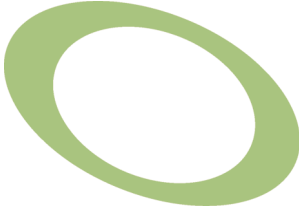




GROWING LEADERS



- **Introduction to Additional Sessions**
- **Leaders' Guide**
- **Handouts 1-3**

13

FINDING RHYTHMS

Welcome to Growing Leaders Additional Sessions

We recognise that the existing course is only the starting point for growing leaders, and so each of the additional sessions provides an opportunity to reflect on how things are going and to explore another aspect of leadership development.

There are currently six additional sessions. They can either be used instead of some of the original sessions as part of the ten-session course, or they can be used following the completion of the initial course, for example, one session a term over two years.

However, the structure of these additional sessions is a little different from the original course. They reflect the following aims:

- To provide an opportunity for participants to reconnect and review how they are getting on in their leadership role/development.
- To stimulate one another to keep on 'leading diligently' (Romans 12:8).
- To address an additional aspect of leadership.

All the material you need for each session is downloadable from the 'Additional Sessions' section of the Growing Leaders webpages, www.cpas.org.uk/growingleaders. Each session includes:

- Leaders' guide.
- Participants' handouts.
- Session PowerPoint.

We hope that this material will provide stimulus to keep on investing in leaders. Leaders need constantly encouraging and developing. It is easy to slip from what we intend to do, to forget important priorities, and to struggle with difficult situations. We all need ongoing opportunities for reflection, input, support and encouragement. These sessions will provide just that.

As always, please send us your ideas of how to improve the material, or suggestions for other things to do.

Please contact us if you would like further help.

James Lawrence

For Help

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OVERVIEW: GROWING LEADERS

EXPLORATION	June or July	A relaxed exploration of Growing Leaders (BBQ?) with an explanation of its aims and how it works, and an invitation to consider taking part.
Part 1: Firm Foundations for Christian Leadership		
SESSION 1	September 24 hours away	INTRODUCTION: LEADERSHIP MATTERS In this opening session we define leadership, identify the distinctives of Christian leadership, and focus on participants' leadership styles.
SESSION 2	October	ESTABLISHING IDENTITY 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.
SESSION 3	November	CLARIFYING CALL 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.
SESSION 4	December	DEVELOPING CHARACTER The Bible places a clear emphasis on character issues as 'qualifications' for leadership. What are these qualities and how do we grow them?
Part 2: Key Skills of Christian Leadership		
SESSION 5	January 24 hours away	DISCERNING DIRECTION 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.
SESSION 6	February	DEVELOPING LEADERS 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.
SESSION 7	March	LEADING TOGETHER Leaders work with people, often in teams, groups or committees. We consider group needs, common dysfunctions of teams, and how to work well together.
Part 3: Keeping Faithful in Christian Leadership		
SESSION 8	April	EMBRACING COST Too many people have unrealistic expectations of Christian leadership. We identify costs and how to handle them well.
SESSION 9	May	STAYING FRESH Leadership is a marathon not a sprint. How do we run a marathon well?
SESSION 10	June	CONTINUING WELL This is a celebration and commissioning event to end Growing Leaders.
Additional Sessions		
SESSION 11	September	SPIRITUAL DYNAMICS The first priority of the leader is his or her own spiritual life.
SESSION 12	January	STRATEGIC PLANNING Further insights on how to turn vision into reality, including insights into vision barriers and communication issues.
SESSION 13	April	FINDING RHYTHMS Three rhythms exist in the life of a leader – church, leadership and personal. How do we make sense of these?
SESSION 14	September	GROWING WELL A willingness to grow is a mark of a healthy leader. How do we continue the journey of growth?
SESSION 15	January	SHAPING CULTURE Leaders are cultural 'architects'. We consider how to read the culture of a group and how to shape it to be more kingdom like.
SESSION 16	April	FACILITATING COMMUNICATION Communication is the oil that keeps things running smoothly, but is often neglected.

SESSION 13: FINDING RHYTHMS

'There isn't a shortage of time. There is an abundance of choice.'

JAMES GLEICK

Session Overview

- Aim (10 mins).
- Way in (15 mins).
- Reflection (10 mins).
- Input (10 mins).
- Activity (15 mins).
- Refreshments (10 mins).
- Input (10 mins).
- Activity (10 mins).
- Input (10 mins).
- Activity (15 mins).
- And finally (5 mins).

