



**cpas**

Making Mission Possible



# GROWING LEADERS

- **Introductory video**
- **Introduction to Part 1**
- **Leaders' Guide**
- **Handouts 1-7**
- **PowerPoint**
- **Activity 1-2**
- **Additional Handouts 1-3**
- **Welcome and Promise Cards**
- **Project 1 handout**



**1**

**LEADERSHIP  
MATTERS**

# PART 1: INTRODUCTION

## Part 1 Contents

### Section

1. **Session 1**  
Leadership matters (24 hours away)
2. **Session 2**  
Establishing identity
3. **Session 3**  
Clarifying call
4. **Session 4**  
Developing character

## A Prayer

Heavenly Father,  
Thank you for those who lead in our church.  
May this course grow us all in leadership.  
Where we feel weak, please bring your strength.  
Where we are unclear about the way ahead, please provide your direction.  
Where we are in conflict, please help us to be peacemakers.  
Where we are in need of change, please give us grace that we may be led more by Jesus, lead more like Jesus and lead more people to Jesus. Amen.

## For Help

Please contact us at:  
CPAS  
Sovereign Court One (unit 3)  
Sir William Lyons Road  
University of Warwick Science Park  
COVENTRY  
CV4 7EZ  
T. 0300 123 0780  
E. [growingleaders@cpas.org.uk](mailto:growingleaders@cpas.org.uk)  
W. [www.cpas.org.uk](http://www.cpas.org.uk)

## Welcome to Growing Leaders Part 1

If you haven't yet read the course overview, please do. It explains the philosophy and approach of Growing Leaders, as well as answering lots of practical questions about how to run the course well. You may also like to take a look at the introductory videos. There is one for each session.

Part 1 includes four sessions, each containing the relevant leaders' guide and participants' handouts.

The leaders' guide includes:

- **Introduction** A two-page summary identifying the session aims, the biblical material behind the session, the background to the session's construction, a list of required materials, and a section for you to use in your own preparation.
- **Session outline** These are the notes that guide you through how to run the session, including timings, and columns identifying which PowerPoint slides and handouts to use.

You'll also find:

- **Videos** Some short introductory videos explaining the thinking behind each session, as well as a general introduction to the whole course. Do watch these ahead of running a session.
- **Activity masters**
- **PowerPoint presentations** There is at least one for each session.

If we can be of any help, please don't hesitate to contact us.



# GROWING LEADERS COURSE OUTLINE

Invitation	April-May	Personal invitations to potential participants.
<b>EXPLORATORY SESSION</b>	June or July	A relaxed introduction to Growing Leaders (BBQ?) with an explanation of its aims and how it works, and an invitation to consider taking part.
Project 1	July-August	Complete leadership styles questionnaire using Project 1 handout.
<b>Part 1: Firm Foundations for Christian Leadership</b>		
<b>SESSION 1</b>	September 24 hours away	<b>INTRODUCTION: LEADERSHIP MATTERS</b> In this opening session we define leadership, identify the distinctives of Christian leadership, and focus on participants' leadership styles.
See mentor	September	Getting to know one another and establishing parameters of meeting.
<b>SESSION 2</b>	October	<b>ESTABLISHING IDENTITY</b> Christian leadership is rooted in our relationship with God. This session explores the basis of that relationship (God chose us/grace) and the priority of spiritual disciplines in the leader's life.
Project 2	October	Complete spiritual health check using the Project 2 handouts.
See mentor	October	Reflect on session 2, the spiritual health check and spiritual disciplines.
<b>SESSION 3</b>	November	<b>CLARIFYING CALL</b> Many Christian leaders struggle with how to use their time. This is an issue of call. We look at biblical principles for discerning God's call and identify a practical tool to help with this.
Project 3	Nov-Mar	Begin to develop personal life statement using the Project 3 handout.
See mentor	November	Reflect on session 3, personal life statement and issues of call.
<b>SESSION 4</b>	December	<b>DEVELOPING CHARACTER</b> The Bible places a clear emphasis on character issues as 'qualifications' for leadership. What are these qualities and how do we grow them?
See mentor	December	Explore character issues from session 4 and review Growing Leaders Part 1.
<b>Part 2: Key Skills of Christian Leadership</b>		
<b>SESSION 5</b>	January 24 hours away	<b>DISCERNING DIRECTION</b> Leadership is about going somewhere, but how do we know where? This day explores how we discern God's direction for a group and how to implement it.
See mentor	January	Reflect on session 5, review spiritual disciplines and personal life statement.
<b>SESSION 6</b>	February	<b>DEVELOPING LEADERS</b> Jesus developed leaders around him. Christian leaders will need to do the same. This session focuses on how we help others to grow as disciples and leaders.
See mentor	February	Reflect on session 6, review how Projects 2 and 3 are going.
Project 4	Feb-June	Developing another person as a leader using the Project 4 handouts.
<b>SESSION 7</b>	March	<b>LEADING TOGETHER</b> Leaders work with people, often in teams, groups or committees. We consider group needs, common dysfunctions of teams, and how to lead well together.
See mentor	March	Reflect on session 7, review Project 4 and Growing Leaders Part 2.
<b>Part 3: Keeping Faithful in Christian Leadership</b>		
<b>SESSION 8</b>	April	<b>EMBRACING COST</b> Too many people have unrealistic expectations of Christian leadership. We identify costs and how to handle them well.
See mentor	April	Reflect on session 8 and review spiritual disciplines.
<b>SESSION 9</b>	May	<b>STAYING FRESH</b> Leadership is a marathon not a sprint. How do we run a marathon well?
See mentor	May	Reflect on session 9, review Projects 3 and 4.
<b>SESSION 10</b>	June	<b>CONTINUING WELL</b> This is a celebration and commissioning event to end Growing Leaders.
See mentor	June-July	Reflect on session 10, review the whole course.

# SESSION 1: LEADERSHIP MATTERS

'I believe to the core of my being that local church leaders have the potential to be the most influential force on planet earth.'

BILL HYBELS

## 24-hour Session Overview

- Evening welcome and introduction (60 mins).
- Prayer, worship (9.00-9.15).
- Section 1 What is leadership? (9.20-10.50).
- Refreshments (10.50-11.20).
- Section 2 Distinctives of Christian leadership (11.20-12.50).
- Lunch (12.50-1.30).
- Walk/exercise/snooze.
- Refreshments with optional practical slot on mentors, etc. (14.45-15.05).
- Section 3 Leadership styles (15.10-16.45).
- Concluding the day (16.45-17.00).

