

Outcomes

EMPOWERING MINISTRIES

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THE MAGAZINE OF CHRISTIAN LEADERSHIP ALLIANCE

The Heart of Leadership

EXAMINATION AND ACCOUNTABILITY

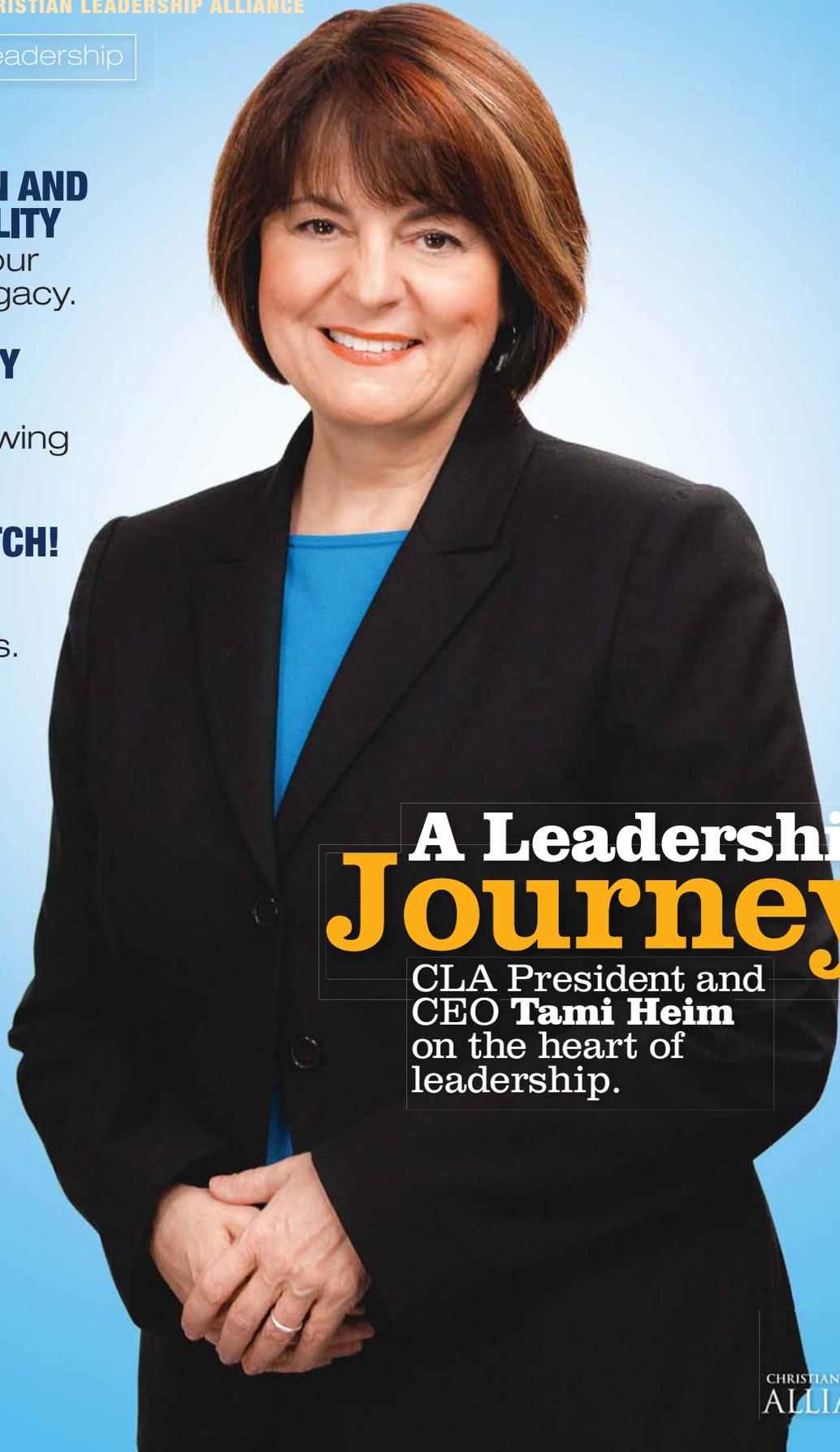
The key to your leadership legacy.

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A Leadership Journey

CLA President and CEO **Tami Heim** on the heart of leadership.

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Outcomes

Spring 2012

Vol. 36, NO. 1

The Heart of Leadership



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The Heart of Leadership

CHRISTIAN LEADERSHIP ALLIANCE (CLA) is dedicated to your development as a spiritual leader who impacts the world for Jesus Christ. To that end, this edition of *Outcomes* explores "The Heart of Leadership," also the theme of the 2012 CLA National Conference in Orlando, Fla., April 10-12, 2012. (CLAConference.org)

In this edition, Jon Wallace, president of Azusa Pacific University, urges accountability for leaders. "The commitment to live an examined life should reside at the center of Christian leadership," says Wallace. The primacy of prayer is highlighted by Gail Dudley of Stonecroft Ministries: "Every leader desperately needs the spiritual resources afforded by a life of prayer." Ed Morgan, president and CEO of The Bowery Mission, shares ways that you can multiply your leadership effectiveness by making genuine heart connections. And authors Andrea Buczynski and Leighton Ford emphasize the call to mentor and equip the next generation of Christian leaders.

CLA's new president and CEO, Tami Heim, shares lessons learned along her leadership journey, capturing the essence of this edition of *Outcomes*: "A consuming and holy love motivates the Christian leader to abandon the world's self-saturated emphasis on power and influence. A Christian leader humbly submits to God's way, will, and plan. He or she lives to make him known." We also feature a look at the life of John Stott, an influential evangelical leader who lived that definition of Christian leadership throughout his life.

There is much more inside *Outcomes* from seasoned Christian leaders. My prayer is that this edition of *Outcomes* will help prepare you to live out the heart of Christian leadership in the roles to which you have been called.



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The purpose of *Outcomes* is to fulfill Christian Leadership Alliance's mission to exhort, equip and empower Christian leaders to think biblically and lead effectively as faithful stewards in the service of Jesus Christ. *Outcomes* equips Christian leaders for excellence in governance, leadership, management and resource development.

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A Leadership Journey

CLA's new president and CEO Tami Heim shares insights on the heart of leadership.

OUTCOMES EDITOR-IN-CHIEF W. Scott Brown recently interviewed Tami Heim, the newly named president and CEO of Christian Leadership Alliance (CLA).

Heim brings a wealth of experience to her new role, including service as president of the national bookstore chain Borders Inc. and as executive vice president and chief publishing officer of Thomas Nelson Inc. She has served as a consultant to NavPress, Zondervan and other ministry organizations. She also held leadership roles with Federated Department Stores, Inc. Most recently, Heim served as a partner and brand strategist with The A Group Brand Development.

Service on nonprofit boards is integral to her experience, as well. She serves on boards such as Lead Like Jesus, EQUIP, Growing Leaders, Christian Women in Media Association and more. She has been a guest lecturer at universities such as Harvard, Indiana, Purdue, Michigan, Vanderbilt, Colorado, and Albion College. Heim has also appeared on Fox News, MSNBC, Bloomberg, CNN, The Today Show, NPR, and other national media programs. She and Toni Birdsong co-authored *@StickyJesus: How to Live Out Your Faith Online* (Abingdon, February 2012.)

Tami Heim and her husband Dale are deeply involved in the life of their local church, including an initiative close to their hearts: leading mission trips to Jeremie, Haiti, to minister to orphans and to teach, disciple, and develop them as Christ-centered leaders.

What do you view as the heart of Christian Leadership?

The heart of a man or woman separates Christian leadership from the rest. A heart fully surrendered to Christ yearns to know, love, and serve God. Going and growing in those areas multiplies our impact. Jesus said:

You shall love the Lord your God with all your heart and with all your soul, and with all your mind. (Matt. 22:37)

Jesus specifically tells us that our leadership and influence is different from that of the world:

Jesus called them together and said, "You know that the rulers of the Gentiles lord it over them, and their high officials exercise authority over them. Not so with you. Instead, whoever wants to become great among you must be your servant, and whoever wants to be first must be your slave just as the Son of Man did not come to be served, but to serve, and to give his life as a ransom for many." (Matt. 20:25-28)

A consuming and holy love motivates the Christian leader to abandon the world's self-saturated emphasis on power and influence. A Christian leader humbly submits to God's way, will, and plan. He or she lives to make him known. As a new creation, transformed daily by the living Word of God, each believer

willingly becomes a living sacrifice so that Christ is seen, felt, and discovered through his or her life.

How does your walk with Christ influence you as a leader?

