

The CPAS logo is a dark blue circle containing the text 'cpas' in white lowercase letters. The 'c' and 'p' are connected, and the 'a' and 's' are also connected. Below the logo is the tagline 'Making Mission Possible' in a smaller white font.

cpas

Making Mission Possible

A large orange circle containing the text 'GROWING LEADERS' in white uppercase letters.

GROWING LEADERS

- **Introductory Video**
- **Leaders' Guide**
- **Handouts 1-4**
- **PowerPoint**
- **Activity 1**

A dark blue circle containing the number '9' in white. The circle is positioned at the bottom right of the page, overlapping a large orange curved line that starts from the top right and curves down towards the bottom right.

9

**STAYING
FRESH**

SESSION 9: STAYING FRESH

'The thing is to understand myself, to see what God really wishes me to do... to find the idea for which I can live and die.'

SØREN KIERKEGAARD

Session Overview

- Aim (10 mins).
- Way in (5 mins).
- Input/reflection 1 (20 mins).
- Input/reflection 2 (20 mins).
- Input/reflection 3 (20 mins).
- Refreshments (during input 3).
- Input/reflection 4 (20 mins).
- Input/reflection 5 (20 mins).
- Prayer (4 mins).
- And finally (1 min).

Session Aims

- To understand that leadership is a marathon, not a sprint.
- To emphasise the importance of staying fresh.
- To establish a training programme for staying fresh.

B Bible Base

We're referring to a variety of verses from 1 and 2 Timothy. In many ways these two books reflect Paul's advice to his protégé/mentee Timothy as he reflects on what will help him to keep going in the ministry. Central to all of this is guarding the gospel and staying faithful to it in all he does. There is lots of advice about how to handle specific situations, and then more general material on running the race. It is the latter we're going to focus on.

Background

It's a common problem. For a variety of reasons some leaders over time become weary and lose their 'spark'. They may be stuck in a rut, exhausted from doing the same thing the same way for too long, or weary from the lack of fresh input into their lives.

We've also met those who 'used to be a leader' but have now stepped aside. Somewhere along the way they decided to opt out.

God's call to leaders is for a marathon not a sprint. The alarming number of casualties at the side of the race track is just that – alarming. This session explores how we can set up a 'training programme' that will help us keep on running.

Some may struggle with this material. Perhaps those who've been in leadership a while may find it is painfully close to their experience. They know they are stuck and have all but lost hope of things changing. Others who are at the early stages of being a leader may find it difficult to connect with the material because they are so full of enthusiasm and energy for what lies ahead. They can see the realities of this in other people's lives but can't believe it could happen to them.

Either way, we know that 'staying fresh' in leadership is our responsibility, and that ideally younger and older leaders journey together. Encourage the group to be open to learning from one another.

We use the image of running a marathon throughout this session. If you want you could change it to a different image, but we've chosen this one because it fits with both the imagery Paul uses, and the awareness of marathons that most people have today. The image of training picks up the early work we did in session 2 on discipline. You may like to refresh your memory of that material.



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In the training programme for staying fresh we've identified five stages to the race:

- Personalise the training programme.
- Keep stretching yourself.
- Work out a rhythm.
- Keep close relationships.
- Complete the course.

We suggest you create a symbolic running track wherever you meet. It doesn't have to be large or grand, but a visual way of following the material in the session. You could include the following:

- A start line (masking tape on the floor) with a starting gun or hooter.
- A course around the room. Place a sign/poster for each of the stages mentioned above, ideally on a pole as a flag (see handouts). You could also collect some items to reflect that stage i.e. for stage 1, pictures of gym, workout machines, local publicity for gyms. As you consider each stage of the race you will invite the course members to bring their best ideas for that stage and lay them on the 'track'.
- A finishing line with a finishing tape.

This activity is the heart of this session. It requires movement to help keep the pace. However, depending on your personal style, you may need to prune some of the material to make sure things don't feel rushed or overloaded.

Your Own Preparation

Reflect on your own journey of leadership. Where have you found yourself weary or getting stuck? What led to this? If you are in this situation now, pray for God's renewal and find others to talk to so that they may pray for you.

'There is nobody who cannot vastly improve their powers of leadership by a little thought and practice.'

LORD SLIM

Materials

- Refreshments.
- Running track: masking tape, scissors, tape, posters of gym, people working out, flags to mark the staging posts, hooter, etc. (see background notes).
- A5 paper in five different colours, enough for pairs or small groups to have six or so sheets each in all of the five colours.
- Marker pens.
- DVD of Chariots of Fire.