**NB** Each participant will need to complete the Project 1 handout – Leadership styles questionnaire before attending the day. Alternatively there is an Excel spreadsheet version.

There is also an impact measurement questionnaire (additional handout 3). If you would like to help the participants reflect on where they are now and where they are at the end of the course, give them some time to complete the questionnaire.

## Session Aims

- To get to know one another.
- To identify what we mean by Christian leadership.
- To help participants understand their own leadership style.
- To clarify practicalities of the course.

## B Bible Base

Take time to read through the first six chapters of Mark's Gospel in one sitting, refreshing yourself with Jesus' life and leadership. In one sense there is no need to 'take notes', although if interesting things arise you may like to make a note of them. Rather, the aim is simply to be reminded of Jesus. He is central to any understanding and practice of Christian leadership. Give thanks to God for Jesus, for all he means to you, and for all you long for him to mean to the group.

## Q Background

At the beginning of Growing Leaders we want to lay some 'firm foundations', as well as help people to realise that they are all unique and don't have to fit one particular leadership mould. God has made us different, and if we are to develop healthy leadership we need to see difference as positive and beneficial.

One of the aims of this session is community building – so a pleasant environment will enable relaxed interaction. Preferably get away from your normal meeting place and meet over twenty-four hours. An overnight stay totally changes the dynamics. With this in mind we've included an outline for an evening introduction, as well as the three sections listed below.

The three sections are designed to be used over a day, each part building on the previous one.

1. What is leadership? (9.20-10.50am)
2. Distinctives of Christian leadership (11.20am-12.50pm)
3. Leadership styles (15.10-16.45pm)

You may also want to create a short slot for discussing some of the other aspects of the course (e.g. mentors, support groups, projects, intercessors – see page 11 of the course overview) ensuring that everyone understands how you are going to work these things.

Lunchtime is meant to be leisurely, with time for people to relax, sleep, go for a walk and so on in the post-food 'graveyard' hour. If you are only meeting for the day, please do include some leisure activity that encourages relaxed interaction. Generally a walk is the best and easiest way to do this, especially if you mix people up every fifteen minutes so they get to talk to people they don't know so well.



# SESSION 1: LEADERSHIP MATTERS

Some introductory notes on the material:

- **Diversity of people** We recognise that the people on your course may be very diverse, some with huge amounts of leadership experience, others just starting out. Some will be leading in their Monday to Saturday lives, others will be leading in the gathered church context. This is great, but also provides some interesting group dynamics. Your skills as leaders are important here, to ensure that no one dominates, no one is left out, and that all are prepared to learn from one another. When getting people into pairs and small groups there will be times when you want to put people in similar positions together, so the group works on a par. For example, exercises when people are considering the application of what they have learned generally work best in 'like' groups. Other times you will want to put together diverse groups, for example, when wanting people to get to know one another, or see things from a different perspective.
- **Diversity of course leaders** We also recognise the diversity among those leading the course. For this reason we've built in some options. For example, when it comes to the Bible, some will want to teach a passage, others won't feel able to do that but will want to explore it with the group. Also, some will be very experienced at leading groups, others less so. The leaders' notes are designed to be fairly comprehensive. We hope they aren't patronising.
- **PowerPoint** We've created a PowerPoint for each session of the course. These include words and visual images because people learn in different ways. Obviously you have the freedom to change them, but please don't remove the CPAS logo.
- **Handouts** There are a variety of handout types. Some are to be filled in, others are simply for future reference. You don't have to use all the handouts provided. Work out what will be helpful to your group. We suggest you give participants a plastic folder or file to keep their handouts in. We'd be grateful if you would include the welcome leaflet from CPAS at the front of the pack.
- **Timings** These are for guidance and will vary according to what you decide to cover.

## Your Own Preparation

Three things will help you prepare well for this introductory session:

- **Pray** Once again pray for each person coming, asking God to give you a deep concern for them.
- **Reflect** Read 1 Corinthians 12 and reflect on the nature of the body. It's a well-known passage, so try and approach it from a fresh angle.
- **Prepare** Ensure that all the practical details are sorted well in advance so that you can give your time and attention to being with people. If it helps, invite someone else to handle the food and refreshments so you can be free to be with people.

## Materials

- Food and drink.
- Flipchart and pens.
- Blu-Tack.
- Blank A4 paper.
- Photos of world leaders.
- Journals (if you're giving people a journal).
- Post-it notes.
- Freebie postcards from the gym or cinema.
- CD player and CDs.
- A5 cards and envelopes.
- Laptop and LCD projector or OHP.
- Screen.

## HANDOUTS

- Handout 1 Who's who.
- Handout 2 Leadership snapshot.
- Handout 3 What is leadership?
- Handout 4 Distinctives.
- Handout 5 Leadership styles.
- Handout 6 Modifying styles.
- Handout 7 Feedback form.
- Project 1 handout – Leadership styles questionnaire.

## ADDITIONAL MATERIAL

- Introductory video.
- 'Welcome from CPAS' leaflet for participants' packs.
- Welcome card for room.
- Activity 1 Promise cards.
- Activity 2 Biblical name posters.
- Session 1 PowerPoint.
- Psalm 8 meditation PowerPoint.
- Additional handout 1 Journalling.
- Additional handout 2 Leadership definitions.
- Additional handout 3 Impact measurement.



# SESSION 1: LEADERSHIP MATTERS

## Introductory Evening – Outline



**Aim**  
0-5 MINS

Welcome  
Card

Slides 1-3  
Welcome  
from CPAS  
leaflet  
Slides 4-5

### ARRIVAL

Most people will arrive at your venue after a hard week, so a good welcome will make all the difference. How about:

- Carrying their bags to their room.
- A small gift in the room (favourite chocolate bar) and a card of welcome (you'll find one in the download).
- Drinks and nibbles.
- A relaxed evening meal together.

Keep things fairly light-hearted on the preliminary evening – an important aspect of building good relationships.

### INTRODUCTION

Welcome people and thank them for coming. There is a 'Welcome from CPAS' leaflet to include in their packs. As you introduce the course, we'd be grateful if you could say a little about who we are and what we do, to help people know the origins of Growing Leaders. Then offer a brief overview of the course, and Part 1 in particular, and introduce the 24 hours away with an explanation of what you're going to do from now until tomorrow afternoon, including any practicalities that need covering, and an explanation of the evening. Then pray.



