

BUILDING YOUR LEADERSHIP SKILL

Are You a Learner Or of the Learned?

In times of change, learners inherit the earth, while the learned find themselves beautifully equipped to deal with a world that no longer exists.
Eric Hofer

Spiritual Leadership – An Almost Overwhelming Experience

How can you remember it all? Leadership is hard. Effective leadership is even harder. Unlike managing where all a person has to do is hit the numbers to satisfy a manager or be a successful manager, leading is downright scary. Why? Because people follow a leader from their hearts not their heads. And when people get ripped off, it's not usually because they've made a bad intellectual decision, it's because they gave a leader their hearts and the leader abused their trust.

What do you learn and how do you put it all together? Sometimes successful leading looks more like a mystery than a mastery.

Terms:

- Leader – influential - quality
- Leading – influencing - activity
- Leadership – influenced - consequence

Leadership Skill vs. Skills

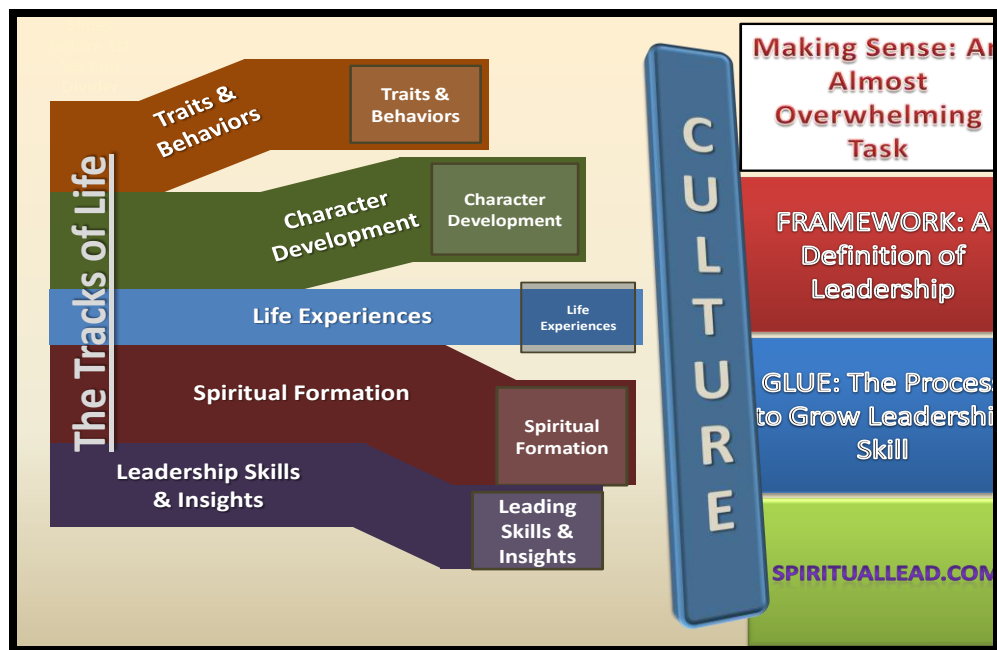
Effective leadership is not about **learning**—it's about **living**. It requires understanding what leadership looks like, not just in theory, but when it's lived out. It's not an easy process. In his most recent book, *Outliers-The Story of Success*, Malcolm Gladwell says research proves you can be a master in just about anything—as long as you spend 10,000 hours over ten years on that skill.

When we talk leadership SKILL it is the sum total of all the various skills, experiences, insights, 'ahah' moments, facts, failures, successes and spiritual insights we have accumulated in our long or short life. The end result is a Leadership SKILL. It's:

- The sum total of your LIFE TRACKS,
- Your understanding, the FRAMEWORK, of what leadership is and

- Finding the GLUE that knits it all together creating context.
- Leadership SKILL is about:
 - CONTEXT and
 - INTEGRATION and
 - PROCESS

Life Tracks



Traits and Behaviors Over one hundred years of research on leadership has identified the most consistent traits and behaviors of effective leaders—meaning these are present in persons judged to most effective in leading others.

Traits These are the underlying programs of personality that cause people to behave. They are ingrained from childhood modeling, personality inclinations and disciplined effort. In a spiritual sense, this is probably what changes most in spiritual transformation—the root drivers.

- Ethical/Integrity
- Communicator
- Emotional Intelligence
- Flexible
- Tolerance for ambiguity
- Focus is on solution obtaining not problem solving
- Externally directed – internal locus of control
- Surgency – Dynamic enthusiasm
- Intellectance

Behaviors This is the consequence of feeling, reason, traits, habits and choice.

- Articulate an appealing vision
- Role model behaviors consistent with vision
- Express confidence in followers
- Take personal risks and self sacrifice
- Communicate high expectations
- Empower followers

Character Development Within every person forms an ethos, an essential morality becoming a pivot point or launching pad for thought, feeling, behavior and choice. This is the core of the soul or the inner man. It is through this lens that I view myself and the world.

- Other-centeredness
- Integrity
- Humility
- Servant's Heart

Life Experiences Every action in life demands an internal explanation. How the story gets told, internally, will determine how future actions are told and justified. The meaning of the story of our life experiences is based on my character, traits and spiritual formation.

