



Leadership Collaborative



LEARNING • SUPPORT • ACCOUNTABILITY

CONFERENCE CALL 11 **REVIEWING MONTH 10 AND EXPLORING HOW TO DEVELOP LEADERS**

1. CONNECTING AROUND CURRENT REALITY

These questions are extrapolated from month 10 of coaching calls. One at a time, share your thoughts by answering one or two of the following questions:

CURRENT REALITY

- Share what you learned from doing the Leadership Assessment Capacity evaluation? What adjustments need to be made? What areas need to be strengthened?
- What is the current state of leadership development in your congregation? What environmental factors (internal/external, challenges, opportunities) play a role?
- Where does your current reality differ from the reality God has defined? What might you need to do to move your reality into greater alignment with God's reality?

2. COLLABORATING: DEVELOPING LEADERS

Developing leaders—it's so easy to talk about, wish for, and strategize, but not so easy to accomplish. If you read through the articles, webpages, and blogs that come up when you google "leadership development," you will discover that there isn't much there—millions of hits, little value. Everybody talks about the need to raise leaders, but very few organizations are actually doing it.

When you think about developing leaders in the RCA, you will perhaps think about all of the students that go to RCA seminaries. But is leadership development just sending off our sons and daughters to an academic environment to become a pastor and a leader? As we think about leadership development, let's not think about pastoral training or even commissioned pastor training exclusively.

Instead, let's think about how you are developing more leaders in your ministry context. That may mean developing more volunteers, more children's ministry workers, more youth staff, more elders and deacons, more care ministers, more evangelists.

If you wanted to raise up 30 leaders in the next 12 months in your church or ministry setting, what would you do? Or, if it is a scale issue, what would 5 new leaders in your church look like?

Where would they serve? How could they have the greatest impact? How would you want them to influence others?

Discipling and developing new leaders is about helping people to grow courageously as the leaders God created them to be.

Think back to when you were an emerging leader. What helped you develop your leadership? Share your response.

How can you include some of those key leadership development components in your own process of helping new leaders grow and develop?

3. ROADBLOCKS TO LEADERSHIP DEVELOPMENT

McKinsey & Company is an international management consulting firm. One of the reports they generated in 2014 explained why leadership development efforts don't work. They have identified four road blocks that can limit the effectiveness of leadership development in organizations.

A. Overlooking Context

Context is a critical component of effective leadership. A leader may be awesome in one situation, but that does not mean she or he will do well in another situation.

Many leadership development processes take a one-size-fits-all approach. However: **The same group of skills, leadership style, or organizational culture will not work equally well in every context.**

We must first understand why we are developing leaders in the first place. Knowing the **why** of leadership development (why you are growing leaders) and then the **what** of leadership development (what you are trying to produce for your context) will provide the foundation for the **how** of leadership development (how you will multiply and mobilize leaders). In order

to answer these questions, you must first understand your context and the kind of leaders your context most needs.

B. The Disconnect between Learning and Application

Adults will retain only ten percent of what they hear in a classroom lecture, but will retain almost two-thirds of what they learn through experience. Leadership development processes often focus on teaching leadership in a classroom environment that is heavy on content and light on experience and application.

The Center for Creative Leadership has done extensive research on this topic, and they have found that the best way to design a leadership development process is by remembering **70:20:10**.

70: 70 percent of learning needs to come through **real life, on-the-job experiences**, tasks, and problem solving.

- Rising leaders need to experience challenging assignments. These leaders will learn by doing and through purposeful practice.
- The majority of leadership development should focus on how you do leadership in real life situations in your context.
- Leaders learn by taking time to reflect on their life experiences. Those experiences shape us and help us to grow.

20: 20 percent of learning needs to come through **developmental relationships**.

- These relationships take the form of coaching and mentoring. They might be experienced on teams and through personal interaction and conversation.
- Leaders learn from others through discussion and feedback.
- How do you cultivate a leadership development process that has direct coaching and team-oriented, relational learning?

10: 10 percent of learning needs to be **formal training** that comes through *courses, seminars, workshops, and reading*.

- The goal of formal training is to change thinking and behavior, but often a formal environment does not effectively change behavior.
- Horizontal leadership is about delivering content, but vertical leadership is about increasing leaders' capacity to think on their own, which can help them

to become more effective leaders. As you design your 10 percent, it is helpful to think about these two different styles of leadership development.

Keeping the **70:20:10** balance will help you to disciple leaders who are not only knowledgeable, but also have the hands-on experience that will serve them well in their ministries.

