question and answer:

Q. “How do you eat an elephant?”

A. “One mouthful at a time.”

Actually there is no other way, whether we are seeking to achieve something big or small we can only ever achieve it “one step at a time.”

Thus exemplary leaders will ensure the task is broken down in to a series of achievable steps with measurable goals, clear milestones, understood methods and show how progress can be made “one step at a time.” Of course, not being a traditional leader, the Christ-centred servant leader will

collaboratively engage the collective wisdom and skill of his people in working this through so they all own all of the task together.

One Hop at a Time

42 year old Don Bennett of Seattle (USA) had a boating accident. His right leg was severed and the left leg was mangled. Rescue came and he lost the one leg, but the other, despite needing nearly 500 stitches, was saved.

Don did not give up on life and he is quoted as saying. "Since my accident I've been very busy. Very busy," he said. "I've done a lot of things as an amputee". He won medals in amputee downhill skiing. He was the first amputee to climb Mt. Rainier and more.

Mount Rainier is the highest mountain in Washington State in the Cascade Range in the USA, with a summit elevation of 14,411 ft, which is greater than K2 in the Himalayas at 13,189 ft (4,020 m). It has 26 major glaciers and a total of 93 km² of permanent snowfields and glaciers. The summit is topped by two volcanic craters, each more than 1,000 ft (300 m) in diameter. When asked how he achieved this feat Don said *"I imagined myself on top of that mountain a thousand times a day. When I started to climb I said to myself, 'Anybody can hop from here to there. And I would.'" And so Don Bennett accomplished this achievement, keeping his vision in view, one hop at a time. That is how things are achieved.*

Reflections

- **Take a Moment:** Think on the things that matter to you about the world around you.
 - In your heart what would you love to see being different (big or small, near at hand or far away)?
 - What would that different future look like?
 - What do you know that other people have done that might be an inspiration or guide to you in achieving this vision?
 - Who would you need to help you accomplish this?
 - "One hop at a time." - What would the steps be?

- **Take a Moment:** Recall something you or your team attempted that didn't work out as you hoped.
 - What can you learn from the experience?
 - What went wrong?
 - What would you do differently?
 - Try again, improving how you went about it because of what you have learned?

Leaders Enable Others to Act

.... the thing is too heavy for you. You are not able to do it alone. look for able men from all the people, let them judge the peopleSo it will be easier for you, and they will bear the burden with you. Exodus 18:18-22

Moses father-in-law, Jethro, could see what was going on: Moses was trying to do it all himself and the impact on Moses and the people was not good. So he advised Moses to share the burden and help the people. Notice that Moses had to do two things.

- The first was give up some of the work to capable people.
- The second was to share his authority, giving some of it to them, so that they could do the job that was asked of them.

Effective leaders recognise two things about achieving the vision. They cannot do it alone and they cannot make every decision. If they try, then they will cripple progress, bring the journey to a halt and fail to realise the vision. From the Christ-centred-servant leader's perspective they want to engage others and help them grow and become people of accomplishment, fulfilling their potential. Implicit in this is trusting them to make decisions. That implies supporting them even when it's not the decision that the leader would have made. If correction is needed then it is treated as a learning point and is done sensitively. (Refer back to the BOOST feedback model in **Leading with Insight**)

Effective Leaders Foster Collaboration by Promoting Collaborative Goals and Building Trust

At one level collaboration is about sharing the load by sharing tasks. However, this alone does not lead to a collaborative environment. Collaboration is built on a foundation of mutual trust. While the leader must be trusted by those he leads he must also trust them and they must trust each other (we look more at this when we examine the nature of teams).

The leader must give his people the freedom to take risks but this needs an environment of openness, transparency and commitment to each other to achieve the goal. The leader nurtures this along with personal satisfaction and commitment to excellence. The leader becomes a guide not an autocrat.

Trust must extend throughout the team because in a collaborative environment. Success is not individual, in a team it becomes a corporate accomplishment. Each team member is reliant on the others in the team for that accomplishment. Collaboration thus means that team members must subjugate their own personal achievement to that of the others in the team. There is a mutual reliance that says "We are all in this together."

Effective Leaders Strengthen Others by Sharing Power and Discretion

The framework for collaboration is alignment and commitment. Team members must be aligned to the team's goal and be committed to achieving that goal. This guides the choices and decisions that have to be made and provides the freedom that allows individuals to make choices and decisions that are good for the whole team. And so the leader passes on some of their power and authority, strengthening individuals to solve their own problems and make their own decisions.

Wise leaders strengthen people by giving their power away and they use it in the service of other not themselves. Once passed on, the leader must be prepared to give up that authority and back the individuals. This can be difficult to accept. The leader's line of action is no longer by command but by influence. Their relationship is no longer one of dominance but of partnership. Thus the leader must find ways of achieving this influence by leadership not control. One of the ways to do this is to model

these leadership practices. We will discover others as we progress through the **Growing the Servant Heart** programme.

Kouzes and Posner observe:

“When leaders help others to grow and develop that help is reciprocated. People who feel capable of influencing their leaders are more strongly attached to those leaders and more committed to carrying out their responsibilities. They own their jobs and take responsibility to see that whatever needs to get done - or happen - does.”

The Right People

Tasks need to be given to the right people not just anyone. Just assigning tasks without considering the strengths and abilities of those to whom you give tasks is a recipe for failure and demoralisation.

Get to know the strengths of those around you so that you know what they can take on and excel. Watch and listen and you will learn through what people say and do, what they are good at, find easy and enjoy. One tip is to look for people enjoying what they do and being re-energised by their task.

Fan into Flames

The Christ-centred servant leader’s focus is on the achievement of others, their goal is that they grow and develop to fulfil their potential. Having given the right people the critical tasks the leader will not be hands off, rather they will seek to facilitate the success of the people in view. They will encourage, they will guide, they will coach, they will train people to develop and mature. They will fan into flames their gifts and abilities.

There is a Cost

There is a cost of doing this. It’s the risk that the person you choose may be better at the job than you. This will be visible to others and it may undermine your own self-view. You may find it difficult to not have things done exactly the way you want. You may find it hard to work with someone in a way that enables them to act and become the person God wants them to be, doing the work he wants them to do.

These are things that you will have to work through in humility with God but it all comes down to the question: “What is being a leader about?” Is it about achieving end goals to your own exacting standards and maintaining face or is it about growing others? What is your product?

Reflections

- **Take a Moment:**
 - What task or role are you hanging on to that someone else can do?
 - Who might be the right person? How can you confirm that?
 - What support would they need to succeed?
 - Do you trust your team enough to release them to fulfil their own potential?
 - What might you need to do to develop and display that trust?

