



cpas

Making Mission Possible



GROWING LEADERS

- **Creating a Strategy for Developing Leaders**
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STRATEGY IDEAS

A Leadership Development Strategy for a Church

Growing Leaders is best run as part of a wider strategy for developing leaders in a church. The following pages offer some ideas on how to create such a strategy.

1. DETERMINE IF THE EXISTING LEADERSHIP WILL SUPPORT THE LEADERSHIP DEVELOPMENT PROCESS

- It is essential that the overall leader is on board. Leadership development should be modelled by the overall leader as one of his or her primary responsibilities.
- It is important that all of the church's current leadership (however that is defined) is on board. Work with them to discern the purpose for the church and the priorities of the minister. This will help prevent future tensions when the minister is giving time to leadership development 'at the expense of' other activities.
- Encourage all the current leaders to be looking out for potential leaders.
- Key test: is there a training budget (however small) for developing leaders?

2. IDENTIFY THE PERSON WHO WILL INITIATE/LEAD THE PROCESS

- Ultimately the overall leader is responsible, and in many churches they will need to lead the process. But in some churches s/he may delegate it to someone else, whilst keeping responsibility.
- Select the person carefully, thinking through what 'qualifications' they need for the role.
- Be sure they are on board with the overall vision of the church.

3. RECRUIT/DEVELOP A TEAM OF PEOPLE TO LEAD THIS WORK

- Remember that a team can be just two people, and a team is not a committee.
- A team is important because it models leadership as community.

4. ARRIVE AT A CONSENSUS DEFINITION OF LEADERSHIP

- Lack of clarity about this will cause problems later on.
- Clarity gives you direction as to who to identify, invest in and entrust.
- The best way to achieve 'ownership' is to include people in the process of gaining the definition. Use the PCC or equivalent leadership group.

5. IDENTIFY THE VARIOUS LEVELS OF LEADERSHIP IN YOUR CONTEXT

- This helps us to provide the right type of training for each level.
- Identify the existing leaders (adult small groups, youth and children's work, music group, choir, PCC, and so on). Don't forget there may well be leaders who are not in a leadership role.

6. DETERMINE YOUR APPROACH TO:

- Identifying leaders (emerging and established)
- Think of the leadership community as a group of people in a swimming pool. If the church wants that community to grow it must expand the pool at both ends. The shallow end is where emerging leaders get their feet wet. The deep end is where experienced leaders continue to develop.
- Pray. Maybe we don't have leaders because we've stopped asking God to provide them.
- Encourage everyone to identify potential leaders.
- Ask. Some aren't leaders because they've never been asked. Be personal, prayerful and persistent.
- Beware the problem of non-leaders. There is a myth that certain kinds of believers are de facto leaders. Not all mature, motivated or competent believers are leaders. Two things help with this. (a) Be clear about leadership traits and qualities and recruit according to these. (b) Remove non-leaders from leadership roles.

CREATING STRATEGY

A leadership development strategy (2)

Investing in leaders

- Invest appropriately according to their level of leadership.
- A gym provides a good analogy. For full fitness we need to do both cardio and muscular workouts; one without the other doesn't develop all-round fitness. Cardiovascular training develops the heart, central to everything. Muscular training is develops specific parts of body – it is not centralised. Within a church, centralised training keeps the energy that is released in individual ministries aligned with the church's overall direction. Decentralised training keeps the individual ministries strong and effective so that their alignment counts.
- A balanced training regime develops a fit body.

CARDIO / CENTRALISED TRAINING	MUSCULAR / DECENTRALISED TRAINING
<i>For example, Growing Leaders</i>	<i>For example, CPAS training days</i>
All leaders at all levels	Specific leaders
Fosters church unity	Enhances ministry distinctives
Increases interdependence	Increases effectiveness
Mission driven	Passion driven
Helps with alignment (everyone going in the same direction)	Helps with belonging (working with others in the same area)
Answers the 'why' questions	Answers the 'how' questions

- Using a variety of resources and approaches.
 - ⇒ Books, CDs and podcasts on leadership. Provide a library and keep it up to date.
 - ⇒ Spend time with other leaders.
 - ⇒ Conferences and seminars. Attend a variety of these. Don't get stuck in only one type.
 - ⇒ Visit churches. See what others are doing.
 - ⇒ Run leadership development sessions as part of the regular diet of the church.
 - ⇒ Encourage feedback on everything. Model it as a leader. Create a learning culture, where people expect to grow.
 - ⇒ Use outside services. Training organisations like CPAS and Scripture Union, colleges like St John's Nottingham and London School of Theology.
 - ⇒ Link people with mentors and coaches.
 - ⇒ Retreats/days away to renew people in their relationship with God.