Knowing who I am and whose I am gives me a radically different perspective on life and how I lead others. The contrast between my life before and after Christ is stunning. When he rewrote the text of my life, he completely exchanged my ambition for his and replaced my dreams with ones I couldn't even imagine. He planted in me passion for the moment, urgency for obedience, and a heart open to see others through the eyes of my Father.

He gives me insight into how fear and pride war daily with Godly confidence and humility. I pray my way through that tension, clinging to the knowledge that he who is in me is greater than he who is in the world. I daily invite God to search my heart and to own my thinking, behavior, and development as a leader. I know that in the space between action and response, his wisdom is always available. When I permit him to use me as his pass-through for grace, my leadership most consistently and accurately reflects him.

What key ways has God equipped you as a leader throughout your career?

My professional journey has been more than I dreamed possible. It's something I couldn't have planned or predicted. I spent my first 22 years growing and learning from some of the finest retail professionals ever employed at Federated Department Stores. My service was rewarded with the opportunity to lead others through many years of volatile change and growth. There I learned the significance of being a change agent and trusting God's sovereignty in everything.

In 1996, my husband Dale and I followed the call to Ann Arbor, Mich., where I joined the leadership team of Borders Inc. After two years, I was told I would assume the role of president in 2000. God gave me the strength, grace, and courage to step into the opportunity. He taught me the value of vision, initiative, focus, responsibility, and attitude as a foundation for leading others. I learned how to see the God-given gifts in others and understand my role in unwrapping them for his glory. There are no words for the inside-out work God did in me during those blessed years in Ann Arbor.

At the start of 2004, I followed the God-designed plan to leave Borders and invest the next year fully focused on my daughter and family. That year unfolded like a love letter from God. Once my daughter, Zoe, left for college, God sent us to Nashville, Tenn., where I became the chief publishing officer for Thomas Nelson Publishers. I will always be in awe of the privileges and people that were woven into my life through that experience. What a gift to work with some of the most anointed Christian communicators and leaders of our day.

God has kept me in the business of getting his message out into this world. Most recently, I served with an amazing team as a partner for The A Group — Brand Development. There my focus was to connect God-inspired communicators and ministries to those in need of hope and truth. I was blessed with talented partners and an extraordinary team of Web developers, designers, and marketers. Wise and savvy in the world of technology, the team worked to discover innovative ways to optimize current social media platforms, build community, expand reach, and promote kingdom collaboration.

What did you learn leading Fortune 500 companies like Borders Inc.?

The most significant leadership lesson I learned was the art of leading change. Prior to joining the team at Borders group, I had lived through seismic changes in department-store retail. While technically I worked for Federated Department Stores for 22 years, it was as if I worked for more than 20 different companies.

Massive downsizing, mergers, acquisitions, bankruptcies, and buyouts were routine. Ownership changes meant changes in direction. The rules of the game were rewritten constantly. My ability to adjust was well tested. I had strong mentors who taught me how to embrace the new and remain resilient.

At Borders, I thought I would simply be leading growth and market-share expansion. That was only partially true. What I discovered was that whether an organization or industry is consolidating or growing, it is still changing. Change is change, and the framework of leadership required to successfully transition through it is the same. The tools I mastered in my department-store days were put to use in my specialty-store experience. I continue to draw on them today.

As the population grows and technology expands, change is inevitable. As Christian leaders, we must wisely adapt to such shifts without conceding truth founded on the principles of an unchanging God.

How did your work at Thomas Nelson expand your perspective?

It was significant in my personal and professional journey. I was honored to serve with Michael Hyatt and the remarkable team there. As leaders, we stood for each other. We dedicated ourselves to living the core values of the company. Our word was important and we stood by it, even when it was hard or financially stressful.

I marvel at the opportunities to listen and learn from some of today's most profound Christian voices. I was inspired daily by the work we did with leaders like Billy and Franklin Graham, Max Lucado, John C. Maxwell, Chuck Swindoll, Beth Moore, John MacArthur, Henry Blackaby, Erwin McManus, John and Staci Eldredge, Charles and Andy Stanley, Donald Miller, Ken Blanchard, Marcus Buckingham, Chris Seay, Pete Wilson, Sarah

Young, Laurie Beth Jones, and Richard Sterns. At one point, our roster swelled with almost 2,000 Christian communicators. I remain grateful for the impact each one had on my life, and how God used them to shape my leadership perspective.

How has ministry board service impacted you?

Serving on boards such as EQUIP, Growing Leaders, and Lead Like Jesus has provided insight into the challenges and opportunities facing Christian ministries. I've seen the economy take a toll on donor support. It has forced innovation and has often been a catalyst for ministries aligning more closely to God's plan. I've seen how miraculously God completes all he starts. There is a reason why James tells us:

Consider it pure joy, my brothers and sisters, whenever you face trials of many kinds, because you know that the testing of your faith produces perseverance. Let perseverance finish its work so that you may be mature and complete, not lacking anything. (James 1:2-4)

It's in the trials and challenges that God shows up in a magnificent way. Ministries, like people, must go through trials to learn perseverance. Faith untested never grows or bears witness to sufficiency found in Christ.

Can you tell us about your book @Sticky Jesus?

Toni Birdsong and I wrote @Sticky Jesus: How to Live Out Your Faith Online to help Christ followers gain a biblical perspective as effective ministers of the gospel online, specifically through social networking.

Christian leaders must embrace what is happening in our world and bring their voice to the online conversation for the sake of advancing the gospel. The statistics don't lie. Like it or not — embrace it or not — the world lives online.

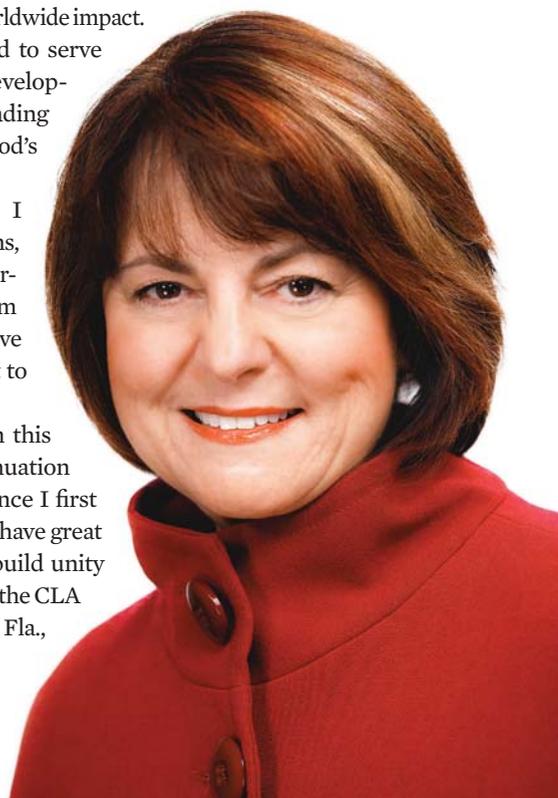
What are your thoughts on the mission of CLA?

It deeply inspires me. It aligns perfectly with my heart for equipping individuals, teams, and organizations to achieve God-honoring excellence and worldwide impact.

I am confident I've been called to serve where the mission includes developing Christian leaders and spreading the Gospel. Work dedicated to God's purpose compels me.

As CLA's new president I humbly submit the gifts, strengths, experience, and professional expertise God has refined in my life. I'm committed to providing innovative resources and training relevant to this generation and the next.

The opportunity to serve in this new role with CLA is a continuation of the path God has directed since I first decided to give my life to him. I have great expectations as we seek God, build unity among the body, and prepare for the CLA National Conference in Orlando, Fla., April 10-12, 2012. ●



It's Our Watch!

We're called to develop future leaders.

I WAS PUZZLED. I was sitting in a room with a group of seasoned leaders; all of them had agreed that developing leaders is important, but they were not doing it. To explore the topic, we began a conversation about their lives. "When you were coming up as a leader, when did you feel most developed?" In almost every case, a more senior leader recognized their potential decades earlier. Challenging assignments, being believed in, feedback, accountability were all a part of that experience for them.

With smiles across their faces, animated descriptions and the knowing laughter of being tested, the group came alive remembering the experiences that stretched them and prompted them to trust God to greater degrees. Those experiences grew their faith. Their determination buffeted, they felt the full weight of being responsible for decision-making. In that discussion, the reason for their lack of initiative toward younger leaders also became clear. They did not see themselves in the position of the senior leader responsible for developing a new generation of leaders.

All of the leaders I've known over the past decades are talented; all of them have gifts, experience, and strengths to share. But many of them are unaware of what has been entrusted to them or what they can offer younger leaders. Inside, many of us still see ourselves as the 30-year-old who is in need of a mentor, rather than the one who can mentor or coach younger leaders. Somehow internally, we don't connect with the ability to make a difference. We're still looking around thinking, "someone should do something about this!" And it's our watch.