HANDOUTS

- Handout 1 Weary or fresh?
- Handout 2 My personal training programme.
- Handout 3 Training notes.
- Handout 4 Feedback form.




ADDITIONAL MATERIAL

- Introductory video.
- Activity 1 Track signs.
- Session 9 PowerPoint.
- Psalm 139 PowerPoint.



SESSION 9: STAYING FRESH

Outline

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|  Aim 0-10 MINS | Slide 1 | ARRIVAL Ensure a good welcome for people as they arrive. |
| | Slide 2 | INTRODUCTION Review the previous session, giving space for comments, questions or stories that people might want to share. |
| | Slides 3-4 | Introduce this session, explaining the imagery behind it. If you've got a CVLE licence you could show part of Chariots of Fire or a clip from a marathon as part of your introduction (type 'marathon' into YouTube). Alternatively speak of Sir Ranulph Fiennes' amazing seven marathons in seven days on seven continents. |
| | Slides 5-7 | This was accomplished just seven months after triple heart bypass surgery. Whatever you choose, try to use words and images to give a good feel of an activity which requires training. Likewise completing the marathon of Christian service requires training. You may want to refer to 1 Timothy 4:7-8 or 2 Timothy 3:16, making the point that Christian maturity is a demanding calling for which we will need to train (note the balance in these verses between our responsibility to get on with training and God's gracious provision of his word to achieve training within us). |
|  Way In 10-15 MINS | Slide 8 | 'PREPARING TO RUN' AND 'WEARY OR FRESH' These two activities can be run at the same time by splitting the group in half. Remember that they are intended as a thought-provoking introductory activity. There are no right answers – just get the thoughts flowing. |
| | Handout 1 | <ul style="list-style-type: none">• In small groups get half of the members to discuss the difference between preparing for a one-mile race, and for a marathon. If there are some who are actual runners make sure they don't dominate the discussion.• Ask the other half of the participants to use handout 1 to identify the characteristics of someone who is fresh as a leader and someone who is weary. What would the tell-tale signs be for each person? Ask them to list them on flipchart paper so they can be displayed. Invite brief feedback from each exercise and make the connection with leadership being a marathon rather than a sprint. It is likely we are in this for a long time, so how do we stay fresh? |
|  Activity 1 15-35 MINS | Slide 9 Handout 2 | INTRODUCTION Explain that the session aims to help each person create a training programme for staying fresh in leadership, as well as sharing these insights to encourage and help one another. Handouts 2 and 3 will be used throughout the session. Handout 2 is for noting personal issues (see below) and handout 3 is a reminder of the content of the session. |
| | Handout 3 | The programme will look at five stages. Each stage follows the same pattern: <ul style="list-style-type: none">• Some input (approximately 5 minutes).• An opportunity to reflect on some questions in pairs or small groups (8 minutes). The Training Programme (handout 2) gives three columns for notes. The two outer columns are for personal issues: the struggles the leader is facing and any next steps they can see. The central column is for |



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ideas which might be shared to help others (i.e. 'set aside regular time for retreats', or 'ask for more feedback and could do it by putting it on the agenda of every meeting I lead').

- Ask them to make a copy of particularly good ideas from the central column on the A5 sheets of paper (ideally different colours for each stage), using marker pens so that everyone can read them (one idea per sheet). Place these on the 'track' at the relevant stage post (3 minutes).
- Three minutes to identify their own next step forward using handout 2.

STEP 1: PERSONALISE THE TRAINING

Slide 10

1 and 2 Timothy are personal letters in which Paul continually applies Christian truth directly into Timothy's life and personal situation (1 Timothy 1:18; 4:12; 2 Timothy 1:6). Similarly, we all start at a different place, so it is important to personalise our training programme. When we visit a gym someone assesses us to find out where we are, and then asks us what we want to achieve. In the same way we need to know where we are now and where we are heading in terms of leadership development. Two things aid this process.

- **Identifying our leadership fit** Ideally we need to be a square peg in a square hole i.e. our gifts, style of leadership, SHAPE and sphere of influence fit the role we are in. Remind participants of some of the subjects covered in this area on Part 1 of the course. One of the main ways we discover our fit is through trying something and receiving feedback that helps us to work out whether we are in the right role. Encourage participants to reflect on where they might 'step' out and try something new or different.
- **Clarifying where God may be leading us** If we are currently in one position of leadership but think God may be calling us to another, what training might be necessary?