**Way In**  
5-40 MINS

A4 paper and  
marker pens

Flipchart  
paper

Depending on how well the participants know one another, choose one of the following.

### OPTION 1: WHAT'S IN A NAME?

Give each participant a sheet of A4 paper and a marker pen. Ask them to write the initial letter of their first name (upper case) in the top-left corner. Write the next letter immediately underneath the first – and so on until the name forms a column down the side of the sheet (prepare an example.) Now go back to the first letter. Think of a word beginning with that letter that might describe an aspect of your life or interests that others in the group may not know. For example, Thomas might write: 'Trainspotter extraordinaire.' Take five minutes for the activity and then invite people to share what they have revealed via this 'name game'.

### OPTION 2: AN OBJECT LESSON

In advance ask each person to go to their room and bring from it one object that might illustrate where they are with God at this time. Sit in a circle and start with yourself. Be sure to be brief and honest. Expect a mixture of light-hearted comments, and some serious stuff. Pray at the end, offering everything to God.

Continue the 'Way in' by inviting participants to form small groups of three or four. Give each group a piece of flipchart paper and marker pens. Remind them that on the introductory evening you talked about hopes and fears. Ask them to list their current hopes and fears for the course. They may want to write the same things, or something different. When completed, place the sheets of paper in a visible place. And then...



# SESSION 1: LEADERSHIP MATTERS

## Introductory Evening – Outline



### Worship and Reflection

40-60 MINS

Psalm 8

*Activity 1  
(print them on  
different  
coloured card/  
paper and cut  
out to provide  
one per  
participant.)*

Offer to God the group's hopes and fears. You may like to:

- Sing together (unaccompanied is fine if there is someone with a good voice to give a lead).
- Use the PowerPoint meditation on Psalm 8. Play some appropriate music with it.
- Read a passage from the Bible, perhaps one of the aspects that struck you from Mark's Gospel in your preparation time.
- Pray for each person in whatever way is appropriate in your context. Examples include: silently praying for the person on your right, thanking God for them and asking God to bless them through the course; in pairs using a set prayer that each person prays for the other; gathering round each person and laying hands on them.
- Place the Bible promise cards face down in the centre of the circle around a cross, open Bible or lit candle. Invite participants to take one card as a promise from God for the course.



### Finally 60 MINS +

Thank everyone for giving up time to be present. Assure them that you're looking forward to all that God is going to do over the coming year.

If you haven't done so already, you could give out the impact measurement questionnaire and invite them to complete it as they start the course. They will also be asked to complete it at the end.

Following the session, good-quality refreshments will help create a relaxed, enjoyable atmosphere as people mill around and chat.



# SESSION 1: LEADERSHIP MATTERS

## Section 1 – What is Leadership



### Background

If you haven't met the night before you'll need to do some of the introductory material from the previous session in a condensed form to help people relax into the group. If you have met the night before you may want to spend a brief time in worship (10-15 minutes) before starting the session at 9.20am.

In this session we want to recognise the diversity of leaders and define some common attributes of leadership. The material may be familiar to some people, but it is important to get everyone to the same starting point. Many people are unsure whether they are a leader because they have assumed that leaders come in a certain type of packaging. Others are sure they are a leader, and think that only those who come in their packaging are the genuine article.



### Aim

0-5 MINS

Slides 6-8

Take a few moments to outline the day, explaining the different sections and clarifying the aims. Make sure people know any practical arrangements. Pray for the day.



### Way In

5-20 MINS

Slide 9

Begin the session by exploring participants' perception of leaders, because their 'experience' of leaders is likely to influence their understanding of leadership. Introduce one of the following activities.

Handout 1

#### OPTION 1: WHO'S WHO

Place a variety of pictures of 25 well-known world leaders around the walls. You can get them from papers or the internet. Get people into pairs (preferably with someone they don't know so well) and give them a quiz sheet to fill in, naming as many of the leaders as they can in five minutes. Ask them to select three leaders they admire from the ones they've identified and, in groups of four, to discuss who they admire and why. Take a few minutes to gather insights as a whole group.

Slide 10

Handout 2

#### OPTION 2: LEADERSHIP SNAPSHOT

Here are the instructions for each of the handout's four sections:

- Top left – what's the first image that pops into your mind when you hear the word 'leader'. Sketch it.
- Top right – think of a leader who has helped you. Sketch him/her – or simply write the person's name.
- Bottom left – think of a person whom you'd like to help develop as a leader. Sketch him/her – or write the name.
- Bottom right – think of five or six key 'leadership words'. Jot them down.

Can't think what to draw/write? No problem. It's all right to leave a section blank.

Invite participants to discuss in pairs their pictures and words. Then reflect on each section as a group:

- Top left – often immediate thoughts reveal certain caricatures of leaders which portray a limited or skewed image.
- Top right – reflect on some of the positive traits of these people, and draw out the diversity of the types of people (i.e. formal/informal leadership positions, young/old, etc.).





# SESSION 1: LEADERSHIP MATTERS

## Section 1 – What is Leadership

- Bottom left – emphasise that Growing Leaders isn't just about us, but about how God may use us as leaders to help develop others in leadership. Ask if anyone has drawn a child or an elderly person. Emphasise that it is vital we think of leaders of all ages. Research shows that leadership talents are formed in the early years, and that some of our most 'effective' years as leaders can be when we are older.
- Bottom right – note diversity and similarity in responses.



At this point we shall explore leadership from a biblical perspective. Take the first activity either as a piece of direct input or as an interactive 'brainstorm'. It is probably easiest to deliver the second activity as straightforward input. You may find chapter 2 of the Growing Leaders book helpful in your preparation.

### BIBLICAL LEADERS

Handout 3a

To continue thinking about leadership diversity, reflect on the following biblical leaders:

- Joseph (Genesis 37:1-11; 39:1-23).
- Moses (Exodus 2-3).
- Joshua (Deuteronomy 34:5-9; Joshua 1-2,11).
- Deborah (Judges 4-5).
- David (1 Samuel 16:1-23; 17:20-40).
- Gideon (Judges 6:1-8).
- Esther (Esther 1-10).
- Peter (Luke 5:1-11).
- Saul (Acts 9:1-25).
- Cornelius (Acts 10).
- Lydia (Acts 16:11-15).