Leader developers, like leaders, come in many styles, not just one.

Some would argue, "I'm just not a people developer." We have in our minds very specific models of leaders as developers, like Barnabas, "son of encouragement." And they are often great developers — believing in people, encouraging them toward next steps, being patient. But we often ignore the example of Paul, who with a more fiery temperament, also encouraged and developed lots of people, though in different ways than Barnabas. He took people with him, deployed them on specific missions, exhorted and pointed them in the right direction.

Every leader has something to offer the next generation. Two different colleagues come to mind, neither of whom would say they develop others. One, a superior vision caster and networker, put his thoughts together on casting vision in a short video. He then created an example and challenged the audience to evaluate

him on his own grid. It's been the best little training video we've had. Everyone recognizes his ability. As he shared his own ways of thinking about casting vision, others were able to benefit. In addition, this leader made an offer to the rest of the global leadership team: "If you have people in your succession pool, I'd be glad to have them join me and introduce them to my network." What an offer! That kind of generosity in any organization can help younger leaders gain exposure to more senior leaders.

Every leader has something to offer the next generation.

A second colleague, who continuously denies being able to develop people, has great ability and experience in leading change. He sees things others do not see. He is willing to push through when the going gets tough. Telling his "leadership story" has been a way for him to pass on what he has learned in leading complex organizational change. As people listen to his experience of trusting the Lord for the next steps, they find that they too can develop that same courage in the challenges they are facing.

Both of these leaders found ways to pass on their wisdom and expertise. Ask yourself and others: What are my unique strengths? What have I learned about the Lord, about leadership and ministry? How can I pass them on?

In addition to finding your own best contribution to developing the next generation, consider the lessons of the group of leaders I mentioned at the beginning of this article. Challenging assignments, feedback, accountability, and being believed in were all cited as factors in being developed.

Leader developers, like leaders, come in many styles, not just one. Find yours. Be intentional. It's our watch. ●

ANDREA BUCZYNSKI has been

a staff member with Campus Crusade for Christ (CCC) for 34 years after coming to Christ as a college student. She currently serves as CCCI vice president for global leadership development. She likes to travel: "I feel like I have a box seat to see what God is doing around the world!"





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Rescuing Treasures

Dedicated Christian leaders share their hearts

SPOUSES EDGAR AND GLADYS GUITZ have a contagious passion for Christ. They lead The Potters House Association where Edgar serves as director and Gladys as associate director.

In the heart of Guatemala City, Guatemala, is the largest dump in Latin America. More than 11,000 people live and work in and near the dump, including some 6,500 children. Potter's House Association, in its 25th year, exists to change the living situation for these thousands.

Edgar and Gladys have attended both the CLA National Conference and the CLA Christian Nonprofit Leadership Academy, and have each received their CLA Credential in Christian Nonprofit Leadership (CCNL). *Outcomes* editor-in-chief Scott Brown interviewed them on Christian leadership.

Please tell us about Potters House.

Potter's House serves 11,000 people at the Guatemala City garbage dump. We believe that God never intended his masterpiece creation to live in the middle of the garbage. Each individual displays God's

image and merits value and dignity. This is why we don't call them "scavengers;" we call them "treasures." During 25 years, Potter's House has showed God's love to this community through five programs: Family Integration, Education, Health, Micro-Enterprise, and Community Support.

What do you both view as the heart of Christian leadership?

For us the core of the Christian leadership is to invite/influence others to start a personal relationship with God; growing in knowing his character, and following him. It is to encourage others to impact this generation by following their specific and personal calling in the Kingdom of God. It is also to encourage others to transfer Christianity to future generations, just as we received it from those before us.

How has being a part of CLA impacted your ministry?

CLA offers a holistic approach that is inspiring, equipping, and encouraging. It is inspiring to hear from other Christian leaders inviting us to experience God in our personal relationship and in our area of ministry. We get equipped with information, techniques, and tools that are pertinent and up-to-date. And the fellowship with other leaders facing similar situations is very encouraging. We can't wait to attend to the next CLA event. We always return home with recharged batteries.

How has being a part of the CCNL program benefited you both?

What is unique for us in the CLA CCNL program is that the first module is "Biblical Foundations," and also that every module has a Biblical groundwork. That makes it different from other programs, conferences, or colleges. It is very pertinent and practical. We have to confess that originally we were trying to skip the Biblical Foundations module; now we plan to take it again!
(pottershouse.org.gt)

INTERVIEW WITH
EDGAR AND
GLADYS GUITZ

Milestones

APPOINTED TAMI HEIM, as president and CEO of Christian Leadership Alliance in January. Heim previously served as president of Borders Inc. and as executive vice president and chief publishing officer of Thomas Nelson Inc.

DIED GEORGE GALLUP JR., who previously led the polling and research organization founded by his father, of cancer in November. Gallup Jr. also wrote books drawing on his research on religion and spirituality in the United States.

APPOINTED ROY MEDLEY, as president-elect of the National Council of Churches (NCC) in November. Medley previously served as general secretary of American Baptist Churches USA. He will officially assume the role of president in January 2014, at the end of the two-year term of current NCC President Kathryn Mary Lohre.

HEADLINES:

CLA Offers Six Online Modules for April 2012!

In April 2012, CLA will offer six dynamic online modules designed to equip ministries for organizational excellence. Modules begin April 2, 2012. Registration deadline is March 26.

This new CLA, powered by Azusa Pacific Online University, online curriculum was launched back in September 2011 and offered again in January 2012. These cutting-edge interactive modules are led by expert faculty, and interest continues to grow! In fact, 80 ministry leaders participated in the four January 2012 modules. Register for April 2012 modules today at ChristianLeadershipAlliance.org/online.

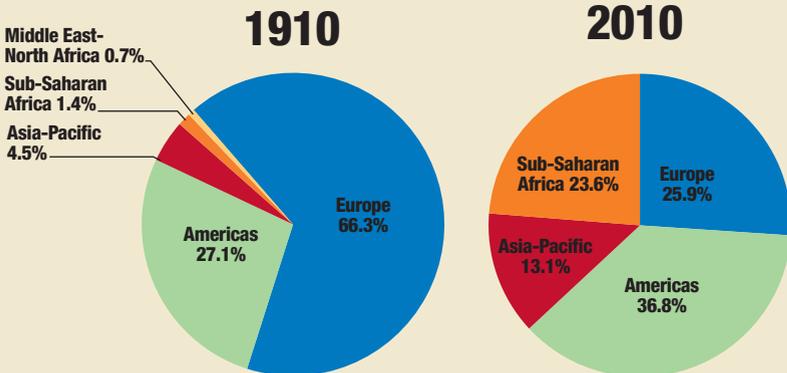
Spring 2012 Modules:

- **Resource Development:** Biblical Foundations of Development (CLAR101)
- **Resource Development:** Major Gifts (CLAR102)
- **Resource Development:** Development Strategy and Planning (CLAR 103)
- **Financial Management:** Effective Financial Controllershship (CLAF 103)
- **Executive Leadership:** Biblical Foundations of Leadership (CLAL 102)

SCORECARD

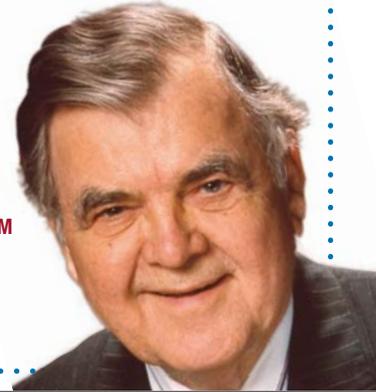
DISCIPLES IN ALL THE NATIONS

In Dec. 2011, the Pew Research Center's Forum on Religion & Public Life released *Global Christianity: A Report on the Size and Distribution of the World's Christian Population*, a country-by-country analysis of about 2,400 data sources, including censuses and nationally representative population surveys. For some countries, such as China, the Pew Forum's estimates also take into account statistics from church groups, government reports, and other sources. Since 1910, the percentage of the world population that identifies as Christian has remained relatively constant (32% today/35% in 1910). However, the geographical distribution of Christians across the globe has shifted radically.



For more information on this study, go to <http://www.pewforum.org/Christian/Global-Christianity-exec.aspx>

Excellence is a process that should occupy all our days.



TED W. ENGSTROM

The latest ministry news and trends

• **Board Governance:** Biblical Foundations of Governance (CLAG 101)

To learn more and register, visit (ChristianLeadershipAlliance.org/Online)

CLA Orlando 2012 Offers America's Premier Training for Ministry Leaders

There's still time to register! From April 10-12, 2012, ministry leaders from across America will gather in Orlando for the 2012 CLA National Conference. As America's premier educational conference for Christian nonprofit professionals, CLA Orlando 2012 will offer 100 workshops, 29 full-day Intensive Training Institute sessions, and an in-depth Ministry Internet & Technology Summit. Keynote speakers include thought leaders such as Kay Coles James, Gary Chapman, and Gordon MacDonald, and special guests include noted ministry leaders such as Steve Douglass of Campus Crusade and Commissioner William A. Roberts of The Salvation Army. Learn more and register at (CLAConference.org).