Entrusting leaders

- Role descriptions. How will you describe the roles you're asking people to do? Many leadership problems occur because of unclear expectations.
- Evaluation and reviews. How will you monitor how they are doing?
- Leadership covenant. What does it mean to be a leader in your church? Can you capture it in a covenant you invite people to agree to?

'You cannot develop leaders without being crystal clear on the questions "Why are we here?" and "Where are we going?" If there is no clear sense of purpose and direction for the local church, the misalignment of direction and motivations will make the development of leaders difficult if not impossible.'

'We have many potential leaders, but we're not developing them. I contend that this leadership crisis is in reality a leadership development crisis.'

Building Leaders, Aubrey Malphurs



WORKSHEET

1. Ascertain the level of support for developing leaders

Determine the level of support from the 'leadership' of the church for developing leaders as a priority in the church's ministry. Two common scenarios:

- Overall leader knows this is a priority but struggles to find time with all the other things there are to do.
- Others think it is a priority and struggle to get the minister on board.

Who do we need to 'get on board'? How are we going to do that?

2. Arrive at a consensus definition of leadership

Who should be involved in defining leadership?



WORKSHEET (2)

3. Identify the person who will initiate/lead the process

Who might this be in your context?

4. Recruit/develop a team of people to lead this work

What gifts do you need on your team and who might bring them?



WORKSHEET (3)

5. Determine your approach to...

- Identifying leaders.
- Investing in leaders.
- Entrusting leaders.



Your approach to:

- **Identify** What leadership opportunities do you currently have? How could you expand the pool at both ends?
- **Invest** What approaches are you currently using? Which could you start over the next 3, 6, 12 months?
- **Entrust** What could you do to improve the way you draw people into leadership responsibilities?



ADDITIONAL MATERIAL

What Prevents Leadership Development?

A variety of things create blockages to leadership development in a church. Here are a few.

USING ONLY THOSE WHO'VE ALREADY LED

It is an understandable temptation, because of course it takes less time than training someone else. But it is ultimately self-defeating and self-limiting. We end up with only a few being able to lead. Far better to equip those we're developing as leaders to do the same for others.

TIME

Many overall church leaders are so busy with all the other responsibilities of leading a church that they have no time to develop others. Of course, initially it takes more time to grow others in leadership than it would if we simply got on with the job ourselves. But again that is ultimately self-defeating. It also doesn't recognize that part of the job of any leader is to grow others in leadership. How do we make progress?

- Meet those responsible for leadership within the church (elders, churchwardens, PCC) and talk the issue through with them.
- Clarify the purpose of the church and your role within it.
- Identify with them your priorities in terms of your use of time.
- See if there are ways of releasing you from some of your current activities to focus on growing leaders.
- Be clear about the long-term benefits of this for everyone.
- Use some of the suggestions from session 4 to help identify a sensible leadership development strategy for your context.
- Remember to start where you are – not where you aren't.

OUR OWN INSECURITY

This can be a major blockage. If we are insecure, it is easy to feel threatened by others. We may be fearful of letting go, of others doing a better job than we can, of others making mistakes. Ideally we are looking to develop people beyond ourselves, and where that is often hardest is in the areas where we feel gifted ourselves. If insecurity is blocking leadership development seek appropriate help, for your sake and the sake of the church.

CRITICAL ATMOSPHERE

Without an atmosphere of affirmation and encouragement it is very difficult for people to dare to have a go. It is not unusual for those churches with a value of 'excellence' to be the most difficult churches for growing leaders, because no one wants to get it wrong. We need to encourage risk taking and experimentation. And when people make mistakes, we will need to be there for them rather than disown them. They won't be so good at covering up their mistakes as we are. Nor will they be so able to recover from their mistakes without some outside perspective, feedback and encouragement. As Michael Green notes: 'Failure, not success, takes you to the core of the Christian faith.'

LIMITED VIEW OF LEADERSHIP

If we only see leadership potential in people 'like us' we will severely limit the growth of leaders. Leaders come in all shapes and sizes, with diverse backgrounds and gifts. When thinking about who might lead it helps to be open to God's promptings and to use a good deal of common sense. In some contexts finding leaders can be particularly hard. You'll find some ideas on this on the website (www.cpas.org.uk/leadership and click on the Growing Leaders link).

NO SENSE OF CALL

People are less likely to sense God's call to leadership if we never teach on the subject, inviting people to consider if they might be leaders.