Leaders Encourage the Heart

At the beginning of your pleas for mercy a word went out, and I have come to tell it to you, for you are greatly loved. Therefore consider the word and understand the vision. Daniel 9:23

Daniel 9:23 is an amazing verse but have you read it in the New International Version? The translators chose the following “for you are highly esteemed”.

“Greatly loved” - “Highly esteemed”.

Here is Gabriel, God’s messenger sent specifically to Daniel, telling him that God says he is “highly esteemed”. How good is that? To be told by God, that in his eyes you are highly esteemed. This was not a passing comment from God, because it’s recorded in chapter 10 when, on another occasion, Daniel is told this twice more.

God had seen Daniel’s humility, faithfulness and knew of his agony of heart as he earnestly sought to see God’s plans and purposes worked out. At this crucial time in the history of Israel and the outworking of God’s redemptive plan, God sought to encourage Daniel’s heart as well as to give him greater insight and understanding.

Whenever I read this passage I always wonder what it would be like to be told by God that I was “highly esteemed”. As Christians, reliant upon the blood of Jesus, we know we are but what would it be like to specifically be told that by God. That would encourage my heart for sure.

His master said to him, ‘Well done, good and faithful servant. You have been faithful over a little; I will set you over much. Enter into the joy of your master.’ Matthew 25:21

In Matthew 25, in the Parable of the Talents we are told something about what the Kingdom of God is like. We normally focus on the good and bad stewardship but here we also see something else about the Kingdom of God. Good service is noted, commended, celebrated and rewarded. Such a response is a natural out working of the servant heart of Christ. This is the heart that we desire as Christian leaders; the model to which we aspire.

Leaders Recognise Contributions by Showing Appreciation of Individual Excellence

The recognition of quality contributions is not simply to make people feel good but according to Kouzes and Posner it is to “keep hope and determination alive”.

Achievement is hard, significant achievement always has a cost. Often it demands perseverance in the face of difficulties and in good times it still requires commitment and effort. Either way it is evidenced by the often sacrificial expenditure of physical, emotional and spiritual energy. Every time such expenditure is not valued, not noticed, it demoralises those concerned and hope and determination die a little.

Recognition encourages people and shows that they are valued. In “Christian Reflections on the Leadership Challenge” Kouzes and Posner have a wonderful expression:

“Leaders get the best from others, not by building fires under them but by building the fire within them.”

Recognition Needs the Context of High Expectations

A team member tells of his boss always saying “Well done” and ‘high fiving’ whenever he completed a piece of work, even when he knew himself that this piece of work was not good. He observed that, because of this, he never knew where he was. Both his good work and poor work were equally celebrated. Was he doing a good job at all?

This story tells us that recognition needs to be real; it needs to be for real achievement and it needs to be appropriate. Also, when work is off-the-mark that needs to be recognised too and appropriate guidance given.

Thus to mean anything to the recipient, recognition must be based on the expectation of excellence, achievement of goals and demonstration of values. Without this it has no meaning. In fact it can be detrimental because it causes the leader to lose the respect of the team; it makes them look as if they don’t know the first thing about what is going on. It also sends the message that the contribution of the team member is of no real significance, in which case why do a good job at all?

High expectations are important because there is lots of evidence that people respond in keeping with the expectations placed upon them. Low expectations lead to poor performance while people are happy to rise to high expectations and the sense of achievement they bring. Positive expectations lead to positive results. The standards that establish the expectations must be clearly known and understood by all.

Recognition needs to be Personal

‘One size fits all’ recognition, i.e. the same thing for everybody, may seem fair and avoids the charge of discrimination, however it can have the opposite affect to that which is desired. ‘One size fits all’ says the individual is not valued nor is their achievement, it suggests it was simply their turn.

Somehow recognition needs to acknowledge the individual and therefore reflect them as a person. This means the leader needs to know his people well.

Catch People Doing Things Right

Genuine recognition, arising from genuine efforts and achievements, can only happen if the leader is out and about. Leaders need to be out there with the people who are doing the job so that they can catch people both doing the right things and doing things right. It provides opportunity for spontaneous recognition as well as capturing stories to share with the team as example and inspiration. It also enables the leader to be transparent. They not only identify the people who deserve recognition but know how to personalise the recognition. They are able to do both in a way that allows everyone to know that it is genuine recognition and, therefore, that they are valued.

Do you remember in **Reflections on Leadership** we identified six actions by leaders that affect an organisation’s culture and thus determine the character of that organisation and the behaviour of its people. One of them was what the leader measured. The agreement of clear standards, incorporating the shared vision and values, and the transparent and

consistent recognition of performance and achievement in line with those standards is one such measurement.

Leaders Celebrate the Values and the Victories by Creating a Sense of Community

In the context of recognition, celebration is a significant way of expressing our respect and gratitude for others. It also provides opportunity to share stories and raise spirits. Celebrations help develop and refresh a sense of community.

The recognition we have considered so far is focused on individuals and small groups. Celebrations provide the opportunity to recognise that achievement involves the effort of many people, including those who are far less visible than others. Celebrations are, therefore, a way of developing and refreshing team spirit. They also provide an opportunity for team members to know and care about each other.

The Best Way to Encourage the Heart is to Lead like Jesus

The whole purpose of Growing the Servant Heart is to explore what it means to be a Christ-centred servant leader, in other words what it means to lead like Jesus. Such leadership emerges from the indwelling character of Christ and expresses his servant heart and God's agape love. This works out in the leader's focus on, and concern for those whom they lead. It becomes visible because the servant heart of the leader seeks to:

- enable those he leads to have a clear vision and purpose,
- understand how they contribute to achieving the goals,
- enable and equip them to achieve those goals.

In short the leader's constituents are significant, valued and appreciated.

I recall a time in the mid 1980s when there was still a company called the Digital Equipment Corporation or DEC. They were innovators in computers and were eventually bought by Compaq who in turn were bought by Hewlett-Packard. – that is why you may never have heard of them.

Long, long ago, before desktop PCs were on every desk and long before laptops were feasible, the company I worked for used a DEC VAX computer. This was a powerful multi-user machine used to develop software for telecommunications systems. This computer became so over used and became so slow that a simple task that should complete in one minute would take fifteen and so on. It was so slow that programmers took books to read while they waited. The machine was hampering progress and frustrating the programmers. Imagine the anger and frustration when our financial officer celebrated the fact that no other computer could be so cost effective because it was used so completely.