New CLA Consul Award Launched

Christian Leadership Alliance (CLA) has launched

a new award to honor individuals as a lifetime consul for CLA. The CLA Consul designation honors distinguished and exemplary service in the field of Christian nonprofit leadership.

This new consul program was initiated in 2011 by then Acting CLA President and CEO Mark L. Vincent, who presently serves on the CLA Board of Directors. Individuals receiving the consul designation from CLA will have achieved more than a 40-year span of service and leadership, combined with substantial assistance to the work of CLA. A consul represents the ideals of Christian nonprofit leadership, both in personal character and in the legacy of the person's work.

Being named consul is CLA's highest honor. No more than two individuals will be named consul in a given calendar year, and consul designation will be awarded at the discretion of the CLA president and CEO. The first two CLA Consulships will be awarded at the 2012 CLA National Conference in Orlando.

Best Christian Workplaces Releases 2012 List

Each year, the Best Christian Workplaces

Institute (BCWI) releases its list of the best workplaces in the U.S. and Canada. To earn this distinction, organizations must meet BCWI's standards of excellence as well as earn high scores determined by results from an anonymous BCWI employee engagement survey administered to over 100,000 employees of qualifying organizations. The survey covers issues such as job satisfaction, commitment, Christian witness, supervisory effectiveness, work satisfaction, personal growth and development, management effectiveness, customer/supporter satisfaction, teamwork, communications, and pay and benefits. This year's list includes parachurch and mission organizations, camps and conference centers, Christian schools and higher education, products and services, and media.

"We salute this year's Best Christian Workplaces for doing far more than just surviving despite the challenging economy," says BCWI president Al Lopus. "These organizations set the bar in terms of employee engagement and serve as an inspiration for all."

Visit (BCWInstitute.com) for a complete list of this year's winners.

THE MILENT



ORNLING TREE

A LEADERSHIP PARABLE

By Leighton Ford

A veteran missionary once described “banyan tree leadership.” Too many leaders, he said, are like the spreading Indian banyan tree, so thick it does not let the sun through to nourish the seedlings underneath. Senior leaders can take up so much space and oxygen they don’t allow others to flourish. In contrast the aspen tree has roots that grow underground and up. This Aspen parable reminds me (and I hope others) of the importance of mentoring the next generation. We make a difference not so much by multiplying programs as by investing in people.

LEIGHTON FORD

IT DID NOT MAKE THE HEADLINES, but not long ago there was a very important convention that met at a beach hotel in California.

It was a convention of leading trees, most of them old, some hundreds of years old, who had met to discuss the future of trees. They were very concerned that the world was running out of trees, and wanted to see what they could do about it.

But they also gathered because leaders like to meet other leaders. So the conference gave them the chance to get together with some very fine old trees from all over the world, enjoy tree talk, and just have a good time relaxing by the beach.

One afternoon two of these veteran tree leaders took a walk together on the beach.

One was Banyan, a very large spreading tree from Florida.

The other was Aspen, a slender tree with white bark and yellow leaves, who came from the slopes of Colorado.

Because they came from different parts of the country they were very curious about one another. So they decided to take a walk.

The banyan tree was very old, and bent over with the weight of his huge spreading branches. He walked with the aid of a handsome carved wood cane engraved with intricate designs like tree branches.

“Where did you get the cane?” asked Aspen. “It looks very fine.”

Banyan shook it proudly. “Very fine indeed,” he said. “It belonged to my grandfather. It’s made from one of the finest old trees, which donated a branch to a woodcarver who gave it to my grandfather in India.”

“Aren’t there many banyans in India?” asked Aspen. “And India is a very religious country isn’t it?”

“Very religious,” nodded Banyan. “In fact over there some people worship banyans as gods. Not that we are, of course. I know better. I may live a few hundred more years but not forever.”

A fleeting look of sadness came over his face.

They walked a few more paces, dragging their roots in the water as children would, as if they were young trees again.

“Do you think about getting old?” asked Aspen thoughtfully. “Do you think of what you have done for the world? And what you will leave behind?”

“I do,” said Banyan, “When I was a young tree I had so many dreams of what I wanted to do. Many have come true. Florida is a hot place and I have given cool shade in the heat of the day to many weary people. I have done what God made me to do and that makes me very happy. But something worries me.”

He paused.

“And what is that?” asked Aspen.

“Who will replace me, and you?” said the banyan. “This conference has made me very worried. The trees of the world are dying out in many places.”

Aspen nodded and his leaves shook.

“I wonder the same. In the hills of Colorado we don’t hear a lot of news from other parts of the world. I hadn’t heard how many trees are dying. Why, the other day the speaker said that a portion of forest the size of a football field is lost every minute of every day! Did you know that?”

“I knew it was bad,” said Banyan darkly, “but not that bad. Deforestation, is that the word?”

“Yes,” said Aspen. “After that session I saw some of our brothers and sisters from Africa and Latin America who looked devastated. They said all their tropical forests would be gone in the next five years unless something is done.”

“My friend from Sri Lanka said the same thing,” said Banyan. “More and more people are being born. So many trees are being cut down to make rooms for farms to feed more people. And then we need more and more houses, so more trees are cut down. Then more firewood is needed to cook. On and on and on it goes.”

“Yes,” added Aspen, “and when trees go there’s not as much water drawn from the ground and it gets very dry. There are deserts where there used to be forests.”

“It does worry me,” said Banyan, and with heads bowed they walked on, silent.

Then Aspen turned and looked Banyan up and down.

“You are a very big tree,” he said. “Are you also very old?”

“Over a hundred years,” Banyan answered proudly. “And over a hundred feet tall.”

“Really?” exclaimed Aspen. “Do many banyan trees grow that old and that tall?”

“Many grow to be hundreds of years old,” answered the banyan. “And very tall. But mostly” (and here his trunk shook with laughter) “mostly we grow very large around! We look like jolly fat men! Did you know the biggest banyan tree in the world is in India? It’s the Great Banyan in the botanical gardens near Calcutta. They tell me Great Banyan measures over three hundred meters around.”

“That’s one big tree!” gasped the astonished aspen. “Nearly a thousand feet.”

“Yes,” said Banyan. “And when I was in school my history teacher said that when Alexander the Great came to India he camped under a banyan tree big enough to shelter all seven thousand of his soldiers.”

“How old is the Great Banyan?” asked Aspen.

“Perhaps two hundred years” Banyan answered. “Some banyans may live over a thousand years.”

“Amazing!” Aspen exclaimed. “And do they spread?”

“We do,” said Banyan. “We grow up and spread out. And we also look very strange because our roots start above the ground. They grow down from our branches into the ground and hold up other spreading branches. I guess they are tree canes,” he chuckled, waving his own carved cane.

“Have you ever seen a big banyan?” he asked his companion.

Aspen shook his head.

“Well a single banyan tree can look like a forest. That Great Banyan near Calcutta may have what looks like a thousand trunks growing down.”

They walked on, Banyan with his cane, Aspen thinking of what he had just learned.

“But I am being very impolite,” Banyan said at last, “talking so much about myself. What about aspens?” Banyan asked. “Are there many aspens in your part of the world?”

Aspen smiled. “A few. In fact we aspens are the mostly widely growing tree in North America, all across the continent. There are many of us where I come from, in the mountains of Colorado.”

“It must be a very beautiful place,” said Banyan, “because you are a very beautiful tree. So slender, and such a lovely light trunk and yellow leaves; I wish I was as slender as you.”

He laughed again, ruefully, shaking his many long branches. “I guess I would look better if I trimmed down a bit.”

“And do aspens live a long time?” he wondered.

“Not as long as you,” said Aspen. “Maybe a hundred and twenty years. But we do have a claim to fame.”

“And what is that?” asked Banyan, curiously.

“Do you know where the largest living organism in the world is?” asked Aspen.

“Texas?” Banyan asked, “Isn’t that where everything is the biggest?”

“No, not Texas, Oregon. And do you know what that organism is?”

“An aspen? How could that be?”

“No, a fungus. A huge fungus. But the second largest living thing is an aspen ... a ‘quaking aspen’ grove in the Wasatch Mountains in Utah. It’s said to weigh over six thousand tons!”

“My word!” breathed Banyan. “How did it get that big?”

“Well, you have to understand aspens,” his friend explained.