Slide 11

With each leader, reflect on:

- His or her character and background.
- How did they become a leader?
- What position of leadership did they hold?
- What do we learn from them as leaders?

Slide 12

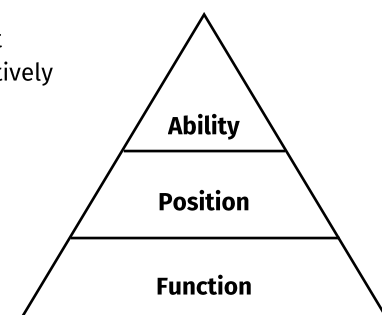
'Who or what is a leader? This is the potential \$64,000 question, but I would like to suggest that it is the wrong one. It immediately limits the answer to a narrow definition that doesn't reflect the complexities of leadership. Instead, let's ask the question "How might we define leadership?"

Growing Leaders, pages 22-23

Handout 3b

### ASPECTS OF LEADERSHIP

Discuss the following ways of thinking about leadership, noting the parts that are distinctively Christian.



# SESSION 1: LEADERSHIP MATTERS

## Section 1 – What is Leadership

Slide 13

### 1. LEADERSHIP IS A FUNCTION WE EXERCISE

Leadership is exercised whenever anyone influences another person. 'Leadership is influence' (John Maxwell). We influence in our homes, work-places, community groups as well as our church. At this level nearly everyone is a leader, so whilst this is a basic definition it is not a sufficient definition of leadership.

Slide 14

### 2. LEADERSHIP IS A POSITION WE HOLD

Responsibility given to an individual – salaried, voluntary and so on. Holding the position doesn't guarantee the ability to fulfil the role, or that the person concerned is excited about the role, or even called to it.

Slide 15

### 3. LEADERSHIP IS AN ABILITY WE USE

Leadership ability is made up of four things: skills, knowledge, talent and spiritual gifts. Skills can be acquired through training. Knowledge is gained through learning. Talents are developed at an early stage of our lives and formed by adulthood. They are a natural aptitude. They can be defined as 'a recurring pattern of thought, feeling or behaviour that can be productively applied' (Gallup). Equally one can say that 'talents are not what you can do, they are what you can't help yourselves doing.' Gallup identifies a range of talents that form the leadership mix, but no one leader has all the talents necessary for leadership. Spiritual gifts are given by God to all those who follow Jesus, of which leadership is one (Romans 12:8). The Greek word for leadership means to lead and to care, and originally referred to a patron who used his position of influence to benefit others. This gift can be given by God to anyone, because like all spiritual gifts it is a gift of grace not a reward for the gifted (1 Corinthians 12:4-11). This is great news for the Church. Christian leadership does not depend on natural talents. In the Church we see God giving gifts to the most 'unlikely' people. Skills and knowledge are transferable from person to person. Talents and spiritual gifts are transferable from situation to situation.

Slide 16

Slide 17

Slide 18

### 4. LEADERSHIP IS A CALL FROM GOD

His choice is sometimes surprising. He looks for our availability as much as our ability. Use God's call on one leader as an example (e.g. Moses). Explore it through a Bible study.



### Worship 70-80 MINS

Activity 2  
(Print on different  
-coloured paper/  
card)

Focus on giving thanks to God for what he can do through ordinary people. Here are a few ideas:

- Place the names of the biblical leaders on A4 paper/card around the room, perhaps near the images of world leaders used earlier. Invite people to walk to each card and gather round them in small groups and offer brief prayers of thanks for what God did in and through that person's life.
- Sing songs that emphasise God's greatness as part of offering ourselves to him.
- Take each of the biblical leaders' names and choose a word beginning with each letter of their name that says something about God's work in their life. Share these around the group, and then pray that the same may be true in the participants' lives.
- Watch one of the videos on LICC's website where Christians talk about the impact of living out their faith in their workplace. You can find them [here](#).



# SESSION 1: LEADERSHIP MATTERS

## Section 1 – What is Leadership



**Activity**  
80-90 MINS

Slide 19  
Freebie  
postcards

Some cinemas, gyms and restaurants have displays of free postcards. Collect enough for the group to choose from. Encourage participants to write a thank-you note to someone who helped them to come to faith or to someone who encouraged them into leadership. They may prefer to send an email or text.

Each session's handouts include suggested topics for journalling or further discussion with a mentor. Be sure to point these out, and explain how they can help in their reflection and discussions with their mentors.

Additional  
Handout 1

Additional handout 1 features a useful introduction to the practice of journal writing ('journalling'), a form of reflective writing. If appropriate, offer this to participants.



# SESSION 1: LEADERSHIP MATTERS

## Additional Material – What is Leadership

### Leadership Myths

Common misunderstandings can make it difficult for people to believe that they are leaders, or to see leadership in others. This list is taken from Leith Anderson's book Leadership That Works.

Slide 20


#### MYTH 1. LEADERS ARE CERTAIN TYPES OF PEOPLE

Leaders are often seen as male, extrovert, visionary, charismatic and entrepreneurial with a certain type of background. The Bible (backed by leadership research) shows that leaders come in all sorts of shapes and sizes. God uses all types of people to lead.

Slide 21

#### MYTH 2. LEADERS MUST HAVE ALL THE RIGHT TRAITS

You could invite people to create a list of the all traits that would be ideal for a leader. Then list well-known leaders and identify which traits they have. Most people don't have them all, some have very few. For example, many would suggest communication as a key skill, yet Moses had a speech impediment.



'Traits are related to leadership and helpful for leadership but not essential to leadership.'

LEITH ANDERSON

Slide 22

#### MYTH 3. LEADERSHIP IS ALL ABOUT LEADERS

This myth believes leadership stands or falls with the leader. The reality is far more complex. A person who leads well in one situation won't necessarily lead well in another. All agree that Winston Churchill was a great wartime leader. His subsequent period in Downing Street in the early 1950s has never received the same acclaim. Leadership has three basic requirements: leader, follower, situation. Therefore it helps to know yourself, your people, your situation.

Slide 23

#### MYTH 4. LEADER-HEROES ARE THE GREAT LEADERS

We tend to hold up certain types of people as our models of great leaders. Yet heroism is normally due to a single act of unusual courage or good fortune, therefore they are unhelpful role models for the normal everydayness of leadership. It helps to hold up 'ordinary' examples of excellent leadership to inspire people. Look out for the unknown, unassuming leaders and tell their stories. Most leaders are known in a very limited sphere.

