



cpas

Making Mission Possible



GROWING LEADERS

- **Introduction to Additional Sessions**
- **Leaders' Guide**
- **Handouts 1-4**



14

**GROWING
WELL**

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

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
W. www.cpas.org.uk

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.

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'You cannot excel in leadership by merely fixing your weaknesses. To excel, you must maximise your strengths.'

AUBREY MALPHURS

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 stimulate one another to keep on 'leading diligently' (Romans 12:8).
- To explore how we can grow and develop as a leader.

B Bible Base

'Keep watch over yourselves and over all the flock of which the Holy Spirit has made you overseers. Be shepherds of the church of God, which he bought with his own blood.' (Acts 20:28.) Reflect on this advice. What would keeping watch over yourself mean for you?

Q Background

We are now back to the theme developed in Part 1 of Growing Leaders – 'Firm foundations for Christian leadership'. In session 11 we considered the priority of growing in our relationship with God, and here we look at how to develop a growth path around four areas: strengths, gaps, weaknesses and flaws. The philosophy of this session is that it is vital to apply the right approach to the relevant area. If we don't do this it is easy to expend a vast amount of energy trying to bring about change with little results, and we will become quickly frustrated and discouraged. For example, if we describe the opposite of strength as weaknesses we will find we try to make changes in inappropriate ways. Here are some basic definitions of how we are going to use these words to help in your preparation.

- **Strengths** The things you have and can't help yourself doing. Our strengths are made up of a combination of our talents, gifts, skills and knowledge. When we do something which is closely aligned with our strengths we are literally strengthened by doing it. It is in the area of our strengths that we can make the most difference. We need to play to our strengths as much as possible.
- **Gaps** Quite simply, gaps can be filled. In any leadership role we will discover we have some gaps, especially in the area of knowledge and skills we need to be able to do our role well. We can fill gaps through training (for skills) and asking good questions/experience (for knowledge).
- **Flaws** The things we do have and often avoid. Every leader has cracks in their character that, if not properly dealt with, will derail us. These flaws are like the subterranean faults between tectonic plates. When the pressure builds the faults give and catastrophe occurs on the surface. We need to engage with these flaws, honestly face them and find ways to keep safe.
- **Weaknesses** The things we do have and don't want. Here, we don't use weakness to mean the opposite of strength. We use it in the biblical sense to mean either infirmities (2 Corinthians 12:7-10) or to mean ordinariness (1 Corinthians 1:26-31). These things may well be with us for the whole of our lives, but God in his grace can use them to grow us in dependence on him and in an awareness of his grace.

This session is challenging. It encourages people to look at some potentially painful or difficult areas in their lives. As the leaders of the session you will



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need your pastoral antennae up, and may need to adjust the material accordingly.

The Bible material for this session is mainly located in the weakness section. You can begin with this if you think it appropriate as some prefer to start with the idea of God being able to use our infirmities for his glory.

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:

- Are there 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.

'All human beings have their flaws, but not all of us realise them, come to grips with them, or offset their negative impact. As a group whose primary endeavour is interacting with people, leaders must accomplish the paradoxical task of managing their darker sides.'

ABRAHAM LINCOLN

Materials

- Refreshments.

HANDOUTS

- Handout 1 Build on strengths.
- Handout 2 Gaps and flaws.
- Handout 3 Weaknesses.
- Handout 4 Feedback form.





ADDITIONAL MATERIAL

- Session 14 PowerPoint.



SESSION 14: GROWING WELL

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, following the format of the original course. 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 firm foundations for Christian leadership, growing well. Healthy leaders are growing leaders.
		Slide 3 Slide 4	
		Slide 5	The aims are: <ul style="list-style-type: none">• To reconnect with one another.• To stimulate one another to lead diligently.• To explore how we can grow and develop as leaders.
		Slide 6	Introduce the four areas you're going to cover, perhaps using an explanation as follows. All of us have a particular 'shape'. The key to our ongoing growth is to work with the shape God has given us, and as much as possible to be a square peg in a square hole. So what we are going to look at in this session is a growth plan that considers four areas – strengths, gaps, flaws and weaknesses. The idea is that if we approach one of these in the wrong way we can expend a lot of energy getting nowhere. If we approach them in the right way, it helps us to work with what God wants to do in our lives to grow us as leaders. Explain that some of the material you're going to cover may be fairly challenging, and for some it may be a wake-up call. Explain the format. Make sure participants know any practical arrangements. Then use the following Bible passage and prayers to begin the session.
	Reflection 10-20 MINS	Slide 7-8	Read Psalms 139 slowly. There are two responsive prayers. One could be read at the start, one at the end.
	Input 20-30 MINS	Slide 9	BUILD ON STRENGTHS Use slide 24 to introduce people to the concept of strengths. This is an area alluded to in previous parts of the course. Strengths are what you have and can't help yourself doing. Use the quote at the bottom of the slide to emphasise that excelling in leadership requires maximising your strengths.
		Handout 1a	
		Slide 10	Explain that strengths are made up of a range of aspects, and use the slide to describe them, giving examples of each from your own experience. SKILL Skill is something one acquires through training. There are always more skills to be learnt, for example, leading a meeting.