C. Underestimating Mindsets

Becoming an effective leader often requires a complete change in behavior. Many leaders know this, but many are reluctant to address the root causes of why they may be acting a certain way.

When leaders have challenges in their organization, they must do more than confront the issue; they must choose to lead differently than they have in the past.

They have to address below-the-surface thoughts, feelings, assumptions, and beliefs and adjust some underlying mindsets that are part of their thinking and responses. They must begin to think about whether what they are doing is for their own personal comfort or for the good of the church or organization they are responsible for.

The underlying thoughts, feelings, assumptions, and beliefs of the leader have a tremendous impact on the way a leader thinks and responds in a given situation. When challenges arise, leaders must first look within. Are certain behaviors and responses being done for the leader's own personal comfort? Or is the leader acting for the good of the organization or ministry she or he is responsible for?

This introspection can be uncomfortable, but it is necessary in order for deep change to take place. Leaders must take a step back and view things differently. By doing so, the leader will be better able to live out of this changed perspective.

D. Failing to measure results

Organizations may list leadership development as a value, but they may be remiss to take the steps to measure the effectiveness of their leaderships processes.

The things we measure are the things that are important to us.

- Failure to measure these processes communicates that you're not taking leadership development very seriously.

- What is the goal of your leadership development process? If a rising leader invests months or years of their life in becoming a leader through your process, what will the end result look like?

Which of the four roadblocks is the biggest or most difficult to overcome in your organization?

4. LEADING OTHER LEADERS: BIBLICAL SNAPSHOTS

Fred Rogers (Mr. Rogers)

"If you could only sense how important you are to the lives of those you meet; how important you can be to the people you may never even dream of. There is something of yourself that you leave at every meeting with another person."

"We live in a world in which we need to share responsibility. It's easy to say "It's not my child, not my community, not my world, not my problem." Then there are those who see the need and respond. I consider those people my heroes."

Priscilla – Acts 18

"He began to speak boldly in the synagogue; but when Priscilla and Aquila heard him, they took him aside and explained the Way of God to him more accurately. ²⁷And when he wished to cross over to Achaia, the believers encouraged him and wrote to the disciples to welcome him." (Acts 18:26-27a, NRSV)

Huldah – 2 Chronicles 34

"So Hilkiah and those whom the king had sent went to the prophet Huldah...She declared to them, 'Thus says the Lord, the God of Israel: Tell the man who sent you to me, Thus says the Lord: I will indeed bring disaster upon this place and upon its inhabitants, all the curses that are written in the book that was read before the king of Judah...But as to the king of Judah, who sent you to inquire of the Lord, thus shall you say to him: Thus says the Lord, the God of Israel: Regarding the words that you have heard, because your heart was penitent and you humbled yourself before God when you heard his words against this place and its inhabitants, and you have humbled yourself before me, and have torn your clothes and wept before me, I also have heard you, says the Lord.'" (2 Chronicles 34:22a, 23-24, 26-27, NRSV)

Ruth 2

"Then Naomi said to her daughter-in-law, 'Blessed be he by the Lord, whose kindness has not forsaken the living or the dead!' Naomi also said to her, 'The man is a relative of ours, one of our nearest kin.' Then Ruth the Moabite said, 'He even said to me, "Stay close

by my servants, until they have finished all my harvest.” Naomi said to Ruth, her daughter-in-law, ‘It is better, my daughter, that you go out with his young women, otherwise you might be bothered in another field.’ So she stayed close to the young women of Boaz, gleaning until the end of the barley and wheat harvests; and she lived with her mother-in-law.” (Ruth 2:20-23, NRSV)

- Each of these biblical women were in places where change was happening or was necessary. How did their leadership inspire others around them? How did their presence make change possible?
- How does each biblical woman inspire you as a leader as you seek to create a process for raising up new leaders in your ministry context?

5. NEXT STEPS

Monthly coaching pairs/triads:

Each month, you will receive an outline that will help you explore important leadership topics by yourself and then in your peer coaching triads. The next month’s topic is:

- Month 11 **Discipleship:** How can you develop and build new leaders?

Next Video Conference date:

Clarifying Questions:

Below you will find four questions that we encourage you explore throughout your 12-month leadership journey. Consider them each month, to see how they may be changing for you:

- What kind of leader do I want to be one year from now?
- What kind of leader do I want to be 5 years from now?
- What phrases describe me and my leadership style?
- What do I hope is my leadership legacy?