“Have you ever seen an aspen grove? At first it looks like any other grove, a bunch of the same kind of tree. But it’s not! An aspen grove is actually one tree connected by its roots, and the roots are out of sight under the soil. An aspen tree spreads out its roots and grows many trunks. Those who count these things say that one grove, one they call ‘Pando’, probably has forty one thousand stems off one root stock. It’s really one tree with many branches.”

“Well!” Banyan was speechless for a while. They walked on a few steps.

“But how long did it take to grow that way?”

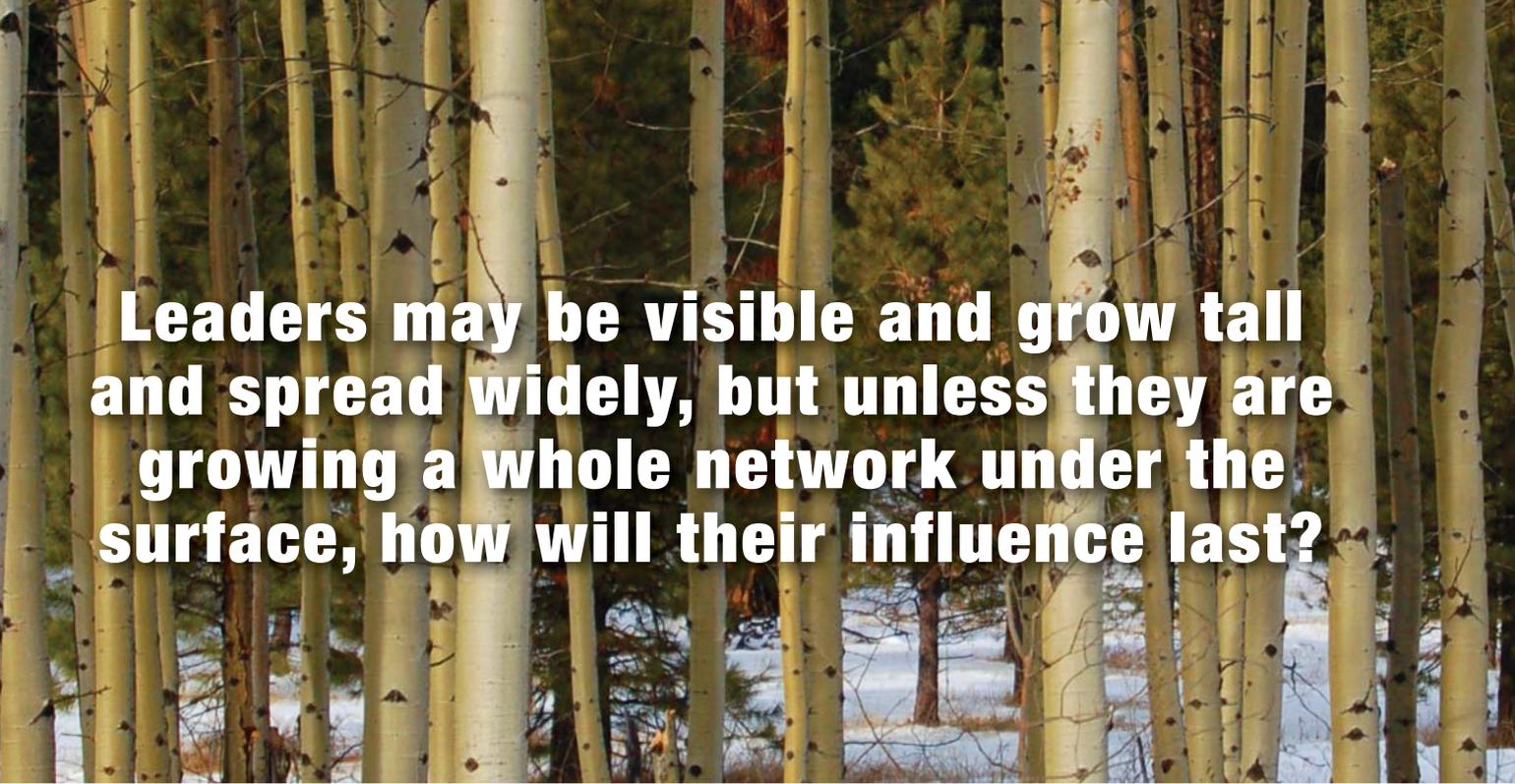
“Perhaps ten thousand years,” said Aspen.

“Ten thousand years ... but I thought you said aspens live only a hundred years or so?”

“True. For the original tree,” said Aspen. “But long after that first visible trunk is gone, the roots under the soil are there, waiting, patient, until some disturbance comes and the sun stimulates another growth cycle and the tree pioneers on into new territory.”

“Truly amazing.” Banyan shook his head again. “I am glad to learn all this.”

“There’s something else I’m happy for,” said Aspen. “We trees don’t live just for ourselves, do we? We provide shade for young spruce and pine trees, and shelter them. We shed our leaves and let the sunlight filter through so they can grow too.”



Leaders may be visible and grow tall and spread widely, but unless they are growing a whole network under the surface, how will their influence last?

Then he asked Banyan, “But tell me more about why you are so concerned about the future of your tree family. With so many big trees, that live so many hundreds of years, banyan trees shouldn’t have any trouble being around for many centuries to come. Why are you worried?”

Banyan did not reply for a moment. He walked a few paces, and kicked one of his roots in the sand. Then he looked up.

“We do have a problem,” he admitted. “In India there is a proverb: Nothing grows under the banyan tree.”

“It’s sad, but true. A banyan tree, especially a very big one, is so huge, and its foliage is so thick, it does not let the light through. It does not allow the little seedlings to grow.

“That’s what makes me worry. I am still living. So are many other banyans. But what about the next generation? And the next? Who will provide shade for them?”

Then he turned and looked right into Aspen’s eyes.

“Do you know what else concerns me?”

“What?”

“It’s about the human leaders in our country. Too many of our big important leaders are like a big banyan tree. They take up so much space; demand so much attention. Even when they walk into a room they take up lots of space and suck up the air. And I don’t see them letting light through to nurture the younger ones coming along.

“Our world has many other problems besides our tree problems. We need leaders who can see beyond themselves and their own interests. And where are those leaders coming from?”

He fell silent. Even his great branches seemed to bow low before these grave questions.

Aspen too was quiet. Then he slowly voiced his own reflections.

“You are a very wise old tree, Banyan. What you say about our country is true. We do have lots of leaders that take up all the attention. We do need to allow new leaders to grow and take us into the years ahead.

“We have something to learn from your wisdom. This walk on the beach has been more important to me than all the statistics we missed hearing at the afternoon session.”

“Agreed” said Banyan. “And I think I have something to learn from you. That leaders may be visible and grow tall and spread widely, but unless they are growing a whole network under the surface, how will their influence last?”

It was getting late.

Banyan and Aspen watched the red ball of the sun moving down toward the far edge of the sea. At the horizon it seemed to duck its head and pull the sea over its brow, like a child snuggling under the covers for the night. For a few moments it let out winks of light that striped the edges of the evening clouds. And without a further nod it faded into the folds of the night.

The two old trees turned and headed back to the hotel, thinking about days past, and about children all around the world going to sleep, and dreaming of years yet to come. ●

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LEIGHTON FORD, president of Leighton Ford Ministries (LFM), is an author, leader, communicator, poet, painter and mentor. His books include *Transforming Leadership* (IVP, 1993) and *The Attentive Life* (IVP, 2008). His recent booklet *The Mentoring Community* (2011) can be downloaded at the LFM website (leightonfordministries.org). After 30 years of international evangelism, both with his brother-in-law Billy Graham and his own campaigns, Ford sensed a call to mentor emerging leaders. Leighton Ford Ministries was formed in 1986 for that purpose.



Two Leadership Paths

Choosing the way
of Herod or the
way of Jesus.

By Steve King

THE INSIGHT FILLED ME with hope and fear at the same time. I was preparing a message on leadership from Mark 6:1-32 when it dawned on me that I have only two options before me every day as a Christian leader: to lead the way of Jesus or to lead the way of Herod. My hope grew as I grasped that my union with Jesus Christ and the Holy Spirit compels me to lead the God-glorifying way of Jesus. Yet my fear grew as I realized that my culture and sin-bent entice me to lead the self-glorifying way of Herod.

Before we explore these two radically different leadership paths, I have a confession to make. Even though I have studied leadership extensively and have led as a senior pastor for more than 30 years, in the past I had just borrowed or mimicked my definition of spiritual leadership from others. I did not make myself biblically and clearly define what a spiritual leader actually is. Two years ago, that changed. I commissioned eight other leaders to join me in scripturally defining spiritual leadership and then designing a process for multiplying healthy ministry leaders.