Slide 24-25

#### MYTH 5. LEADERS MUST HAVE THE GIFT OF LEADERSHIP

American surveys suggest only 4% of pastors see themselves as 'leaders'. Yet they are undoubtedly in a leadership position. This means that those in leadership positions have to take on responsibility for leadership. We cannot excuse ourselves because we don't think we have the 'gift' of leadership. Leaders will need to do what leaders need to do, in the same way that Paul urges Timothy to 'do the work of an evangelist' (2 Timothy 4:5) even though he may not be one.

Slide 26

#### MYTH 6. IF ONLY... LEADERSHIP WOULD BE EASY

If only... I wasn't this sort of personality... I didn't carry this sort of personal baggage... I wasn't leading this group of people... I wasn't in this role... Many people think that if these 'if only's were sorted, leadership would be easy. But leadership isn't easy. Many well-known leaders will testify to this. Suffering, hardship, pain and difficulty are part of following Jesus, and will be part of leadership. Yet it is a wonderful privilege because it is a servant ministry.

Slide 27

#### MYTH 7. CHRISTIAN LEADERSHIP IS ONLY FOR 'CHURCH'

Sometimes people limit their exploration of leadership to only the gathered church groups they are a part of. They don't see their faith impacting how they lead in their work-place, community or home. Yet these are the 'frontline' for where we live out our faith, and how we exercise leadership in these places should be shaped by our faith.

Slide 28

Reflect on the two questions on slide 28.



# SESSION 1: LEADERSHIP MATTERS

## Additional Material – What is Leadership

Slide 29

Additional

Handout 2

### Leadership definitions

Give each participant the additional handout 2 'Leadership definitions'. Invite them to grade each definition A=strongly agree, through to E=strongly disagree. Invite them into pairs to discuss their grading with a partner. Help people to recognise that how they grade the definitions depends on a number of factors:

- Their values: values are dependent on beliefs.
- Their experience: if they've had a particularly positive or negative experience of a particular type of leadership they will look favourably (or not) on definitions that align with their experience.

Talk through their findings, drawing out themes that help them see leadership as a multi-faceted thing.



# SESSION 1: LEADERSHIP MATTERS

Space For Your Notes



# SESSION 1: LEADERSHIP MATTERS

## Section 2 – Distinctives of Christian Leadership



**Aim**  
0-10 MINS

Slide 30

Give a brief opportunity to clarify anything from the previous session, and then explain the focus of this session. Much of our thinking about leadership is shaped by secular/business thinking. There is much that is good from these sources, yet we need to explore the distinctive aspects of the Christian tradition of leadership. The session has two parts. The first is an exploration of the Bible, and the second is an exercise of application. As you begin, be sure to pray for the session.



**Bible**  
10-50 MINS

Handout 4

Our understanding of leadership is shaped by many things. We shall identify the distinctives of Christian leadership. You may like to use pages 29-39 of Growing Leaders in preparation for this session. Give the small groups plenty of time to study the Bible together, but after 15 minutes check how things are going by asking if they are OK with the task and how much longer they would like.

Slide 31

### OPTION 1 (25 MINUTES)

Form groups of four and invite each to look at two chapters of Mark's Gospel as follows: Chapters 1-2; 3-4; 5-6; 7-8. Ask them to search their 'gospel chunk' for marks of Jesus' leadership and to summarise their findings in a single short sentence. Finish by asking each group to share their thoughts.

Slide 32

### OPTION 2 (25 MINUTES)

Invite participants to form groups of four. Give each group one of the passages below and ask them to distil the main leadership distinctives from their passage.

Luke 4:1-13

Luke 5:1-11

Luke 22:24-30

Acts 1:12-26

Acts 6:1-7

Romans 12:1-21

1 Timothy 3:1-13

1 Peter 2:1-12

### REFLECTION ON THE EXERCISE

Spend time drawing threads from the group discussions, perhaps creating a composite list of distinctives on a flipchart.

To help clarify 'essential' distinctives, ask 'Would this be applicable to a non-Christian leader committed to the well-being of others?' You can then create a list of general marks of good leadership, and specific distinctives of Christian leadership. Both are important. Alternatively you could place two headings on a flip chart: 'leadership' and 'spiritual leadership'. Agree with the group under which headings to place things.



**Activity**  
50-80 MINS

Slides 33-34

You may like to use the next two slides to summarise things so far, and offer a definition of leadership that forms the approach to Christian leadership at the heart of this course. It is not meant to be the last word, but a starting point. Don't spend hours debating it.

What difference would it make to the way we exercise leadership in every sphere of life if we lived by these distinctives?

Slide 35

In the same groups as before, imagine you are drawing up a job description for your leadership role in your church. Write the section of the job description that describes the leadership distinctives your church seeks to practise (15 minutes).



# SESSION 1: LEADERSHIP MATTERS

## Section 2 – Distinctives of Christian Leadership

Slide 36

Then answer the following questions:

- How can we better resource people to live out these distinctives where exercising leadership in any sphere of life?
- What is the one thing that could be done over the next month/term/year to help implement these distinctives across the church's leadership?

Some suggestions for extending the usefulness of this exercise:

- Share the results with your church leaders. They could hone them to form the basis of 'job descriptions' for people taking on leadership roles in the church.
- Summarise them and set them out clearly on an A4 sheet and make them available to participants at your next meeting.

Why bother? People are more likely to 'own' values and other ideas if they have been involved in formulating them. So the more you can do to enhance a sense of 'ownership', the better. Identifying values is relatively easy. Persuading people to live by them is much more of a challenge.



**Reflection** Slide 37  
80-90 MINS

Invite the group to consider leadership within your church. Which 'distinctive' presents the greatest challenge for you? Share this with one other person in the group and pray for one another.

Post-its

Identify one thing that you could do over the next week to help with this area. Write it on a Post-it and fix it somewhere to remind you to pray and take further action.





# SESSION 1: LEADERSHIP MATTERS

## Additional Material – Distinctives of Christian Leadership

### A Biblical Reflection on Christian Leadership

Leadership is complex. Christian leadership is even more complex. The following reflection offers some insights into why this is so and how Jesus is our 'model' in leadership. You could include it as a summary of this section if appropriate.