Session Aims

- To reconnect with one another.
- To review how things are going in keeping faithful in Christian leadership.
- To identify rhythms for church, leadership and personal life.

B Bible Base

The life of Jesus demonstrates a healthy model of 'rhythms of life', including time for work, recreation and rest. We also know that the life of the early church reflected the seasons of the Jewish calendar which were then adapted into the church calendar. Ecclesiastes 3 offers an intriguing reflection about time, in the context of someone trying to make sense of life. Mark 2:23-3:6 shows how Jesus takes the central idea of the Sabbath and reinterprets it for the people of his day.

Q Background

In Part 3 of Growing Leaders we explored 'Keeping faithful in Christian leadership'. Sessions 8-10 explored embracing cost, staying fresh and continuing well. We used the image of leadership as a marathon. In order to run the race well, we need a good training regime. We need constantly to revisit how we're doing on the race. Few people can run it at the same pace through life without making adjustments. This session will take one aspect of the training regime (rhythms) and explore how we can work with healthy rhythms, both personally and corporately.

Modern life is busy and it is easy to lose a sense of rhythm. We add further commitments to already over-full lives. We walk faster, eat faster, talk faster. We sleep less, exercise less, relax less. Alongside this, we have lost touch with some of the things that build natural rhythms into our lives. Those living in urban areas have little connection with the seasons. Those working in areas where the shops are open seven days a week have little connection with the Sabbath. And even in the church, many of us have lost contact with the liturgical calendar that gives rhythm to the year. Busy world, busy life, busy church.

As we explore rhythms (person, leadership, church) it may help to be aware of the following:

- **Church** Some churches are frantically busy. If yours is one of those churches, this may be a tough session for you. Frantic churches are often led by frantic leaders. Work done by Robert Warren and written up in *The Healthy Churches' Handbook* identifies that one of the marks of healthy churches is that they 'do less better'. This may sound either unrealistic or unhelpful to some leaders. Warren explains that churches that focus on doing fewer things and doing them well avoid exhausting their people, are more effective in what they do, and ultimately develop their ability to do more things. Rather than being driven by guilt about the things they are not doing, they listen carefully to God's priorities and ensure they do them well. This material may call for some hard reflection on the rhythms of church life.
- **Personal** People are driven by a range of factors, some healthy and some



SESSION 13: FINDING RHYTHMS

not healthy. Addressing this topic may raise complex issues for some participants. Some may need to draw back from too many commitments, and this may affect the life of the church. However, this material is about establishing healthy rhythms for the long term. We don't want people to 'rust out' (too little to do) or 'burn out' (too much to do). We want them to 'finish out' the race (2 Timothy 4:7).

This session also connects with Growing Leaders Session 3 on Clarifying Call. Once again participants may wish to revisit with their personal life statement.

The session includes a fair amount of time for personal reflection. Think about how you can create the best environment for this. Some may like some background music, others silence. Some will prefer going for a stroll, others sitting quietly. Some will prefer being on their own, others talking with someone. Try to create as much variety as you can in the space available.

Your Own Preparation

Think about your options for this session. Do you want to use it to review how things have gone since you last met, and to address issues raised by the participants? Alternatively, you may want to focus on introducing new material.

Both approaches are valid. But you will need to be clear about where the focus lies. You could spend all your time on one or the other, or on a mixture of both. Here are some suggestions:

- Focus on any big issues with which individuals may need some help.
- If you haven't met for a while, it may be worth giving space for review.
- The larger your group, the more difficult it is to do the review part of the session well. It will help to use small groups within the larger group.

Adjust the timings according to your decision.

'Nothing else, perhaps, distinguishes effective leaders as much as their tender loving care of time.'

WARREN BENNIS

Materials

- Refreshments.
- A1 flip-chart paper.
- Marker pens.
- Blu-Tack.

HANDOUTS

- Handout 1 Rhythms – church.
- Handout 2 Questionnaire.
- Handout 3 Rhythms – personal.
- Handout 4 Feedback form.





ADDITIONAL MATERIAL

- Session 13 PowerPoint.