Slide 11

FOR REFLECTION

- Where are you now and where is God leading you?
- What areas have you identified where you may need further development in leadership?
- What is your next step in this area?



Activity 2

35-55 MINS

Slide 12

STEP 2: KEEP STRETCHING YOURSELF

Paul encouraged Timothy not to 'neglect the gift that is in you, which was given to you through prophecy with the laying on of hands... Put these things into practice, devote yourself to them, so that all may see your progress' (1 Timothy 4:14-15). In short, keep growing in your area of gifting. Paul's comments always sought to spur Timothy on in his development.

We may become stale because we lack challenges. One way to describe this is to think in terms of the green, red and ultra violet zones.

- **Green** is where we are comfortable, able to do things without being stretched or challenged.
- **Red** is where we are stretched, move beyond our comfort zone.
- **Ultra violet** is an area of too much stress. We are so far outside our comfort zone that we are overstrained. This is not ideal.

The important thing to realise is that as we move out of the green zone to do something in the red zone it ultimately expands our green zone as we become



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more comfortable with doing it. Therefore we need to look for things that take us back into the red zone again, because this is where God enables us to grow.

Slide 13

Another way to look at this is to think of two common scenarios. A square peg in a round hole, and a round peg in a round hole that feels 'stuck' or weary. Use the questions below to aid discussion on this.

Slide 14

FOR REFLECTION

- What would help us to keep stretching/progressing in an area of leadership where we're a round peg in a round hole but feel 'stuck' or weary?
- What would help us if we were a square peg in a round hole?
- Where is your red zone?
- How do we avoid neglecting gifts we should be using?



Activity 3 55-75 MINS

Slide 15

STEP 3: WORK OUT A RHYTHM

Paul consistently encourages Timothy to work from grace in a disciplined manner (2 Timothy 2:1-19). Paul wants Timothy to be in ministry, as he has been, for the long haul (1 Timothy 6:11-16; 2 Timothy 4:1-8).

Slide 16

We need a healthy rhythm of life in order to keep going. The reality is that most people are under pressure, and struggle with use of time (see the alternative version of Psalm 23). How we view time is crucial to establishing this rhythm.

Slide 17

- **Some see time as a commodity** People who are busy and think of themselves as important tend to use commodity language to describe time i.e. 'buy, spend, use, invest, save, waste, quality time'.
- **Some see time as an enemy** People who would like to be important/busy but for a variety of reasons don't see themselves this way, tend to use battle language i.e. time is 'against them, presses in on them, weighs heavy, killing time'.
- **Time here is a gift and a friend** We have limited time on earth, but eternity in heaven.

Slide 18

'Time is a gift, because it is God's time, not one's own; and time is a friend, because there is nothing to fear from what God has in store. Time is "on our side". One cannot buy time with God. One must learn to enjoy God's time.'

Samuel Wells

Slides 19-20

So we should work with the time God has given us to establish a rhythm that will sustain us for the long haul. We've included in the slides seven basic theological/psychological principles for the understanding of time. They may be appropriate for your group.

Slide 21

FOR REFLECTION

- What is an appropriate rhythm for your life and leadership that will help you stay fresh? Think in terms of a day, week, month, term, year and seven years.
- What would a healthy Sabbath (day off) look like?
- Is there an appropriate way of taking a 'sabbatical' (a break from your responsibilities) every seven years?
- What is your next step in this area?



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Refresh

Arrange for this to be served as the groups start to discuss the material for Activity 3, above.



Activity 4

75-95 MINS

Slide 22

STEP 4: KEEP CLOSE RELATIONSHIPS

Paul wrote to Timothy asking him to come to him (2 Timothy 4:9), acknowledging his need of company at a difficult time. Throughout Paul's ministry we see him working with others, keeping his relationships strong.

Many people find running a marathon easier if they are running in a group.

- **With God** We are running too fast if we don't have time to grow in our relationship with God.
- **With a team** We are not designed to lead on our own, so working with others in a healthy team will keep us fresh. Remember a team can be as small as two.
- **With a mentor** Someone to whom we are accountable and who helps us to keep growing. A reason for encouraging everyone on Growing Leaders to have a mentor is to establish this as a pattern for the long haul.
- **With peers** People among whom we are not a leader, but just a friend.
- **With a mentee** If we don't pour ourselves into others we quickly become stagnant.

Slide 23

FOR REFLECTION

- For each of the relationships above, identify ideas for growth.
- What is your next step?