It asks, in what sense is Jesus a 'model' for us? Paul reminds us to imitate him as he imitates Christ (1 Corinthians 11:1). There is a right sense in which we imitate Christ. Jesus himself plainly said he is a model for us: 'I have set you an example that you should do as I have done for you' (John 13:14-15). Yet we need to recognise the differences as well. There is a sense in which it isn't, 'What would Jesus do?' but, 'What would Jesus do through me?' Here are two contemporary comments:

'Study of Jesus does not provide us with a how-to recipe i.e. how to be a leader like Jesus. Rather we learn that Jesus in us continues to lead through us.'

Leighton Ford, Transforming Leadership, page 32

'Against all leadership counsel we have to set Jesus, and not so much figure out how to be leaders from what he said and did but enter into the world that he lived in, the relationships that he cultivated, and assimilate his style. This leadership is not techniques and strategies culled from a superficial reading of the gospels that knows little of Jesus himself, but a Jesus leadership spirit, mind, sensitivity. It is a leadership conspicuously lacking in the exercise of power and the attraction of followers.'

Eugene Peterson, The Unnecessary Pastor, page 190

Slide 38      So why does Growing Leaders focus on leading like Jesus?

### Pragmatically: He is a Great Leader

Slide 39      He is a great leader, recognised as such by many throughout the centuries. And although divine, he was also human and understands the joys and struggles of leadership: companionship of others, excitement at seeing people change, loneliness, conflict and opposition, temptations, cost, demands of people, frustrations, rejection by those closest to him.

### Theologically: He Exemplifies the Complexity of Christian Leadership

Christian leadership is complex because the roles keep changing. We see this in Jesus who is shepherd, sheep and sacrificial lamb. (See Jonathan Gledhill, Leading a Local Church in the Age of the Spirit, Chapter 1, SPCK.)

### JESUS IS SHEPHERD: 'I AM THE GOOD SHEPHERD' (JOHN 10:11-18)

Slide 40

- The Greek text's word for 'good' is the work-related term kalos, meaning 'skilled', 'proficient', 'professional'. It's interesting that John chose not to use agathos, the word descriptive of moral goodness. So, it is worth our while to take a work-related look at shepherding.
- Shepherds are servants, trusted with the care of a valued commodity – the flock.
- The shepherd leads the flock with a purpose in mind (task) – taking them to good pasture, water and safety (10:3-5).
- Shepherds maintain the unity of the flock and add to it (group) – they gather up those who go astray and enable the flock to work well together (10:16 and Luke 15).
- They care for each sheep (individuals) – know the sheep by name (10:3-4, 14-16).



# SESSION 1: LEADERSHIP MATTERS

## Additional Material – Distinctives of Christian Leadership

### **JESUS IS SHEEP, ONE WHO IS HIMSELF LED: 'THIS COMMAND I RECEIVED FROM MY FATHER' (JOHN 10:18B)**

- Jesus demonstrates what it means to be someone who is also led, like a sheep. He is following the commands of his Father.
- To be a safe leader you need to be led. Jesus models the importance of followership for all those who would be leaders.

### **JESUS IS SACRIFICIAL LAMB: THE LAMB THAT WAS SLAIN (REVELATION 5:6)**

- Sacrifice is at the heart of Jesus' ministry (John 10:11-18). He willingly lays down his life for the sheep.
- Christian leadership comes from suffering and serving, not power and position.

So here we have the interplay between leading, following and serving. One of the reasons why it is complex is that at any moment we may need to be doing all three at the same time! But Jesus is our example.

### **Spiritually: It Refocuses Us On Jesus**

Slide 41

Anything that keeps our eyes fixed on Jesus is a good thing. Focusing on Jesus as our example for leadership thinking and practice confronts us with the one whom we most need to know, follow and copy.

Slide 42

On slide 41 there is a quotation from Henri Nouwen for participants to ponder.



# SESSION 1: LEADERSHIP MATTERS

## Section 3 – Leadership Styles



### Background

There are several reasons for taking a look at leadership styles.

1. Two factors commonly restrict 'growing leaders':
  - **Comparison** An unhealthy and inappropriate concentration on how others do things, linked to the desire to copy them.
  - **Cloning** An unhealthy tendency to grow leaders like me rather than growing a diversity of different types of leaders.

Growing Leaders aims to release people from such restricted views by encouraging them to embrace difference.
2. Some are unaware of their 'leadership style' and think the way they do things is the only way to lead. Let's encourage them to see that there are a variety of ways of leading, each having its strengths and weaknesses.
3. Some look at other leaders and think they have to lead like them, unaware that there are different styles of leading. It is important to help people be comfortable in their leadership style, whilst at the same time stretching people to use a variety of leadership styles.
4. The course sets leadership (and the different styles) within the context of the body of Christ, the community of the Church. The Bible outlines certain ways the body is meant to function. Leaders are not exempt from these guidelines, whatever their preferred leadership style.

There are several 'business tools' to help identify leadership styles (you can find some of these listed on page 25). Please feel free to use whatever tool you think will be most helpful with your group. We have chosen not to use any of these as our basic guide for exploring this aspect of leadership for several reasons. Firstly, it's likely that some participants will have done these or similar exercises at work – possibly in greater depth than is possible in the time available on this course. Secondly, such tools tend to be 'business-focused' and may not be appropriate to all aspects of church life.

Instead we've created our own tool. It is not scientifically validated, but draws on a variety of insights to help us spot where our likely 'preferences' are in leadership, and how we may need to adjust these in certain circumstances. There is an Excel spreadsheet version and a paper version.

The structure of section 3 is as follows:

- A study of Romans 12 and how it places leadership (whatever our style) in the context of Christlike transformation, mutual interdependence and godly living.
- Identifying our preferred leadership style.
- Adapting our style.

#### FOR FURTHER RESOURCES CONSIDER:

- Courageous Leadership, Bill Hybels, chapter 7
- The Effective Leader, James Dunn, chapter 6
- The New Leaders, Daniel Goleman, chapters 4-5



# SESSION 1: LEADERSHIP MATTERS

## Section 3 – Leadership Styles



**Way In**  
0-10 MINS

Slide 43

Explain the focus of this section of the day. Remind people about their style questionnaire.