There was no consideration for the programmers, and their lost and wasted time was given no value at all. They were not equipped and enabled to do a good job let alone an excellent one.

Imagine also a Christian organisation where the servant character of Christ and the values of the Kingdom are not lived out in leadership practices. They exist, even where you would not expect. Imagine for a moment how that undermines the leaders themselves and demoralises Christian staff.

Leading from a Christ centred servant heart, that values people and seeks to enable them to achieve their best in God's service, is one the most effective ways of encouraging the heart.

Reflections

- **Take a Moment.** If you can, read Chapter 7- Reflections on Encouraging the Heart, by Ken Blanchard, in **Christian Reflections on the Leadership Challenge**
 - What do learn from this?
 - As a leader, what will you do differently now?
 - What is your action plan to accomplish this?

- **Take a Moment**
 - How often do I go out looking to “catch someone doing things right”?
 - How am I consciously paying attention to what people do?
 - How can I do these things better?

- **Take a Moment**
 - How can I help my team celebrate our achievement and build team spirit?
 - How can I establish clear standards for my team so that recognition can be consistent and genuine?

Leaders Nurture the Character

But as for you, O man of God, flee these things. Pursue righteousness, godliness, faith, love, steadfastness, gentleness. Fight the good fight of the faith. Take hold of the eternal life to which you were called and about which you made the good confession in the presence of many witnesses. 1 Timothy 6:11-12

Brothers, join in imitating me, and keep your eyes on those who walk according to the example you have in us. Philippians 3:17

Nurturing Leaders come alongside Others

According to Stacy E. Hoehl, writing in The Journal of Biblical Perspectives in Leadership (Summer 2011) Paul and Timothy display a relationship in which Paul nurtures Timothy's character and equips him for his calling.

“In the New Testament, the apostle Paul exemplifies a mentor relationship with Timothy. Throughout the duration of this relationship, Paul ensures that Timothy is the right person for the job, equips him for ministerial tasks, empowers him for success, employs him in a challenging environment to develop effectiveness, and communicates to Timothy the value of their relationship.”

Paul came alongside and apprenticed Timothy as he sought to lead him to maturity as a servant of God. He nurtured Timothy's character and in so doing encouraged him hold to Christ-like values and allow them to work out in the way he lived. He also reinforced Timothy's growth by recognising his achievements and commending him. Additionally we know from Paul's Epistles that he sought to live with integrity before God and so invited others to follow his example. Thus he made himself a role model for Timothy.

More generally we can see that Paul nurtured the character of those that he led in mission and was an example, a role model to all whom he led. It meant that he was aware of and developed his own character so as to be a worthy, godly model.

Coaching, which we will look at shortly, is a means for a leader to come long side and nurture an individual. Similarly the BOOST feedback model that we looked at in **Leading with Insight** will be helpful.

Nurturing Leaders have Integrity

Integrity has two major facets: honesty and consistency, both are necessary for a leader to be considered trustworthy and have a solid foundation upon which to build relationships with others. Lack of trustworthiness and lack of integrity undermine the leader, because those they lead and seek to nurture will neither respect nor trust them.

At one level integrity is about doing what you say you will do. This requires the additional factor of competence. You may intend to fulfil your promise but if you do not have the necessary skills and authority then you are unable to do so, regardless of your intent. The result is that your word has no value. Therefore, as leaders, we must be careful about what we promise to do, not overstepping our ability through arrogance, carelessness or pride. When a need is beyond us must remember that in a collaborative framework we are able to call upon others for help.

Integrity requires more than just doing what you say you will do. A criminal can do that. Honesty is a requirement and this means more than just telling the truth. A criminal can say he will commit a particular crime and do it, but his enterprise will still be dishonest. So integrity also requires a foundation of honesty. Without honesty your word also has no value.

Another aspect that determines trustworthiness is how you use your power. If you are self-serving and exploit your power to serve yourself then no-one will trust what you say.

Lack of honesty and integrity, and the miss-use of power, are behaviours that Jesus stood against. His example and teaching showed these characteristics to be quite contrary to the sacrificial servant heart that is modelled on him.

Nurturing Leaders Affirm and Defend Others

In a Christian environment truth is to be a core a value and the idea of truth encompasses reality.

An exemplary, Christ-centred leader will affirm those who tell the truth and not hide from inconvenient realities that are brought into the light. Affirmation means standing with the individual concerned encouraging them and supporting them in the event of a backlash. But words also need to be supported by action and so the affirming leader will also act on the truth when necessary. This may mean that they must intercede on behalf of the individual concerned, standing on their behalf between them and whoever may be in authority.

The Christian leader will also seek to maintain standards by living out ethical and Biblical values and principles and therefore, support and defend others who do this. Living out such values can be a challenging and difficult thing to do, especially when it flies in the face of poor organisational culture. This is why giving appropriate support to those who are lead is important. It is an outworking of integrity as words and deeds align.

Nurturing Leaders Treat Others with Dignity

Because the Christian leader is modelling their character on Christ they will seek to treat others as he would. This means recognising them as valued people, individuals in their own right and precious to God. As such the leader will encourage their passions, respect their opinions and celebrate their accomplishments.

Note too, that Jesus never abused or demeaned anyone, not even the Pharisees whom he had to take to task. Think too of his reaction to Judas. Jesus knew what he was about to do but he showed no animosity towards him. Our treatment of others is a reflection of our hearts and our hearts are to be filled with Christ. If this is a reality for us then the way we treat others will be a positive and glorious testimony of God to others.

According to the Oxford English Dictionary “dignity” is defined as “The state or quality of being worthy of honour or respect:” So if, as we shall see when we look at the next leadership practice, as individuals we are so very important to God then it is only right that we treat each other with dignity. Not because fallen, natural man is worthy of such honour but because God chooses to treat men with dignity. Therefore, we should echo God’s values through our own love and respect for others.

Nurturing Leaders are a Role Model

To be a role model means to live out one’s values before others as an example, especially in those “moments of truth” when things get tough or a crisis arises, and we respond reactively, with no time for thought. In these moments our true values will inevitably be made visible. Because it is the example of our actions that people follow not our words, we must hold to Godly, Christ-like, Biblical values and ensure that our words match our values and our deeds match our words.

Words about values alone are not enough, the values need to be visibly lived out; “the talk needs to be walked” before those whom we lead.

Reflections

- **Take a Moment:** Consider one or two of the people that you lead.
 - Do you nurture them?
 - What steps will you take to nurture their character?