Activity 5

95-115 MINS

Slide 24

STEP 5: COMPLETE THE COURSE

Paul's images of soldier, athlete and farmer (2 Timothy 2:3-6) all speak of someone who is focused on the end result. Knowing where the finish line is can be a way of staying fresh in leadership. It isn't retirement. Obviously, as we go through life the pace changes, but the finishing line is a crown of righteousness given to all who keep the faith. Too many leaders drop out when they give up a particular position or role of leadership.

If we're to avoid doing the same we'll need to be clear about why we're doing what we're doing (serving God so that more people may come to know him and that we may make a difference in the world). And we need to realise that only death marks the true finishing line.

Paul speaks of being 'poured out as a libation' and having 'finished the race', looking forward to the 'crown of righteousness' (2 Timothy 4:6-8).

What will it mean for us to be 'poured out'? Almost certainly an element of self-sacrifice as we seek to serve the wider purposes of God's kingdom. This involves being clear about the focus of gospel ministry and the power of the one who is able to help us with this trust (2 Timothy 1:14). If we slip away from these essentials, we will either run a different race, or try to run it in our own strength, neither of which is very sensible.

Slide 25

FOR REFLECTION

- What will help you to keep your focus on running the race to the end?



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- What does it mean to run the race in the power of the Spirit?
- What is your next step?



Prayer

115-119 MINS

Slide 26

Slide 27

Invite the group to gather on the finish line of your course. Ask them to turn to the person next to them and, standing where they are, share one thing they would like prayer for as a result of this session. Then pray for one another in whatever way is appropriate. If time allows you might also encourage people to pray for the group as a whole, in particular for:

- The power of the Spirit to fill us.
- The discipline to work on the training programme, and to review it regularly.
- A clear focus on kingdom-honouring service wherever we find ourselves in leadership.
- A renewed sense of joy and privilege in service.



Finally

119-120 MINS

Slides 28-29

Handout 4

Thank people for coming and let them know the theme, date and time of the next session.

Distribute the feedback form, asking participants to complete and return it to you.

Before Next Time

Preparation

As leaders of the course there are several things you will need to do before session 10.

- Session 10 is the concluding session of the course. We suggest it has a party atmosphere, and you may want to think about an appropriate venue. If you are going to ask people to contribute food, you will need to let them know at the end of this session.
- If you are inviting mentors and partners, speakers, and intercessors to the session, send out invitation cards in plenty of time.
- If you're giving participants a gift, prepare these.
- We also suggest printing off a certificate for each person on good quality paper.
- The final meeting with the mentor occurs between sessions 9 and 10. Arrange a meeting with all the mentors to debrief them and to discuss lessons that can be learned for next time.
- Pray and prepare for session 10. Don't forget to watch the video introducing the session.



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Additional Material

Psalm 139

Use Psalm 139 as an act of worship to help participants be open to what God wants to do in their lives through this session. Say the Psalm together (there is a PowerPoint version), perhaps with some gentle background music playing. Encourage people to pray in response to the Psalm, aware that there is nothing hidden from God. This is a place of liberation, not fear.

Leadership Film Club

Films are a great way to reflect on some of the themes we have been considering on Growing Leaders. A rather sad trend in the way many churches use films is the reliance on short clips to make a point. The real meaning in movies is not in a ten-second point-grabbing clip, but in the unfolding story with all its complexity. Remember, it's not that every scene teaches a wholesome Christian truth, rather that they raise questions, sometimes very uncomfortable ones. Here's a few for starters:

- **Master and Commander** A good way to consider leadership for the long term, the ability to know which battle to fight and how to stay focused.
- **Whale Rider** A beautiful, art-house film focusing on a girl within a Maori tribe in New Zealand, raises crucial issues of leadership development, succession, prejudice and much more.
- **Lord of the Rings** – any of the trilogy offers material on leadership issues.
- **K-19 The Widowmaker** Harrison Ford and Liam Neeson battle it out on board a nuclear submarine sent on an impossible mission. Based on a true story, the film raises issues of leadership and authority.
- **A Bug's Life** Another superb contribution from animators Pixar. Wonderful moments as the central character and the princess try to work out what leadership and responsibility mean in a time of crisis. Great one-liners!
- **Chicken Run** Will they make it out of the chicken run? It all depends. On what? Leadership in the context of adversity. It also raises interesting questions about male and female ways of leading.
- **Incredibles 2** A fascinating take on leadership within a family context, with the leadership role swapping between different members of the family in both formal and informal ways.