Slide 44

### **SPEED DATING WITH STYLE**

The idea is to have some fun based around speed dating. (If you think this might be a sensitive issue, you can introduce the exercise without making reference to the 'speed dating'. If so, you will need to miss out PowerPoint slide 43.) Ask people to work in pairs. They have one minute to chat about how they like to do the following things (you can add/change categories according to the profile of your group) before they move on to the next person. This is meant to be fast and fun. Describe the way you like to:

Slide 45

- Do a supermarket shop.
- Spend a relaxing day.
- Drive a car/ride a bike.
- Cook a meal for friends.
- Go on holiday.
- Get up in the morning.

If you want to debrief afterwards you can ask participants how they felt when they met someone who liked to do things the way they preferred, or was exactly the opposite of them. Emphasise the point that people have different preferences. Different doesn't necessarily mean right or wrong, just different.



**Bible**  
10-25 MINS

Slide 46

### **LEAD WITH ALL DILIGENCE (ROMANS 12:8)**

Along with topics such as nuclear power and global warming, the Bible says little directly about 'leadership styles'. (Clearly, David's style differed from that of Moses, but the danger is that we read back into the text contemporary understandings of leadership styles.) However, what it does offer us is some clear teaching on how those with leadership responsibilities should exercise that leadership, whatever their preferred styles. Choose one of the following two options to consider how Paul's comments recorded in Romans 12 can shape our understanding and practice of exercising leadership with all diligence.

#### **OPTION 1: TEACHING**

Earlier today we explored what the spiritual gift of leadership is (see page 10). Here we want to explore the context for that verse. Take some time to teach Romans 12. A possible framework is:

- 12:1-2 The grace of transformation: conformity to the world is replaced with a commitment to doing God's will through offering ourselves to God and asking for his renewing of our minds.
- 12:3-8 The wonder of interdependence: we need one another in the body exercising different functions. Leadership is not more important than any other; indeed leaders may need to be specially wary of not 'thinking of themselves more highly than they ought'.
- 12:9-21 The challenge of godliness: in order for the body to function well we need to embrace the challenge of godly living. This is possible when we allow Christ to renew our minds, and when we believe in the mutuality of the body. But it is still deeply challenging. Whatever our leadership style, we need to commit to living like this.

#### **OPTION 2: MEDITATION**

Use Romans 12 as a meditation on the nature of the body of Christ. Explain that you are going to read the passage three times. Read the verses through once and leave a pause of a minute. Then read the passage again asking participants



# SESSION 1: LEADERSHIP MATTERS

## Section 3 – Leadership Styles

to listen for a word or phrase that particularly speaks to them. At the end leave a silence and they can simply mention that word or phrase without any other comment. Then read it a third time, and afterwards people can either say a prayer in response to their word or phrase, or make a brief comment about why that word or phrase stood out for them.

### SUMMARY

For both options, emphasise the context in which we consider leadership styles: grace, humility, servant-heartedness, devotion to one another. This is not about 'me', it is about 'us'.



### Activity 25-55 MINS

### INTRODUCTION

There are many ways of defining and exploring leadership styles. We've included some alternative tools and suggestions on page 25. Please choose whichever approach you think will work best with your group.

Slide 47

You may like to use the overview slides on leadership styles as a way into this next section. Slide 46 offers a scale of leadership styles from autocratic to free-rein. Most people tend to have a natural tendency towards one place on the scale. Good leaders know their tendency/preference and can adapt to using other styles depending on a variety of circumstances (see page 23). Slide 47 offers a few pictures to illustrate three of the styles.

Slide 48

### IDENTIFYING YOUR STYLE (SEE ALTERNATIVE MATERIAL ON PAGE 25)

Participants will have completed the Project 1 questionnaire. (on paper or as an Excel spreadsheet.) The questionnaire identifies five areas of preference. It is designed as a self-assessment exercise. But it can be enlightening to hand the form to a friend and invite him or her to fill it in for you, basing their answers on their frank evaluation of your leadership style. Ideally participants will have completed the questionnaire before the day, and now only need to fill in their 'scores' on page 1 of handout 5.

Short exercises are linked to each of the areas of the form to help people see how preferences might work out in practice. Normally these will highlight the differences, and demonstrate the different styles. Knowing our preferences can be liberating ('Oh, that is why I tend to prefer...') but should not be used as an excuse ('Oh, I don't need to bother with...'). You won't have time to use all the exercises, so choose one as a way of illustrating how it works/feels. It's worth spending most of the time on the group work at the end of this section.

Slide 49

### AREA 1 – TASK/PEOPLE

This measures to what extent people are oriented towards getting things done (task) or concern for others (people).

Handout 5

**Exercise 1:** Ask participants to form groups with others who share their preference. Give them eight minutes to describe their 'perfect' church. Invite them to present their ideas to the remainder of the group in whatever way they like.

### AREA 2 – DIRECTING/OPEN

This measures to what extent people are oriented towards telling people what to do (directing) or inviting them to contribute (open).



# SESSION 1: LEADERSHIP MATTERS

## Section 3 – Leadership Styles

**Exercise 2:** In groups of same preference, give participants five minutes to identify their dream meeting. Invite them to present their ideas to the rest of the group.

### AREA 3 – RISK-TAKING CONSIDERED

This measures the extent to which people are oriented towards coming to decisions without knowing everything about the decision (risk-taking) or wanting to be sure that every angle is thought through (considered).

**Exercise 3:** Invite participants to choose a partner who has opposite preferences. Ask them to describe how they would respond in the following scenario. They shouldn't spend all their time analysing the implicit risk, but rather describe how they feel about it.

You are on a church leadership team. You wish to appoint a full-time youth worker. A person who is involved in the youth work in your church has indicated they would like to do the job. They have no formal youth or Bible qualification, but have done an excellent job in leading the 11-14s work over the last three years. However, this person is Australian and is thinking about returning to Oz in two years. How would you feel about appointing this person?

### AREA 4 – BIG PICTURE/DETAILED

This measures to what extent people are oriented towards the overarching story (big picture) or the immediate nitty gritty (detailed).

**Exercise 4:** In pairs of opposite preferences, describe how you feel when someone in a meeting insists on delving into the minute details of a proposal to ensure that it works, or when someone insists on sharing a vision of how things could be in five years' time with beautiful images but no details. Alternatively, how do you feel when there is a mistake on a slide or in a handout?