- **Take a Moment:** Does it frighten you to think that others model themselves on you, whether you like it or not?
 - What are your values? (look back to the earlier exercise)
 - How well do you think you live them out?
 - Ask a trusted confidant how well they think you live out your declared values?

Considering the Individual

And when Jesus came to the place, he looked up and said to him, “Zacchaeus, hurry and come down, for I must stay at your house today.” Luke 19:5

Are not five sparrows sold for two pennies? And not one of them is forgotten before God. Why, even the hairs of your head are all numbered. Fear not; you are of more value than many sparrows. Luke 12:6-7

Who was Zacchaeus?

Just a hated tax collector who everyone treated with distaste or, from another perspective, just a ridiculous and hated little man in a tree?

To Jesus he was neither, he was Zacchaeus, a person. Jesus saw past the stereotypes and saw a person, an individual and treated him as such. There are many examples in the Bible of Jesus treating people not according to stereotypes but as individuals: the Samaritan women at the well, the women taken in adultery, the Pharisees who tried to trap him to name but three.

God knows the number of hairs on our heads and that is different for each person. If he knows such trivia about us he knows all about us and, as individuals, we are important to him. If he doesn't forget an individual sparrow, which in human terms is worthless, how can he not pay attention to each individual person who is of great value?

Think too of the opening of Psalm 139.

O LORD, you have searched me and known me! You know when I sit down and when I rise up; you discern my thoughts from afar. You search out my path and my lying down and are acquainted with all my ways. Even before a word is on my tongue, behold, O LORD, you know it altogether. Psalm 139:1-4

God knows everything there is to know about us and yet he continued to work out his grace towards us through the sacrificial service of Jesus. Not only are we so important to him that he takes notice of every detail of our lives but he chooses to treat us with such concern, love and respect.

The Leader Who Considers the Individual Takes Notice of Them

If we are going to model Jesus in our leadership style then individuals will also be important to us. Not because they are cogs in the machine but because they are individuals with individual needs and aspirations which are as important to us as are our own.

The thing about individuals is that they are just that, individual. Each one of us has our own strengths and weaknesses, our preferences, our needs, our own backgrounds and aspirations. We are diverse in the broadest sense of that word.

Christ-centred Servant leaders will seek to know and understand the individual members of the diverse group for whom they are responsible. They will also recognise that each person needs to be released to apply their diverse contributions well. This means that the leader must take time to get to know each of the people whom they lead; to understand their diversity and the value this brings. Then they seek to positively engage that diversity for the benefit of all.

The Leader Who Considers the Individual Tailors their Leadership Style

If the individual is truly valued then, as we learned in the **Leading with Insight** module on emotional intelligence, the Christ-centred servant leader really needs to relate to individuals on an individual basis. This means that we will deliberately choose to adapt the style of our interactions with them, selecting an approach that is appropriate. The result will be a more harmonious and effective relationship and they will feel more valued. Thus as Christ-centred servant leaders, concerned for

the individual, we must again recognise that leadership is not 'one-size-fits-all' but that we must adapt in order to serve those whom we lead.

In the next topic we will look at a strategy called Situational Leadership which helps leaders to adapt to the needs of their individual constituents.

One aspect of servant leadership is that it is naturally consultative. In other words the leader involves people in the decisions that affect them. They consult with those they lead when solving problems, drawing up plans and working out how to assign tasks. Such a consultative style acknowledges the individual and enables the leader to tailor their approach. This is a natural expression of the servant character of Kingdom leadership. However, we need to note that this is one area where "Kingdom culture" will clash with the nature of some national cultures, for instance those with a high power distance and those that are highly collectivist.

The Leader Who Considers the Individual Facilitates Individual Development Plans

If the Christ-centred servant leader is to achieve the goal of enabling individuals to fulfil their potential then each person needs a specific and individual development plan. These plans must be developed with them and agreed by them. Such a plan will consider them as individuals needing to develop and grow as individuals as well as considering the context of their role in the enterprise which you lead. The leader must collaboratively consider their development needs so they can become, and feel, accomplished in their contribution to achieving the shared vision?

Reflections

- **Take a Moment:** How well do you know the people you lead?
 - Consider each one and jot down the key things you know about their strengths, weaknesses, aspirations, preferences, needs, what they enjoy most and least about what they do.
 - Reflect on the JoHari window model and create an action plan about how you can get to know them better.

- **Take a Moment:** Reflect on what you learned in the **Leading with Insight** module.
 - Think about each of those whom you lead and identify what they need from you as a leader.
 - Consider the different ways that they respond to your leadership and the leadership of others.
 - How you can adapt your leadership style to help them become more accomplished?
 - What can you do to confirm that view? Make an action plan.

- **Take a Moment:** How can you develop those you lead so they can fulfil their potential?
 - Prepare an action plan.

Leadership Practices Headlines

Having completed our consideration of the seven leadership practices they can be summarised as follows:

<i>Model the Way</i>	<ul style="list-style-type: none"> • Clarify values • Set the example by “walking the talk”
<i>Inspire a Shared Vision</i>	<ul style="list-style-type: none"> • Envision the future • Enlist others in a common vision
<i>Challenge the Process</i>	<ul style="list-style-type: none"> • Search for opportunities for growth and improvement • Experiment and take risks to create many small wins
<i>Enable Others to Act</i>	<ul style="list-style-type: none"> • Foster collaboration via shared goals and developing trust • Strengthen others by sharing power and discretion
<i>Encourage the Heart</i>	<ul style="list-style-type: none"> • Recognise individual contributions and excellence • Celebrate accomplishments and create a community spirit
<i>Nurture the Character</i>	<ul style="list-style-type: none"> • Live out and encourage a Christ-centred integrity • Treat others with respect and dignity
<i>Consider the Individual</i>	<ul style="list-style-type: none"> • Take notice of individuals • Tailor leadership to the those being led

Adaptive Leadership

Observation has shown that the best leaders adapt their leadership style to the needs of the individual. As an individual becomes more competent at the particular skills required to complete a task and more emotionally engaged in accomplishing that task, they respond to differing styles of leadership. Awareness of this helps a leader fulfil the needs of several of the leadership practices we have just considered, e.g Considering the Individual, Nurturing the Individual, Enabling Others to Act and Encouraging the Heart.