As we studied the Scriptures, our thinking evolved from seeing leadership as simply influence to seeing it as Christ-shaped influence. Eventually, we realized that there is a difference between influence and leadership. Though every believer is a person of influence, not every believer is a leader. The difference between influence and spiritual leadership is revealed in our definition of spiritual leaders:

Spiritual leaders are shaped by Christ to equip and mobilize others to fulfill God's purposes.

This type of leadership demands that one abandon the way of Herod and intentionally follow the pattern of Jesus.

Leading the way of Jesus (Mark 6:1-12; 30-32) Jesus' disciples did not follow him because of his position and status in society; he

was an itinerate rabbi and carpenter. They were compelled to follow him solely based on his moral authority (Mark 6:1). He developed his moral authority over 30 years in a disciplined walk with his Father (Luke 2:52). For example, in Nazareth, Jesus relied on moral authority to respond to misinformed and stinging criticism. Jesus' clear conscience and confidence in his identity shielded him from an ungodly response (Mark 6:2-4).

As a builder of disciples, Jesus trained by modeling and empowering. Although clearly a mission-minded and visionary leader, Jesus never made his disciples feel like pawns for his plans. Instead, following Jesus resulted in being empowered and equipped to fulfill God's purposes. First he modeled a holistic approach to ministry with preaching, healing, and serving, and then he sent them in teams to go and do what they had seen him do (Mark 6:7-13). Following Jesus both fueled their faith in God and fostered effective teamwork.

Jesus' disciples were not only empowered by him but they were also accountable to him. At the end of their mission, they reported back to him (Mark 6:12-13, 30). Then, ever the servant leader, he cared for his band of brothers and urged them to rest, modeling a balanced life and preserving an emotionally healthy team (Mark 6:30-32).

Jesus was shaped by his heavenly Father to equip and mobilize his disciples to fulfill the Father's purposes. The perfect model for all leaders, he led by (1) relying on moral authority, (2) training through modeling, (3) empowering followers, (4) expecting accountability, and (5) nurturing the personal lives of those on his team.

Leading the way of Herod (Mark 6:14-29) Herod's leadership stands in stark contrast with Jesus'. Even though Herod had status and authority as a king, he lacked moral authority. He was ruled by his violated conscience. While shoring up his power in Rome, he had an affair with Herodias, his half-brother Philip's wife. Herod then divorced his first wife, married his brother's wife, and became a stepfather. His violated conscience would pollute his leadership and put him in a position to be manipulated (Mark 6:14-16).

Herod had an encounter with John the Baptist, a leader whose moral authority both attracted and convicted him. John the Baptist was the only man courageous enough to confront Herod about his unlawful marriage to Herodias. Herod's response to this "just criticism" revealed his abuse of power and manipulative leadership style. Herod, spurred on by his wife, Herodias, imprisoned John. However, even though John was physically confined, it was Herod who was held captive by the iron bars of his own violated conscience (Mark 6:17-19). In contrast, John's clear conscience and moral authority gave him a platform to urge Herod to break free from his "me first" leadership style (Mark 6:20). But Herodias knew how to manipulate Herod's selfish, sensual, and self-destructive leadership, using her own daughter as a pawn to push Herod to "save face" by taking off John's head (Mark 6:21-29). Herod would remain imprisoned by his violated conscience and would eventually lose his position and die in exile. His leadership style puts on display the folly of violating our conscience and using others by mobilizing them to serve our own selfish purposes. While Jesus nurtured his team, Herod destructively manipulated his.

As a builder of disciples, Jesus trained by modeling and empowering.

Warren Wiersbe, in his insightful book *Meet Your Conscience*, captures the essence of what the New Testament tells us about how our conscience functions as both a window and a judge. As a window, our conscience lets the light of God in, but it is not the light (Matt. 6:22-23). As a judge, our conscience bears witness to the law in our heart, but it is not the law (Rom. 2:14-16). Each time we violate our conscience, the window that lets in the light is smudged, and therefore the judge sees less and less. Therefore, we can progressively develop a weak, defiled, evil, and seared conscience (1 Cor. 8:7, Heb. 10:22, 1 Tim. 4:2). On the other hand, we can strengthen our conscience by knowing who we are in Christ and living it out in the power of the Holy Spirit; progressively developing a strong, clean, good, and blameless conscience (Rom. 14:1-12; 1 Tim. 1:5 and 19, 3:9; Heb. 10:22; Acts 24:16).

We have only two options before us every day as Christian leaders: the way of Jesus or the way of Herod. Be hopeful because our union with Jesus Christ and the Holy Spirit compel us to lead the way of Jesus. Be fearful because our culture and sin-bent entice us to lead the way of Herod. Use the chart below to review our only two options and pass it along to others you lead. Determine to be a leader who is shaped by Christ to equip and mobilize others to fulfill God's purposes. Turn your back on leadership that is shaped by selfishness and that mobilizes others to fulfill your own purposes. ●

Our Two Leadership Options Mark 6:1-32	
<i>The Way of Jesus</i>	<i>The Way of Herod</i>
Moral authority <i>Foundation = trust in God</i>	Authority of position <i>Foundation = seeking self-protection</i>
Empowerment of others <i>Gives away authority</i>	Uses others for selfish purposes <i>Clings to authority</i>
Clear conscience forged by accountability to God and others.	Defiled conscience, refusing accountability to God and others.
Servant who nurtures the team	Manipulator who uses the team

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Build a Strategic People Agenda

Be a steward of what is most precious to God by **Dave Rippey, Doris Rippey, and Bill Frisby**

Not long ago, a gifted and humble brother in Christ, who serves faithfully in a high-level leadership position in a widely-recognized ministry, confessed to one of us at Strengthening Leaders that, “there is nothing about the way the president of our ministry leads us that makes me want to follow Christ.” What an indictment! /// As leaders, we are to be “servants of Christ, and stewards of the mysteries of God, moreover, it is required of stewards that one be found trustworthy” (1 Cor. 4:1-2). Our stewardship includes that which is most precious to him — his people. It is a truly awesome and sobering responsibility. /// Christ died and rose again for people (Rom. 5:8). His plan is to reach the world with the gospel through people (John 20:21, Matt. 28:18-20). He is still doing what he began to do when he walked the earth, even greater works in and through people (Acts 1:1; John 14:12, 15:1-8). As leaders, we desire and strive to be trustworthy. We know we will be called to account by God (1 Cor. 4:3-5). Unfortunately we often fall short, sometimes very short, in our stewardship as leaders.

Leadership means leading people. It means mobilizing their knowledge, skills, and commitment — their human capital. It means honoring and cultivating the God-given gifts of everyone within the organization, not just those we judge to be high-potential and promotable. It means planning and carrying out a strategic people agenda.

THE IMPORTANCE OF A STRATEGIC PEOPLE AGENDA

Every organization has four strategic agendas continuously in play: the financial agenda (acquiring and managing cash and investments responsibly); the constituent agenda (relating to and supporting everyone affected in some way by the organization); the operations agenda (the processes involved in creating value and serving constituents' needs); and the people agenda (maximizing the knowledge, skills, experience, and effort of the organization's people).

The construct of a strategic people agenda is relatively new. In the pre-industrial era, most labor was unskilled, cheap, abundant, and disposable. People were viewed as a commodity, a cost of doing business. More recently, the rise of knowledge work drove a shift in attitudes toward people as "strategic assets" to be cultivated and managed like other assets.

Christian leaders, however, understand people neither as commodities nor even as strategic assets. Rather, Scripture teaches that their intrinsic value far transcends their economic value (John 15:9). We also know that God distributes his gifts throughout his body, so his purposes are fulfilled only as each member does its unique work (Rom. 12:3-8). God has ordained that we must work together to fulfill his purposes (Eph. 4:15-16). It follows that the more attention leaders pay to the people agenda — selecting the right people, developing and caring for them, placing them in the right jobs, challenging and inspiring them — the better our organizations will be able to fulfill their God-given purposes.

Consider how each strategic agenda is driven by people:

The Financial Agenda: The financial condition of an organization is, in part, an expression of its values. Money does not have a life of its own. People decide how financial resources will be acquired and managed to optimally serve the organization. People make the financial judgments that affect not only organizational performance, but also constituent and donor commitment.

The Constituent Agenda: Organizations don't build relationships with people; people do. In spite of Scripture's encouragement to treat others as you would have them treat you, people tend to treat others the way they are treated, for better or worse. The implication is clear: Your people will tend to treat your constituents the way you treat them. People will make or break your ministry because your success depends on



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The Operational Agenda: Operations do not design and implement themselves. They are designed and executed by people. Successful cross-functional operations depend on collaborative relationships among people. Innovation starts with ideas from people. Even with incredible advances in automation, technology is created, selected, and applied by people.