### AREA 5 – INSPIRING/PARTICIPATIVE

This measures to what extent people are oriented towards selling the exciting possibility (inspiring) or gathering the excitement from within others (participative).

**Exercise 5:** In groups of three or four imagine you are in a team meeting. An important decision has to be made on an issue everyone feels passionately about. Describe how someone with a more inspiring/persuasive style would lead the meeting. Then describe how someone with a more participative/consulting style would lead the meeting. What are the strengths and weaknesses of both approaches?

### GROUP DISCUSSION

Slide 50

Ask people to form groups of four to spend a short while reflecting on their 'profile' from this activity. Explain that you're not going to analyse the information in great detail (they can take time doing this with their mentor), but rather look at some broad principles of leadership styles.

Invite people to share their preferred styles and to discuss how they feel about them. Then ask them to reflect on the following:

- 'The point to note about leadership styles is that there is no single style



# SESSION 1: LEADERSHIP MATTERS

## Section 3 – Leadership Styles

which is always right or always best. Christ used various leadership styles in the course of his ministry.’ (The Effective Leader, James Dunn, page 120.)

- What insights does thinking in this way about leadership styles bring to your own leadership?

You may want to invite each group to share its findings with the rest of the course members. Make the link with the previous session, mentioning some of the governing factors that must influence the way Christians lead whatever their style. Be sure to point out that all styles have strengths and weaknesses.



### Activity 2 55-70 MINS

Slide 51  
Handout 6

#### USING DIFFERENT STYLES

When trying to work out whether to run with your preferred style, or to adapt your style, it helps to take the following factors into account:

1. The context in which the leader/group is operating. For example, is it an emergency?
2. The task/mission of the group, its nature, importance and timescale. For example, small tasks do not need loads of consultation, they just need to be done.
3. The people being led. Their particular needs, maturity, self-confidence, knowledge of the task and preferred style of being led. For example, are they task-, individual- or people-focused?
4. The leader’s preferred style of leading. For example, what plays to the leader’s strength?

Invite the participants to get into groups of four and use the case studies on the handout to discuss how people could modify their preferred style. If there is time you could take some general discussion as a whole group.



### Finally 70-80 MINS

Slide 52

As a way of drawing the threads together, you may like to use the following:

- **Style not stereotypes** These styles all have their stereotypes, but we’re not identifying leadership styles to fit the stereotype, but to free us from it.
- **Preferences not priorities** Although we may now know some of our preferences, they may not be the priority in any situation. That will depend on other factors as well as our preferred style.
- **Liberty not licence** Knowing our preferences should liberate us to be ourselves, but should not be used as an excuse for laziness. We need to understand aspects other than our preferences because we will probably need to use those styles at certain times.

Depending on how well people know one another...

- **Ideally** Divide into groups who share similar areas of ministry (home-group leaders, youth leaders and so on). Ask them to share their style profile (left column of general handout). Affirm one another by referring to specific circumstances where people have made a positive contribution using their preferred styles. Encourage them to make this part of the way that they work together, valuing one another’s preferences. Conclude by praying for one another.
- **Alternatively** With people they don’t know so well, invite them to ‘own’ their style profile by sharing it with others. After each person speaks, the remainder of the group affirms them and prays for them.



# SESSION 1: LEADERSHIP MATTERS

## Concluding the Day



### Reflection

0-15 MINS

A5 Cards and  
Envelopes

Slide 53

Slides 54-55  
*(add your  
details)*  
Handout 7

At the end of a busy day people will be tired and ready to go home, so this should be brief. However, it is important to end the day well. Here are some suggestions:

- Invite each person to identify one significant personal growth point for them, and to share it either within small groups or the whole group.
- Review the content of the day. Remind people of the main focus on what God wants to do in our lives. Give them five minutes' silence to reflect on the day, and to pray about what God may have shown them. Invite them to identify what one action they are going to take as a result. Ask them to write this on a card and to address an envelope to themselves. Collect these and hand them back or post them to the course members two weeks later.
- Sing something appropriate to refocus people on God's greatness, emphasising that he can use us not because of who we are, but because of who he is.
- Use a reflective video from [www.sermonspice.com](http://www.sermonspice.com) to draw the day together.

Finally, thank people for coming and for their contribution to the day. Remind them of the details of the next session. Distribute the feedback forms and ask people to return them to you.

You may like to reflect on the following:

- The day may have raised difficult issues for some participants. You may like to have a quiet word with them as others are leaving, and if necessary arrange to see them at another time.
- Review the day. Use the participants' feedback forms to aid your review of how it's gone.
- Make sure everyone is linked with whichever of the following you're using: mentor, intercessor, small group.
- Continue to pray for the participants over the coming month.
- Buy some doughnuts and celebrate the end of the session.





# SESSION 1: LEADERSHIP MATTERS

## Additional Material – Leadership Styles

### Further Leadership Style Resources

You may like to take a look at the following to help you in your thinking about leadership styles. You can also offer them to the participants if you think it appropriate.

#### LEADERSHIP STYLES ASSESSMENT PACK

This is available at [www.BuildingChurchLeaders.com](http://www.BuildingChurchLeaders.com) as a downloadable resource from Leadership Resources. It contains:

- Finding Your Leadership Style, by Bill Hybels.
- Leadership at the Church Picnic, by Dave Travis.
- Who am I as a Leader? a tool for finding your leadership style.

#### LEADERSHIP STYLES ARTICLES AND RESOURCES

- Try these pages for a thoughtful summary of Kurt Lewin, who was the early thinker on leadership styles: [www.nwlink.com/~donclark/leader/leadstl.html](http://www.nwlink.com/~donclark/leader/leadstl.html).
- For a comprehensive article on the history of leadership thinking and its impact on understanding leadership styles, go to [www.mindtools.com/pages/article/newLDR\\_84.htm](http://www.mindtools.com/pages/article/newLDR_84.htm).

## Before Next Time

### Preparation

As leaders of the course there are several things you will need to do before Session 2.

- Send mentor bulletin to the mentors (in the Mentor folder).
- Session 2 includes the Spiritual Health Check Project. You need to ensure you've understood this and brief the mentors well on their role.
- We suggest a range of books in the leaders' guide that you may wish to order and make available for people to purchase from your bookstall or borrow from your 'leadership library'.
- Towards the end of the month, check up with the mentors on how their first meeting went.
- Pray and prepare for session 2. Don't forget to watch the introductory video.