The Individual’s Journey

Based on observation, an individual’s journey can be characterised by two factors: commitment and competence. For instance someone encountering a task for the first time is likely to have low levels of competence for that task but high levels of commitment. As they develop and learn what to do, gaining experience, they transition to high levels of competence and commitment. In this journey their commitment will typically dip as they pass through a stage of realism concerning their level of ability. This path is referred to as “Follower Development” and there are four classic stages of this journey:

Development Level	Competence	Commitment	Characteristics
D1	Low	High	This is the Enthusiastic Beginner who is interested in and keen to complete the task but does not yet possess the level of skill necessary to do so.
D2	Some	Low	At D2 the individual has developed some of the necessary skills but are not yet sufficiently competent to complete the task unaided. The provision of this assistance causes them to feel unnecessarily restrained and frustration now blunts their early enthusiasm. Thus their level of commitment declines. This is the Disillusioned Learner and many will give up but appropriate leadership will get them through.
D3	Moderate	Variable	By now the individual has developed a good level of skill but in the process have become aware of their previous deficiencies. They now know enough to be uncertain that they can do the job. Thus their confidence may be shaky, which in turn can demotivate them. Consequently they become Reluctant Contributors . <i>Reluctance due to external issues, e.g. family problems, illness etc. can drag someone at the D4 level back down to here.</i>
D4	High	High	D4s are Peak Performers . They have mastered the task and are now excited, motivated and confident. They are eager to do to do the job. After a while they are able to lead others through the development journey for this task.

It is worthy of note that this model applies to the context of a specific task and does not usually provide an overall classification of an individual. Any given person is likely to be at different levels dependent upon the task concerned. Typically they will be at level D4 for one task and may be at level D1 for another. This occurs as new responsibilities are delegated to them.

Reflections

- **Take a Moment:**
 - Identify some activity that once you could not do but at which you are now quite proficient.
 - Describe your experience at each stage of development, use pictures, individual words or phrases.

The Leader's Behaviour

- **Take a Moment:**
 - Consider an individual at level D1. As their leader how would you address their needs related to a task they have never done before?

- Compare this with how you would address someone who is at level D4.

Broadly speaking the individual at D1 would need lots of detailed direction, which would include very specific training. Without this support, unless they are self-motivated self-learners, they may never move beyond stage D1.

The person at the D4 level would need virtually no direction at all but would need some support when necessary. So, we can see that the leadership style required for each development level varies.

Two broad types of leadership behaviour have been recognised for a long time but have traditionally been considered to be mutually exclusive:

- **Task Behaviour:**
This is about specifically defining what to do and how and when to do it. It is very **directive** and one-way in nature. The details are explained and that is an end to it.
- **Relationship Behaviour:**
This a bidirectional approach which requires interaction and dialogue with the person being tasked. It includes, listening, facilitating, praising, collaborating, coaching, and consulting activities on the part of the leader. It would be described as an emotionally intelligent approach right in line with all that we have been learning about Christ-centred servant leadership. It is a very **supportive** approach.

Studies have observed that the most effective leaders use a mix of these styles dependent upon the situation of the individual concerned, i.e, where they are on their development journey for the task in question. Considering them together these two leadership behaviours render four styles of leadership which can be used with the various Development Levels.

Style	Character	Level of Behaviour Used		Used with
		Task Directive	Relationship Supportive	
S1	Directing	High	Low	D1 For people with low levels of competence and high levels of commitment
S2	Coaching	High	High	D2 For people with some competence and some commitment
S3	Supporting	Low	High	D3 For people with high levels of competence and variable levels of commitment
S4	Delegating	Low	Low	D4 For people with high levels of competence and high levels of commitment

The time spent at each stage of development and the method and intensity of support will vary by individual. For instance an individual who is an experienced, self-motivated, self-starting problem solver may only need a brief, a set of manuals and opportunity to practice to move rapidly from D1 to D2 and beyond. Whereas a less experienced, less confident person, or someone who is not a self-

motivated, self-starter may need considerable help and specific training. Such a person is likely to take much more time moving through levels D1 and D2.

Situational Leadership

This approach is called Situational Leadership because it is about tailoring the leader's behaviour to the situation of the person concerned. It resulted from work by Hersey, Blanchard and Johnson published in "**Management of Organisational Behaviour: Leading Human Resources**" in 2001.

The goal of servant leadership is to enable the leader's constituents to achieve their full potential. This means that the leader must recognise the development journey of those they lead and adapt their style accordingly. Situational leadership is good tool to help factor in the situation of those being led as the leader seeks to grow them to achieve their full potential. For example, it is easy to see that someone operating at level D4, that is they are highly competent and highly motivated are likely to be achieving their potential for the particular task in question. The appropriate leadership style for them is S4 – Delegating. Continuing to use leadership level S1 – Directing, for instance, is not only quite inappropriate but will also be highly demotivating.

If someone is at working well at level D4 for some task (A), may be it is time to promote them to some task that is more taxing. They will of course then restart their development journey, probably at level D1 for that new task (B), but they will perceive this as progression. As just discussed one individual, dependent upon their character and experience, may develop more rapidly from Level D1 than another.

Reflections

- **Take a Moment:** Consider the people that you lead:
 - Where are they in the spectrum of development levels?
 - Are you using the appropriate leadership style with them?
 - Sketch out how you might apply the appropriate leadership style to their situation.

- **Take a Moment:** Reflect upon the things you do:
 - How would you place yourself in the spectrum of Development Levels on each of them?
 - What kind of leadership style do you need for each one? What would be the benefits?
 - What can you do to help your leader adapt their style to your needs?

Developing Skill and Ability in Others

Situational leadership provides a simple model of the development path of an individual through the four stages labelled D1 to D4. The challenge is how to help an individual develop both competence and confidence and move through those stages. One tool available to the leader is coaching.

Coaching

The idea of coaching and mentoring tend to come together and blur into each other. Consequently various authorities differ on their definition and even whether they are different; thus the words are often used interchangeably. For our purposes we will consider them to be different and to have the following roles:

- **Mentoring**

Mentoring fosters the growth of a person as a person. The growth is scoped by the context, so for instance a parent will mentor their child to mature as a person as required in their culture. In an organisation a mentor will help an individual mature, developing the life skills required by the type of person needed on the team, fully absorbing and living out the organisation's values.

- **Coaching**

Coaching is about developing the technical competence of an individual or group in a particular skill or expertise. Thus a sports team is coached to be more proficient in individual skills and capabilities and in working together as a single unit, both with aim of being successful. The principles translate directly to the organisational situation. It's only the skills and capabilities that change. When it comes to developing the "softer" skills coaching begins to merge with mentoring.

In the context of Situational Leadership our goal is to develop the technical competence and resulting confidence levels required to move someone along the development path D1 to D4.