THE BUILDING BLOCKS OF A STRATEGIC PEOPLE AGENDA

Good leaders understand what their organizations ask of them — to inspire a vision, establish goals, influence others, deploy resources,

assure the right processes are in place, and get results - all with enthusiastic commitment. Great leaders also understand that followers ask for something quite different and much more fundamental. A Gallup research team recently conducted an extensive survey that asked more than 10,000 participants “what the best leaders contributed to their lives today.” The response was clear — trust, compassion, stability, and hope — the building blocks of a strategic people agenda.

Our stewardship includes that which is most precious to him — his people.

Trust is the basic currency of all relationships. Trust begins with consistency and reliability, with people seeing leaders doing what they say they will do. Trust that sustains and transforms relationships is driven by a commitment to the care and support of others.

Compassion means caring. Research verifies that without compassionate relationships, close friendships on the job, and leaders who really care, there is little chance that people will be engaged in their work. Compassion can show itself in various ways, even in tough conversations, and is a vital dimension of community.

Stability is the foundation upon which hope rests. Little gets done if people are distracted by anxiety over the future. Great leaders create a sense of security and stability throughout an organization.

Hope inspires commitment to the future of the organization. It signals the belief that the future will be better than the present, and that what is being done now is creating that future. If leaders do not focus their people beyond day-to-day issues, creative energy goes out of the organization and with it, the organization’s best people.

LEADING A PEOPLE AGENDA

The best leaders lead the people agenda with specific attitudes and behaviors that engender trust, compassion, stability and hope, such as:

Dialogue. They nurture genuine dialogue to stay in touch with organizational realities and emotionally connect with people across the organization. They openly and candidly discuss current realities, as well as their vision for the future.

Integrity. They know that integrity is the basis of a covenant with their followers. They know what they say and do is being carefully observed and that at the end of the day, there are no secrets. By intentionally communicating their values by word and deed, they create a values-driven culture that helps inform and direct strategy and execution.

Transparency. They know and share themselves, and are open about their fears and aspirations. Transparency enables leaders to focus their attention and energy on solving problems, seizing opportunities, and moving the organization forward. When team members know they can depend on their leaders to be authentic, they are more willing to be themselves, take risks, and strive to achieve their full potential.

(continued on page 22)

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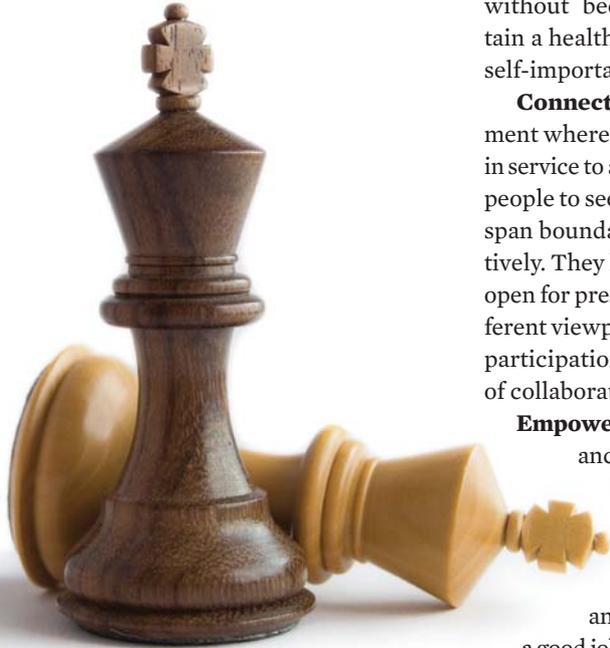
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The construct of a strategic people agenda is relatively new.



Confident Humility. They are confident, meeting challenges head-on, actively teaching, coaching, and creating a winning organization. They are also humble, admitting what they don't know, listening to and learning from others, and giving of their time and attention. They can take bold actions without becoming arrogant, and maintain a healthy sense of self without feeling self-important.

Connection. They create an environment where people can stretch themselves in service to a larger mission. They challenge people to see beyond their own disciplines, span boundaries, and work together effectively. They keep communication channels open for presentation and discussion of different viewpoints and ideas. By inviting full participation, they foster an environment of collaboration, learning, and innovation.

Empowerment. They find the right balance between forging a vision and letting others lead its execution. They ensure every team member understands the organization's strategic direction and values and trusts them to do a good job while providing them with the

authority they need to be successful. They set the tone for how the work will be done. They entrust the day-to-day management of the organization to leaders at all levels. They develop people and provide the resources they need to accomplish their work.

Inclusion. They give people every opportunity to apply their God-given gifts and talents. They involve them in key decisions. They inspire the deepest kind of loyalty — where people's commitments to themselves, each other, and to the mission are fully aligned.

Encouragement. They know and genuinely affirm people. They know how much change people can handle. They acknowledge people's feelings and opinions. They are reassuring; confronting fear and insecurity head-on while focusing on learning, growing, and navigating change.

These are some of the attitudes and behaviors that enable the best leaders to be trustworthy stewards of their people and the gifts they bring to the organization. A strategic people agenda is at the heart of great leadership! ●