ADDITIONAL MATERIAL

What Prevents Leadership Development? (2)

HIERARCHY

A pyramid structure with one leader at the top will limit our ability to grow leaders. Where all the attention is focused on one person, people think that is what leadership looks like. And if they don't see themselves like that person, they tend to think 'I can't be a leader.' Where there is a leadership team with different types of people, others can normally see themselves in one of the leaders and think, 'If they can lead then perhaps I can as well.'

MIDDLE-CLASS MODELS

With the 'professional' leadership of the church often coming from middle-class educated backgrounds there is a danger of imposing middle-class models of leadership on others. Such approaches to leadership tend to emphasise:

- Education not intelligence.
- Logic not creativity.
- Expertise not experience.
- Who you know not what you've done.
- Management not leadership.
- Safe hands not risk takers.

We need to look beyond these stereotypes to develop other models of leadership that fit with a wider variety of people. It isn't that they don't exist (for example you can find leaders in pub darts teams, on the shop floor, in the local charity shop), it is more likely that we don't see them.

POOR METHODS OF HANDING ON LEADERSHIP

We can hinder others' growth in leadership by the way we hand on responsibility.

- Directing occurs when an established leader retains both responsibility and authority. In some circumstances this is wise and necessary, but generally it inhibits leadership development.
- Abdicating occurs when an established leader gives away both authority and responsibility. This means a vital connection between the existing leader and the emerging leader is lost. It usually occurs unintentionally through neglect and is perpetuated by stress and time constraints in the established leader's life.
- Disabling occurs when an established leader gives away responsibility but keeps authority. This disables the emerging leader because they can't make decisions and do things their way.

Instead we aim for empowering.

For reflection

- Which of these issues is the greatest blockage in your context?
- What could be done to 'clear' the blockage over the next month, the next year?



ADDITIONAL MATERIAL

Leadership and Women

When you hear the word ‘leader’, do you think of a man or a woman? For many the instant response is a man. In today’s Church most conference speakers and Bible teachers are male. And those teachers tend to use male biblical examples, and examples of male leaders, when teaching about leadership. Sometimes this can create barriers for women who are called to be leaders.

In his book *Leadership Next*, Eddie Gibbs suggests that the leaders of tomorrow’s Church will be team players, good at creating synergy. For the future, he suggests, we need transformational leaders, people who are ‘prepared to think “outside the box” and work to transform structures,’ shaping the lives of individuals around them. He suggests that this style of connective leadership is something at which women are more adept than men.

One of the great unanswered questions is whether women have a different leadership style from that of men. Do women lead differently because they are women, or do some lead differently because they come to leadership with different experiences from men’s? Writers on leadership in a secular context recognize that women face particular challenges in developing as leaders, and over the last 20 years a significant numbers of books have been published on this area. Yet very little attention has been given to women leaders in Christian writing on leadership. How do we affirm and develop women as leaders within our churches? This page gives some pointers, based on research on women and leadership:

- Women often don’t see themselves as leaders – so they are less likely to volunteer to lead. They need to be asked.
- Women are sometimes self-deprecating, and their initial reaction may be ‘I couldn’t do that.’ Only the opportunity to try will show if this is true – or if they could do it.
- In a mixed group, women are sometimes more reticent about participating. Again, a generalization. But it’s worth asking, ‘Are the ideas of women heard?’ Women tend to be less likely to contribute during a meeting to get their point across.
- For men, opportunities to lead may come early, giving arenas in which to develop in confidence and competence, sometimes at the expense of character; for women, the challenges of life may bring maturity in character, but they may be lacking in competence and confidence.
- People bring different things to leadership. That is why it is important to make sure your leadership team includes a good mix of people. Good teams are not ‘like’ each other. If at all possible, be sure to have a mix of men and women.
- According to leadership expert Sally Helgeson, a desire to focus on long-term sustainability is a primary characteristic of women who have been successful in leading organisations. Are women heard when we are thinking about vision and big picture in our churches?
- Role models are important for all leaders. What role models are there for women who are in leadership or who aspire to be leaders?

Other key points:

- Ensure that you use an inclusive language Bible translation (e.g. NRSV, TNIV, inclusive NIV) when leading *Growing Leaders*.
- In giving biblical or contemporary examples of leaders, ensure that you include examples of women as well as men.

Resources

- *Leading Lessons*, Jeanne Porter (Augsberg Fortress)
- *Community 101*, Gilbert Bilezikian (Zondervan)
- *Not Less than Everything: Women who carried the Gospel to China*, Valerie Griffiths (Monarch)
- *Temptations Women Face*, Mary Ellen Ashcroft (IVP, USA)
- *I Wanna be... a Woman of God*, Beth Redman (Hodder) – for encouraging young women leaders