But coaching is about more than simply developing technical skills through one-to-one instruction. It's about enabling the person being coached to turn problems into learning opportunities and develop skills for the future. It is a process that empowers them, enabling them to think through and resolve issues for themselves. As a consequence the person being coached will develop greater ownership of the task in hand and feel that their contribution is valued and significant.

The GROW Coaching Model

There are many coaching models. One that is widely used is GROW. It is neither focused on the coach nor primarily the end result, although that is in view. It is focussed on the individual, the person being coached.

G	Goal	<p>This is primarily about the goal for the coaching exercise.</p> <ul style="list-style-type: none"> • What is it that the person being coached needs or wants to achieve?
R	Reality	<p>This focuses on the situation as it currently is. The coach enables/facilitates the person being coached to address the reality of the situation e.g.:</p> <ul style="list-style-type: none"> • As things stands is it possible to achieve the Goal? • Does the individual concerned have the means available to achieve the Goal? • What obstacles are preventing them from doing so? • What obvious and hidden assumptions are being made? • What has been learned so far? • In subsequent coaching sessions this stage includes assessing progress towards achieving the Goal.
O	Options	<p>The coach encourages the individual to think through and identify ALL the options for achieving the Goal given the Realities of the situation.</p> <ul style="list-style-type: none"> • How can the obstacles be overcome? • What training or assistance may be needed? • Does the Coach need to apprentice the individual through a “Show and Tell” Modelling the Way process? <p><i>It is important to stimulate creative thinking when identifying the options. Human beings tend to think along the same old paths, force fitting new circumstances into patterns we have seen before. Most times these patterns are near but not perfect matches, and so the accompanying solutions, that we used last time, are often less than appropriate.</i></p>
W	Will or Way Forward	<p>This step concerns itself with the “What Next?” question. The person being coached chooses a way forward and commits to the appropriate action plan. It is an agreement between the Coach and the Coachee covering:</p> <ul style="list-style-type: none"> • Setting SMART objectives (see the section later in the Student Notes) • The clear definition of the steps required to achieve the Goal • Identification of the support that is required and how it will be provided. • Determining how to deal with things that might go wrong. • The future involvement of the Coach to monitor progress and share learning.

Show and Tell

“Show and tell” is a process of teaching someone to develop skills and at its simplest involves both instruction and demonstration. It is an apprenticeship model, the duration of which varies dependent upon the nature of the task and the abilities and speed of learning of the apprentice. The model is expressed in several variants.

- **Instruction**

The instructor explains what needs to be done and how to do it, providing any necessary background and expectations.

- **Demonstration**
The instructor demonstrates what needs to be done, applying the instruction.
- **Student Assists**
The instructor engages the student's assistance in completing the task and reviews the experience with them.
- **Instructor Assists**
The student completes the task with the support of the instructor. Together they review the outcomes and agree what steps may be needed to improve performance. This process may then loop back
- **Practice**
The student completes the task unaided while the instructor watches. Together they review the outcomes and agree what steps may be needed to improve performance.
- **Application**
The student is now ready to complete the task themselves and apply their learning in their normal activities.

Dependent upon the situation and the complexities involved various steps may be merged. For instance the Instruction and Demonstration steps may be best completed as one step for simpler activities. The student's background and experience may also cause steps to be merged. The instructor needs to tailor the process to the needs of the student.

The Value of Questions

The coaching process is about developing the individual being coached so that they learn to achieve with competence and confidence. Thus coaching must be a learning process for them, not a "do it the way I tell you" list of instructions from the coach. To achieve this, the coach must facilitate the process of exploration and discovery for their coachee so that they can arrive at the conclusions for themselves. The coach will need to act as guide and perhaps, if appropriate provide, instruction on specific skills.

The exploration is best facilitated with questions and there are three kinds that will be of benefit.

- **Open Questions**

Most people are familiar with the 'open question'. This is a "What?", "Where?", "When?", "Who?", "Why?" or "How?" question. It forces the other person to think and provide information as opposed to simply a "Yes" or "No" answer.

- **Scaling Questions**

We are all familiar with scaling questions but probably do not use them much. They run along the lines of "On a scale of 1-10, where 1 is really bad and 10 is exceptionally good, how would you rate the situation?" They can often be followed by the supplementary question

“Why...?”.

Such questions force a different perspective on the situation which means the other person has to think about it in a different way. Changes of perspective help to provide insight.

- ***Silence, the Implied Question***

When asking questions we can be too ready to move on or offer clues as to what we think the answer should be. Other times we might not know what the next question ought to be.

In such cases silence can be the most eloquent question because it invites the other person to fill the gap, to respond to the implied request “Tell me more...”. They will tend to do this by volunteering more information resulting from associations and thinking more deeply. Consequently, their answers to the implied questions that silence suggests may be far more insightful than their initial response.

Coaching Hygiene

There are a number of things to consider around the coaching relationship in order that it can be effective. You may find the following check list helpful:

- ***Agree the purpose and scope of the relationship.***

Ensure that you have shared and agreed objectives with the coachee and that you can identify when the goal has been achieved.

- ***Agree the regularity of interaction.***

Will it be a one-off or a regular session, how frequently will you meet?

- ***Determine the type of accountability.***

Are you simply a guide and the individual is responsible to someone else? Do they have a moral responsibility to you as coach because of the effort and commitment that you make to them? Are you their boss and so from the line management/power perspective they are accountable to you? Etc.

- ***Clarify the level of confidentiality.***

It may be they will need to share with you, the coach, matters that make them vulnerable. They will need to trust you not pass them on. Similarly, in your sharing of wisdom and experience you may need to be sure they will keep sensitive things confidential.

- ***Evaluate the process from time to time.***

It's important to make sure the process is achieving its aims. Is it having a benefit? If not why not and how can it be addressed?

- ***Modify expectations to fit reality***

External change is an ongoing reality, additionally the coachee's development process is inherently one of change. Consequently. As the coachee progresses the realities of the situation may vary and expectations will need to be reviewed and addressed if necessary.

- **Bring closure to the coaching relationship when the job is done.**
The coaching relationship should not simply continue; once the goals have been achieved it needs to be brought to a conclusion. If coaching is needed for some other situation then that should be set up as a new and different instance of the coaching relationship. It may be with the same or a different coach. In any event it will have different objectives and criteria of success.
- **Ensure an appropriate setting.**
As coach you will need to make sure that coaching sessions are set up in an appropriate setting .e.g. where you can give your full attention, so no phones and in private if sensitive confidential conversations are required and so forth.