- Failures and struggles
- Successes
- Insight, attitude and resolution
- Personally owned ethos (moral belief system) and ethics (values or guiding principles)

Spiritual Formation How I come to understand and live out my life with God in the narrative will determine how I understand and live out the totality of my life.

- My personal and unique understanding of who God is (*Microtheology*)
- General understanding of who God is (*Macrotheology*)
- General understanding of how we are to practice our faith (*Orthodoxy*)
- Personal understanding of how I actually live my faith (*Orthopraxy*)

Product of:

- Revelation
- Reason
- Relationship
- Refined by spiritual disciplines

Leadership Skills and Insights

Leading Skills

- Cast vision
- Set direction
- Question assumptions

- Provide clarity
- Reinforce values

Leading Insights

- Communication Style
- Team Player Style
- Conflict Style
- Spiritual Gifts(ings)
- Cross-cultural Awareness and Intentional Adaptability
- Leader Styles

A Framework and Glue

In the end, to understand and thus build your leadership SKILL requires context and integration. Skills are the individual abilities you acquire over time. SKILL is the integrated process you actually do.

- Context—knowing the what and how and where of leadership experiences
- Integration – understanding how all the bits and pieces of the five LIFE TRACKS fuse together
- Process—seeing the underlying system of spiritual principles, wisdom and knowledge that makes complex systems work

What we need, however, for all this information—both emotional and objective-- to make any sense is to find a framework upon which we can drape all this monstrous amount of knowledge, skills and insights.

MAKING SENSE

What is needed is a FRAMEWORK to understand how Leadership Skill is forming and to evaluate how effective it is being applied

We need to find the GLUE – the unifying principle—that knits it all together.

FRAMEWORK

Definition of Effective Leadership

Effective leadership enables teams to succeed

Slave to Righteousness

Effective leaders:

- Respond and commit to a **personal calling**
- Commit to being a **virtuous** person people can trust
- Continually **grow** as a person

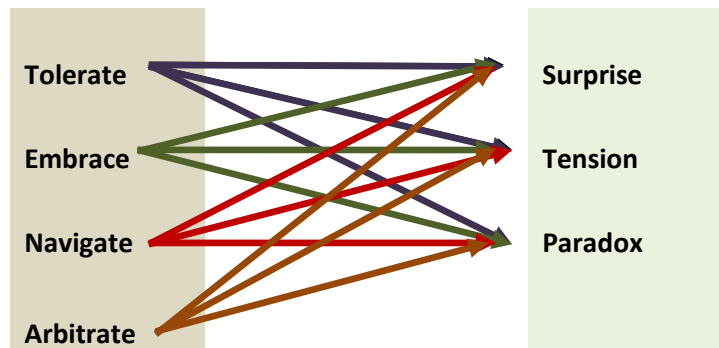
Steward of the Process

Empower teams through a leader who...

- Cultivates common *vision*
- Invests in *loving relationships*
- Creates and maintains *optimum environments*
- Fosters *virtuous practices*

Servant to All

Empowered teams are able to succeed because they confidently and appropriately know when and how to...



Effective Leaders Enable Teams to Succeed

GLUE

Know Who You Are

- Integrate the understanding of your journey on the LIFE TRACKS
- Continue to refine your understanding of your calling
- Understand your spiritual giftings
- Understand your styles – communication, conflict, strengths, team player
- Work on weak areas, play to your strengths
- Understand your temperament
- Create and maintain a Life Plan statement

QUESTION: If someone asked you the question, “Who are you?” And they had ten minutes to listen, what would you say? If people don’t know where you’ve come from, why would they allow you to influence them as they go forward?

Find Your Voice

- Therefore....
- Own your integration by writing it in a journal or a book

- This is your meta-narrative of life. Unless and until it makes sense to you, it really won't make sense to others. This is your own systematic micro theology.

QUESTION: If you now know who you are, how do you integrate that into a process of life? What does all of "this" mean to you? How do you make sense of God, life and purpose? People won't follow you if you don't make sense.

Utilize a coach, a mentor and a prophet

- A coach sees things you don't see and you are on the coach's agenda
- A mentor is one who helps you see things you already partially know and the mentor is on your agenda
- A prophet helps you see things God wants you to know and you and the prophet are on God's agenda

QUESTION: Who are you seeking out for advice (coach), wisdom (mentor) and purpose (prophet)?

Read, read, read, read, study, study, study, study

- Understand the context and the process. Everything you read must be recycled back through your Life Tracks.
 - Context—understanding the what and how and where of leadership experiences
 - Process – understanding how each piece in a leadership relationship influences all the others
 - Be a lifelong spiritual leadership learner – the 10 y /10K rule

QUESTION: What's in your library? What's the glue that holds it all together?

Network

- Information
- Accountability and feedback
- Dependable relationship for growth
- Use your network –
 - Blog
 - Skype
 - Twitter
 - Find a group of like-minded warriors
- Your SKILL is useless unless you pass it on
 - Isn't this the great commission?
 - No influence, no discipleship; no influence, no leadership; no leadership, no change

QUESTION: What are you going to do differently after having been here today?