SESSION 13: FINDING RHYTHMS

Outline

-  **Background**
- Slide 1 As always, prepare the venue to ensure a warm welcome. If you are running this session with people from more than one Growing Leaders course it might help to prepare name badges. You will need to decide how much of the session is going to focus on the issues the leaders have brought from their leadership roles, and how much you are going to focus on new material. Be sure to communicate clearly where the balance of the session will lie and adjust the timings accordingly.
-  **Aim**
0-10 MINS
- Slide 2 Welcome people and thank them for coming. Remind them of the aims of the termly sessions, one session a term over two years. Remind people of the model of leadership development at the heart of the course, and explain that this session will focus on an aspect of keeping faithful in Christian leadership, finding rhythms. It was one of the factors in the training regime we identified in Session 9, Staying Fresh.
- Slide 3
- Slides 4-5 'Good things come to those who wait' is a phrase we sometimes hear, but is it true? Good rhythms of life don't just come to us. We have to work very hard to establish them, and that is what this session is all about. The aims are:
- Slide 6
- To reconnect with one another.
 - To review leadership as a marathon.
 - To identify rhythms for church and personal life.
- Explain the format and make sure that people know any practical arrangements. Pray for the session.
-  **Way In**
10-25 MINS
- Introduce the concept of 'entrainment'. In his book *Faster*, James Gleick notes that we pick up the rhythms of those around us. If most of the rhythms around us are fast, so are ours. That is 'entrainment'. You can illustrate this by asking three quarters of the group to clap with you. Once a good rhythm is established, ask the rest of the group to clap at a slightly slower pace. They will find it remarkably difficult. That is entrainment.
- Divide the group into four. Give each a piece of flipchart paper and pens. Ask them to divide the paper in half, and on one side write down or draw all the things in society that promote healthy rhythms, and on the other the things that promote unhealthy rhythms. After five minutes of listing, ask them to discuss the following question: in what ways are we 'entrained' by our society?
- After a further five minutes, give each group an opportunity to display their paper and make a few comments on their answers to the question. Draw out insights that help to illustrate the theme of entrainment.
-  **Reflection**
25-35 MINS
- Slides 7-10
- Read Ecclesiastes 3:1-8. You may like to use a quiet instrumental backing track and read the passage slowly. There are some images on the PowerPoint to accompany the reading. Change the slides at the beginning of verse 2,4,6,8. Then...
- Read it again asking participants to listen for a word or phrase that 'connects' with them. Give them time to think about that phrase. After a few minutes ask people to say the phrase or word that they've been pondering, and if they wish

SESSION 13: FINDING RHYTHMS

Outline

a comment briefly on why it connected with them. At the end of this time, invite response in prayer.

Input 35-45 MINS

Slide 11

Remind participants we are going to explore the connection between three rhythms – church, personal life and leadership.

Slide 12

CHURCH RHYTHMS

Slides 12-14 offer two rhythms for church life. You may like to focus on one or talk through them both. The first is focused on the journey of discipleship, the second on helping others on the journey to discipleship.

Slide 13

1. Church calendar There are two main high points, the festivals of Christmas and Easter. These are preceded by times of preparation (Advent and Lent) and followed by 'ordinary' times. This rhythm is one that has sustained the spiritual life of churches for centuries, recognising the high and lows of a year, the need for celebration, reflection and resting. Some churches will include in their annual rhythm a 'patronal festival', 'church anniversary', or special outreach focus.

Slide 14

2. Disciple-making This rhythm explores a church's year through the lens of disciple-making. Different churches will have different times of the year when these stages fit best, so if necessary adapt the timeline to your context. Begin by reminding people what leadership is about. According to Romans 12:3-8, the gift of leadership exists to create Christian community, thereby building the body so it may be a blessing to the world. Leadership isn't an end in itself, but a means to a greater end. This rhythm picks up on that focus.

- **Sowing** September to December can be a great time to run Start!, Alpha, Christianity Explored. Many people are back from their summer breaks, refreshed and open to new things.
- **Watering, reaping, germinating** December to March can be a good time to 'water' those who are interested but not yet ready to make a commitment to Christ, through ongoing one-to-one contact. It is also a time for 'reaping' those who are ready to make a commitment and 'germinating' their early faith as new disciples through a follow-on course. It is also a time when the whole church can focus on growing as disciples through the season of Lent.
- **Cultivating** From April to June people often want to be out and about, enjoying the light evenings and warmer days. This is a great time to cultivate the soil in preparation for the sowing time in September to December. One-off events that introduce people to Christian people and Christian perspectives are a good way to use this time of the year. It can also be a good time for one-to-one conversations with disciples about their faith journey, preparing the soil for the next stage of growth later in the year.
- **Resting** July and August are the resting months. Some churches close everything down except for the bare essentials of Sunday gatherings. No meetings, no committees, no activities. Time for rest and relaxation.