Coaching to Improve Learning

Studies have shown that training needs coaching for it have a truly beneficial effect. In this case the coaching is about working out how to apply training in day to day situations. It is a process that helps

- a) to convert the training into behaviour and;
- b) to embed new behaviour into regular practice.

The studies show that training without this kind of coaching tends only to be about 5% effective whereas when supported with coaching it can achieve an effectiveness of up to 80%.

So:

- When someone you lead has been on a training course it is well worth your effort to set up coaching sessions to help them work out how to apply the training.
- For you, it will be well worth finding a trusted person with whom you can share what you are learning about leadership. It will allow you to talk through the application of these things and embedded them into your leadership approach and practice.

Reflection

- **Take a Moment:** Considering the people that you lead:
 - Is there anyone who needs coaching to move along the development path?
 - Think through how the first coaching session with them might go.
 - Set up a conversation to talk with them about coaching for improvement.
- **Take a Moment:** You will benefit from coaching to help embedded your leadership learning into daily practice.
 - Who could you approach to help you by talking through your leadership challenges?

SMART Objectives and Goals

This section is provided as a reference for those unfamiliar with SMART objectives. It is not included in the topic video.

SMART is an acronym to help leaders and managers prepare and agree goals and objectives that are fit for purpose. A written objective should comply with each element of SMART. There are several variants of SMART, here is the one that we will use:

S	Specific	Objectives need to precisely and unambiguously describe the desired outcome of the activity. Use action-orientated words in its formulation e.g. Analyse, change, design, build, write, review etc.
M	Measurable	If an outcome is measurable then you can determine if it has been achieved. When determining the criteria to be measured you need to confirm that the measurements are feasible, i.e. that the necessary data is or can and will be made available.
A	Agreed	The objective must be agreed by you and the individual or team concerned. This agreement should be achieved in the spirit of being a Christ-centred servant leader, so a consultative not a power approach should be adopted.
R	Realistic	To be realistic an objective must be achievable. It doesn't have to be easy but it must be possible. This implies that the necessary money and resources will be made available (as leader this may be your responsibility). If they are not, then the objective is no longer Realistic and no longer SMART.
T	Time Bound	Objectives should have a timescale and deadline declaring when work should start, when it should be completed and when key resources will be available. Some planning work may be required to ensure that the timescales are realistic.

Summary and Conclusions

As Christian leaders modelled on Jesus we need to lead people in practical situations. In this, the underlying principles of the character of Christ becomes the basis of our character as a leader. It is a form of leadership which is not centred upon our goals, our position and our status. Rather it is based on the principle of being a servant and of serving others.

The achievement of this is dependent upon our attitude and practical day to actions as leaders. To this end we have examined seven practical characteristics of exemplary leaders. These practices provide both the insight and means to enable us to operate as Christ-centred servant leaders.

There are many leadership strategies available to us and the vast majority have secular origins. Many of them are not in keeping with Biblical teaching and the model of Jesus and exclude a servant concern for others. The seven leadership practices we have examined are, at the very least, sympathetic to being a Christ-centred servant leader. They form a sound basis for a Christian leader's strategic and day to day practices that are focused on others. They provide a platform that allows the character of Christ to work out through the leader.

We saw that these leadership practices can be summarised as follows:

<i>Model the Way</i>	<ul style="list-style-type: none"> • Clarify values • Set the example by “walking the talk”
<i>Inspire a Shared Vision</i>	<ul style="list-style-type: none"> • Envision the future • Enlist others in a common vision
<i>Challenge the Process</i>	<ul style="list-style-type: none"> • Search for opportunities for growth and improvement • Experiment and take risks to create many small wins
<i>Enable Others to Act</i>	<ul style="list-style-type: none"> • Foster collaboration via shared goals and developing trust • Strengthen others by sharing power and discretion
<i>Encourage the Heart</i>	<ul style="list-style-type: none"> • Recognise individual contributions and excellence • Celebrate accomplishments and create a community spirit
<i>Nurture the Character</i>	<ul style="list-style-type: none"> • Live out and encourage a Christ-centred integrity • Treat others with respect and dignity
<i>Consider the Individual</i>	<ul style="list-style-type: none"> • Take notice of individuals • Tailor leadership to the style those being led

The application of these practices needs to be focused on others and so we introduced Situational Leadership as a tool so that the situation of those we lead can be factored into the process of enabling them to fulfil their potential.

Coaching is key tool used by leaders to support the personal development of individuals as it focuses on their situation. It is also an essential tool to ensure that the learning from training becomes embedded into practice.

In face-to-face leadership development, Claybury International’s policy has been to support individuals with one-to-one or group coaching. On-line training, such as Growing the Servant Heart, is able to be of benefit to many more people in many more places than can be served by traditional training. However, its very nature makes it impossible to provide one-to-one coaching. Consequently we would recommend that students seek out a trusted person to help them work through the day-to-day application of their learning gained from this programme.

Action Plan

Prayerfully consider your approach and performance as a leader against the seven leadership practices we have examined. Self-assessments are naturally biased by one’s own perceptions because we do not see ourselves from the objective eyes of others, therefore, please take time to consider your responses prayerfully. Be as honest with yourself as you can.

How close are you to achieving your full potential as a Christ-centred Servant Leader? You can use the questionnaire in Appendix 1 to help you.

Based on your self-assessment prayerfully develop an action plan to help you grow as a Christ-centred servant leader. What will you do differently tomorrow?

It would be good for you to find a person that you trust to share this with. Ideally they will be able to help you work through issues that arise, and if they are willing, make yourself accountable to them to complete your action plan.

As we work through the rest of the Growing Servant Heart programme you will find other areas that you need to add to your action plan.

Crib Sheet

It will be helpful to make a “crib sheet” of the key points that you have learned so that you can refer back quickly when needed. You may find it helpful to use a small note-book or pocket-book for this, or use your smartphone or tablet if you have one.

Reviewing what you have learned so far and preparing the crib-sheet will help your learning process. This in turn help you to work out how to apply these things in your day-to-day situations.

Further Study

Take some time to study the relationship between Paul and Timothy looking to see what Paul did to nurture him? What lessons can you learn from this to help you as a leader?

If you can, obtain a copy of **Christian Reflections on the Leadership Challenge** and use it to help gain further insight into the leadership practices we have been considering.

Next

The next lesson in the **Leading through Others** module looks at the nature of teams and what is required to enable them to achieve their full potential. A team is a group of people working together but they must be cohesive; aligned and committed to the same goal and prepared to collaborate in order to be effective. To achieve this takes effort on the part of the leader and without that effort a group remains nothing more than a group of individuals, not a team. A cohesive team can achieve much, much more than a group, which otherwise would be no more effective than the sum of the individuals.