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Outline

KNOWLEDGE

Knowledge can be acquired, primarily by asking good questions and reflecting on experience. When we move into a new leadership role there will be new knowledge we need to gain, often about purpose (why does this exist?), processes (how do things work?) and people (what makes these people tick?).

TALENT

Talent has been described as a 'recurring pattern of thought, feeling or behaviour that can be productively applied'. Perhaps more helpfully we can define it as 'not what you can do but what you can't help yourself doing'. Talents are developed in early life and are pretty much formed by the time one is an adult. So the key here is to discern clearly what your talents are and to build on them.

SPIRITUAL GIFTS

These are given to Christians by God to build the body so the body may be a blessing to the world. Every disciple of Jesus Christ receives spiritual gifts from their heavenly Father. They are signs of grace, not rewards for service; they are tools for the job, not trophies for the mantelpiece (you may like to explore what 1 Corinthians 12 offers on this).

When these things come together they create strength at the heart of our being. When we exercise this strength, we grow in strength. We feel as though we are operating out of the centre of who God made us to be.



Reflection
30-40 MINS

Slide 11
Handout 1b

Explain that after each area there will be ten minutes for personal reflection to help people begin the process of exploring these areas. These reflections will feed into their growth plan, and can be further worked on after the session and with their mentor. You may like to provide some gentle background music.



Input
40-45 MINS

Slide 12
Handout 2a

WORK ON GAPS

Gaps can be filled. This section links to slide 27. Gaps can be filled in the areas of knowledge and skills. Give a few examples from your experience.



Reflection
45-55 MINS

Slide 13

Again some space for personal reflection.



Refresh
55-65 MINS

Slide 14

Time for some more refreshments



Input
65-75 MINS

Slide 15
Handout 2b

ENGAGE WITH FLAWS

Flaws are things we do have, and often avoid dealing with. Explain they are cracks in our character that if not properly dealt with can derail one's life/ leadership no matter how gifted or successful one might be. They generally show up when we are under pressure, and can have significant impact on other people. Sometimes we are aware of them, sometimes we are not. Again, if at all possible illustrate from your own experience. Be vulnerable. Use the quotation on the slide.

Slide 16



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Outline

Encourage people to realise that they may not be aware of some of their character flaws, but others may be able to help them become aware of them. They could ask friends and colleagues a question like: 'if you were to identify one character flaw that impacts the effectiveness of my leadership, what would it be?'



Reflection
75-85 MINS

Slide 17

Some space for personal reflection.



Input
85-100 MINS

Slide 18
Handout 3

GROW THROUGH WEAKNESSES

Weaknesses are things that we have but don't necessarily want. It is important to explain we are not using weaknesses here in the typical sense of the word (opposite of strengths), but in a biblical sense of the word. There are two types of weaknesses described by Paul.

2 CORINTHIANS 12:7-10 INFIRMITIES

Infirmitites weaken us, and prevent us from being as effective as we could be. Here it is Paul's 'thorn in the flesh'. We don't actually know what he was referring to, but we do know the result of this thorn. It restricted him, and hence he prayed for it to be removed (12:8). This weakness is not an inherent inability to do what God had called him to do, but a 'problem' that hampered him. Such weaknesses can be physical, psychological, or circumstantial. You may like to give examples of each.

It is worth noting that Paul prays for it to be removed, but for whatever reason, God doesn't do so. Paul then moves to being content with the problem because:

- It cultivates the appropriation of God's grace (2 Corinthians 12:9).
- Facilitates dependence on God.
- Ensure the glory is ascribed to God (2 Corinthians 11:30).

1 CORINTHIANS 1:26-31 ORDINARINESS

Here Paul is describing a different type of weakness (although in some translations the same word is used). He reflects on God choosing the powerless, weak, lowly and despised. Paul reminds us that 'God chose' and therefore we need to follow his choice. He doesn't just choose the competent, able and powerful. And the reason he doesn't is that he loves to use ordinary people to do extraordinary things. The quote from Oswald Chambers sums this up very well.

Slide 19



Reflection
100-110 MINS

Slide 20

Give some space for any questions of clarification on any of the areas, and then allow further opportunity for personal reflection.



Activity
100-115 MINS

Slide 21

Draw the session together by explaining what the participants are to do next. Ideally they should set aside a further hour to work on the growth plan, reflecting on each area and identifying where to give time and attention for development. Conclude the session inviting them to get into pairs to pray for one another.



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Outline



Finally
115-120 MINS

Slides 22-23

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 15:

- 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 offer a variety of ways people could access caring/supporting resources that would help them with their growth plans. Some may need counselling, others coaching, others a book to read, a podcast to listen to, a DVD to watch.
- Meet your co-leader and plan the next session.