Slide 15

As we consider these 'church rhythms', note that leaders' rhythms are often just out of sync with the wider church rhythm as they have to plan and prepare for what is to come. A basic leadership rhythm includes vision and planning,

Slide 16

implementing, celebrating and resourcing.



SESSION 13: FINDING RHYTHMS

Outline

- If leaders are always planning and never doing, it sets up the church for cynicism and frustration.
- If leaders are always 'doing' without celebrating achievements, the people they are leading become exhausted and discouraged. Celebration presses meaning into life.
- If leaders are always doing and never resourcing themselves, they become exhausted.
- If leaders are always resting and celebrating, nothing will happen.



Activity 45-60 MINS

Slide 17
Slide 18

EXERCISE

In groups of four discuss: what would be a healthy rhythm for your church? How would the leadership rhythm sit alongside this? How can we establish good patterns of planning, implementing, celebrating and resourcing? Invite each group to present their findings as part of a feedback time.



Refresh 60-70 MINS

Slide 19

Time for some more great refreshments.



Input 70-80 MINS

Slide 20
Handout 2

PERSONAL RHYTHM

In sessions 3 and 9 we talked about rhythms of life, and explored some healthy options. Use the quick questionnaire on handout 2 to give people an opportunity to review their rhythms. Give participants two minutes to complete the questionnaire. Then ask them to count both the 'yes' and 'no' responses. Although this is no more than a snapshot of current life rhythms, it may help individuals recognise how serious an issue they face in this area of life.

- 0 Are you being completely honest.
- 1-3 This is a low response. Can you tackle one of the 'no' areas?
- 4-8 A fairly normal response, worth giving attention to enough areas to bring the total below 4.
- 9-10 This is a high response. Action needed.
- 11+ A very high score. You may need to seek help as you address some of the issues.

Handout 3

Remind people of two concepts that help us to think about personal rhythm:

Slide 21

1. SEASONS

- **Winter** Although nothing much is happening above the surface, the roots go down deep to prepare resources for future growth.
- **Spring** New life sprouts, and there is energy for new growth and direction.
- **Summer** This is the season when things ripen and come to fruition.
- **Autumn** A time for pruning (cutting back to the point of growth), bottling the fruit (preserving what is good) celebrating the harvest.



Activity 80-90 MINS

Ask participants to use the handout to reflect on the following questions. Which season are you in? What are the signs of that season in your life? What would take you into the next season?



SESSION 13: FINDING RHYTHMS

Outline



Input
90-100 MINS

Slide 22
Handout 3b

2. BLENDED (NOT BALANCED) LIFE

Christians are called to a surrendered life that leads to an abundant life, expressed in a blended life. It isn't about balance ('work-life balance' implies work isn't life), but blend. See Session 3 Clarifying call, pages 6-7 of the leaders' guide for further details.



Activity
100-115 MINS

Slide 23

Ask each person to list their answers to the two questions on slide 23. Then invite them to take ten minutes to reflect on the questions on the handout. Be clear there is no set pattern. It will differ from person to person, although there are some clear principles we would want to develop as part of our Christian discipleship (for example, a Sabbath day each week).

At the end of these two activities encourage each person to identify one thing they are going to do as a result of this session. Invite them to share that with someone, and then to pray for one another.



Finally
115-120 MINS

Slide 24

You may want to use slide 24 to summarise the session: Do less better. Research by Robert Warren (Healthy Churches' Handbook, CHP) has shown that healthy churches actually 'do less better'. They tend to be focused rather than frantic.

Slide 25

Thank people for coming and let them know the date of the next termly meeting. Let people know you are available if anyone would like to explore any issues raised by the session.

Handout 4

Pray and ask participants to complete the feedback form before they leave.

Before Next Time

Preparation

There are several things you might like to do before Session 14.

- Make a note to send out a reminder to participants at least one month in advance of the next Growing Leaders session.
- You might like to invite anyone who scored over 8 on the questionnaire to meet you for an informal discussion about ways of developing a healthier rhythm of life.
- Meet your co-leader and plan the next session.