Leading Teams with a Servant Heart looks at six vital characteristics of a team to help the Christ-centred Servant leader enable the team, both individually and collectively, to achieve their full potential.

Bibliography

Hersey, P., Blanchard, K. H., & Johnson, D. E. (2001). *Management of Organizational Behavior: Leading Human Resources*. Eighth Edition. Upper Saddle River, NJ: Prentice Hall, Inc.

Hoehl, S.E. - The Mentor Relationship: An Exploration of Paul As Loving Mentor to Timothy and the Application of this Relationship to Contemporary Leadership Challenges - *Journal of Biblical Perspectives in Leadership* 3, no. 2 (Summer 2011)

Kouzes, J.M.,Posner B.Z. : Christian reflections on the Leadership Challenge (2006) - Jossey-Bass

Kouzes, J.M.,Posner B.Z.: The Leadership Challenge - Jossey-Bass

McGregor, D.: The Human Side of Enterprise (1960) - McGraw-Hill

Zenger, J., Folkman, J.: Leadership Development 6.0: Connecting Leadership Development with Drivers of Business Results, (2007) – A White Paper

Appendix 1: How do You do as a Leader?

This appendix provides an opportunity for you to run a quick self-assessment of where you stand as a leader in the context of the five leadership practices identified by Kouzes and Posner.

- Modelling the Way
- Inspiring a Shared Vision
- Challenging the Process
- Enabling Others to Act
- Encouraging the Heart

This is only intended to give you an initial feel for the areas in which you need particular development.

The Leadership Practices Inventory

One Another Ministries provide an assessment service called the Leadership Practices Inventory. This is a well-used and proven 360° assessment of one's leadership capabilities. The report makes recommendations regarding the development needs that emerge. This service uses the Kouzes and Posner on-line assessment tool and can be optionally extended to cover the additional, specifically Christian practices of:

- Nurturing the Character
- Considering the Individual

The assessment including these two characteristics is only available via One Another Ministries.

A 360° assessment is one where you invite a selection of those whom you lead, those who lead you and your peers to provide feedback via a questionnaire. The process is designed so that you cannot identify who gave what feedback and so it helps the respondents to provide honest and realistic responses. The Leadership Practices Inventory is well used and accurate. It is often used every two or three years to help leaders keep in touch with how they are performing and developing as a leader.

To find out more please email claybury@oneanother.com or call the contact phone number provided on the web site.

The Quick Assessment

This is a self-assessment and thus by nature will not be objective. However, it will give you a starting point provided that you are honest with yourself. We would recommend that you complete this questionnaire prayerfully and so you will need to set aside some time to do it. To help you be more objective we have asked questions about your team rather than you.

Complete your answers in the following tables.

It is feasible to copy the tables and ask people that you trust and who know your team to use this as the basis of a feedback exercise.

Life is never black and white so rank your answers in the range 1 -5. A clear negative answer scores 1 while a clear positive answer scores 5. Watch out for questions that give guidance on what represents a low or a high score. Put a dot in the box which represents your score and, when you are done, get a sense of the balance of your score by joining the dots with a line or colouring in the boxes as if they were a bar chart.

The maximum score is 75.

		1	2	3	4	5
<p>Modelling the Way Exemplary leaders live out the desired culture (attitudes, beliefs and values) of the organisation.</p>	Do your people enthusiastically embody your organisation's declared culture as they go about their duties or do they do something different?					
	Do your people follow the example that you set as you model the culture?					
	Do your people exhibit trust in you or do they think that you say one thing and do another?					
<p>Inspiring a Shared Vision Leaders are passionate about the difference they can make and enlist others in the realisation of their vision.</p>	Are your people captured by and proactively working towards a shared vision and dream for the organisation/project or do you find it hard to keep them motivated?					
	Do your people simply work to your directions or do they get the big picture and contribute beyond your expectations? (Note: Work only to directions = 1)					
	Do your people proactively demonstrate their own passion for the success of the organisation?					
<p>Challenging the Process Leaders innovate to improve the organisation and its capabilities and they encourage others to do same.</p>	Do you your people continually seek better ways of doing things or do they only do things the way that they have always been done? (Note: Seek better ways =5)					
	Do your people show initiative and push on the boundaries to be more successful or are they risk averse?					
	Do your people demonstrate the ability to learn from mistakes and adapt what they do accordingly?					
<p>Enabling Others to Act Leaders empower their people, encourage collaboration and build spirited teams to achieve extraordinary results, based on mutual respect and trust.</p>	Do your people collaborate, working together to achieve goals or do they tend to work against each other?					
	Do your people feel confident that you will support their decisions or are they fearful that you would overrule them?					
	Do your people go from strength to strength in their jobs or do they seem to stagnate?					
<p>Encouraging the Heart Leaders spur on their people to greater achievement by recognising and celebrating the contribution of individuals.</p>	When you speak with your people do they respond as if encouraged and engage with their tasks more enthusiastically or do they seem demotivated?					
	Do your people feel both recognised and rewarded for their achievement or do they grumble about not being appreciated?					
	Do your people feel recognised and rewarded for their commitment, even if things have gone wrong?					

Reviewing Your Responses

So how did you do? Look at the position of your scores. It will help to “join up the dots” or to shade them from the side like a bar chart.

Top End?

If you scored mainly 4's and 5's you're doing quite well but are there a few specific issues that need to be addressed. Team (staff) performance correlates directly to the quality of leadership and it's the very best leaders whose people achieve their full potential. That means you need to score as many 5's as possible.

Middle Ground?

Hovering around the mid-way point? That is not a good place to be. It means that your people will not be achieving their full potential and a number are likely to be demotivated and dissatisfied. The way people are means that the best are being pulled down by the others, and if they have not left already they probably will be inclined to jump at new opportunities. Staff churn is expensive in time, money and quality productivity.

Taking action to move your scores up will mean that you will enable your team to develop a greater commitment and desire to achieve their destination. Remember it is only the best leaders that get the best results. Stay in the middle ground and the risk is that performance will decline and next time that you run this check you will be looking at 1's and 2's.

Low End?

If you have mainly 1's and 2's then your team will not be achieving anything like their full potential and neither is your organisation. You probably have some very demotivated individuals some of whom will be very inclined to grumble loudly. If the best people have not already left, you will find that they soon will and that new people will not stay long.

You need to take urgent action to develop leadership and team building skills and rebuild morale, helping your people regain their satisfaction and their desire to succeed and achieve their full potential.