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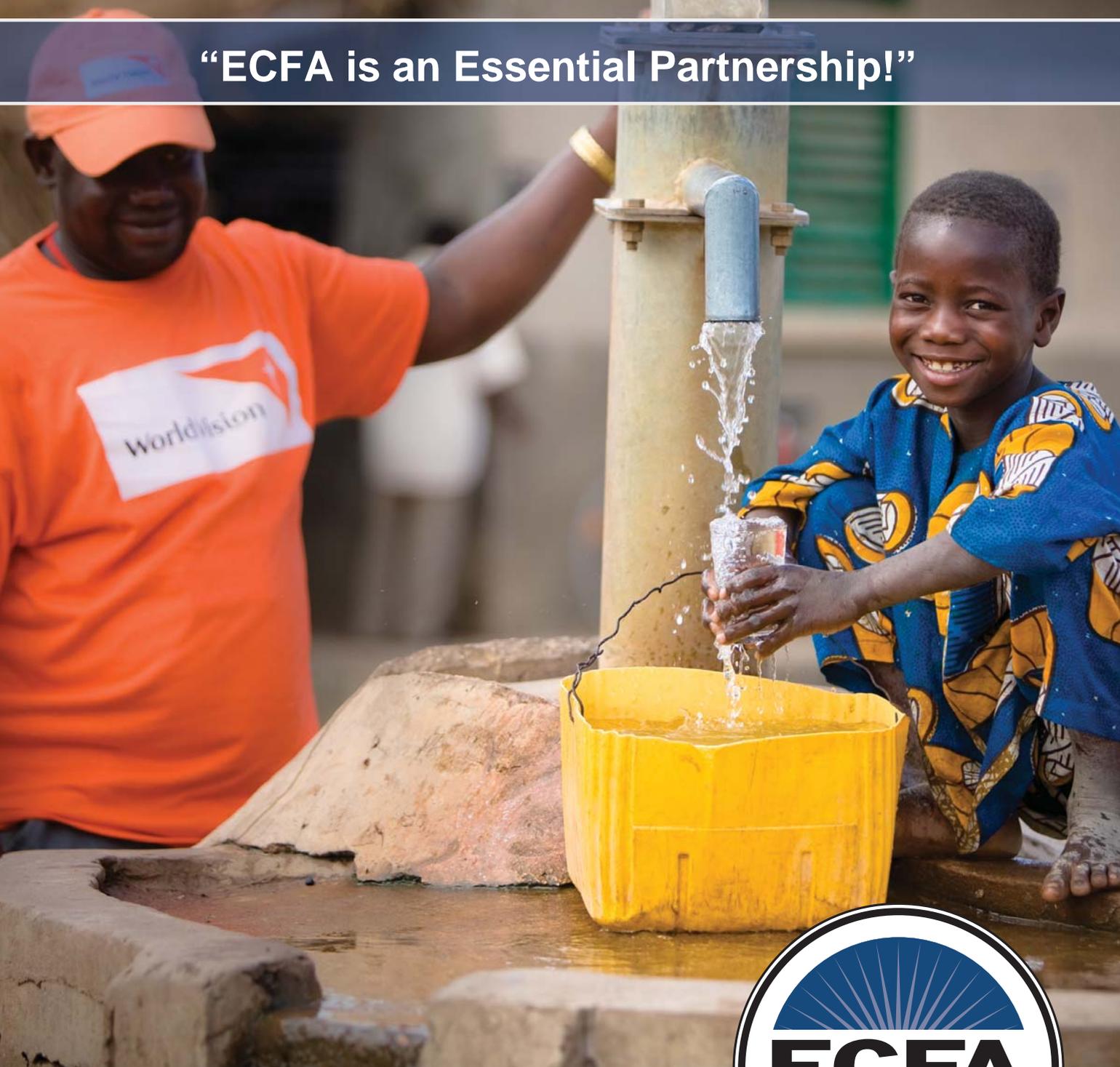
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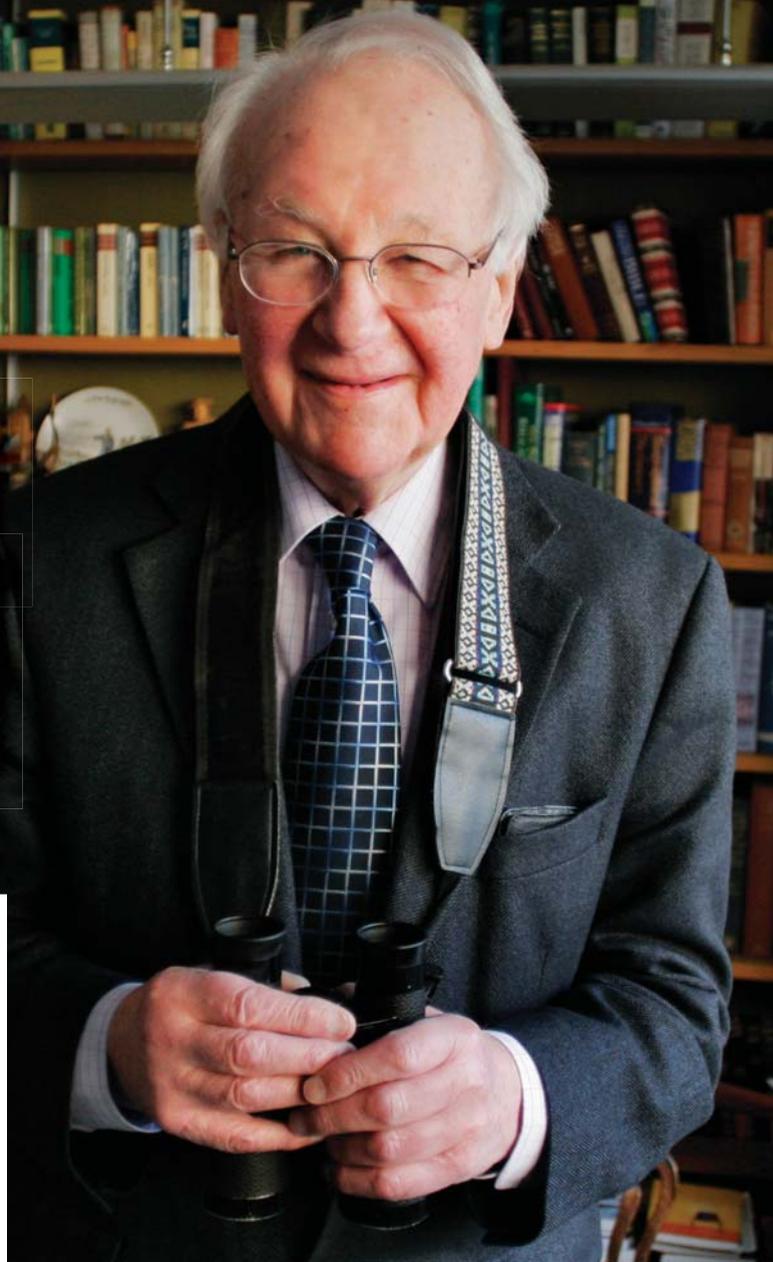
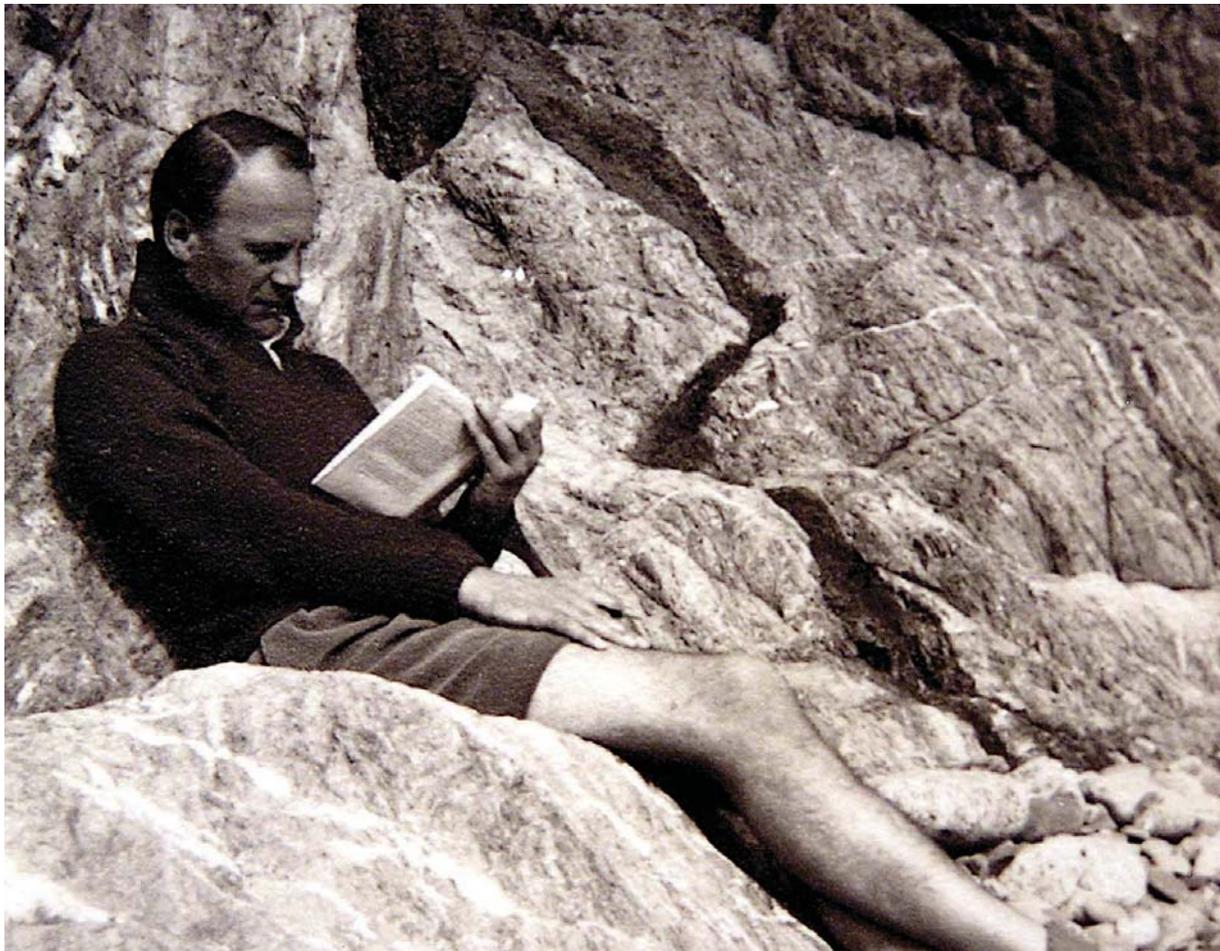


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WHAT MADE JOHN STOTT an outstanding leader? Writing on the subject of Christian leadership in 1984, he focused on one quality: being dissatisfied. Effective leaders are dissatisfied with what is, and strive always for what *could be*. John Stott remained dissatisfied in this way all his life, as is clear from his final book, *The Radical Disciple*, which he wrote at age 88, “to say goodbye” to his readers. His ever-present state of dissatisfaction was always suffused with grace. Under God, this leadership style proved astonishingly fruitful.

John Robert Walmsley Stott was born into a privileged family and grew up in London’s West End. He was educated at Rugby School and Cambridge University and ordained at age 24 as a curate at All Souls Church, Langham Place, a few streets from his childhood home. In 1950, he became Rector of All Souls. In 1970, age 49, he handed over the leadership of the church to Michael Baughen, and was released to spend more time writing and traveling. At this



THE LANGHAM PARTNERSHIP

He was a genuinely humble man. He knew how to listen, without interrupting or assuming.

KIERAN DODDS

point, he moved into two simple rooms built above the garage behind the rectory. His bedroom doubled as a corridor. While living in the rectory, before moving into this flat, he always shared his home with others. He would even give up his own bed, if needed, should he meet someone without shelter for the night. John Stott's authority was won by sheer authenticity.

He was a genuinely humble man. He knew how to listen, without interrupting or assuming. Eidi Valdivieso Cruz from Mexico grew up knowing 'Tio Juan' (Uncle John) from when she was born, as her parents were among his close friends. In a poem written in November, she captured his character and personality from a unique perspective.

*He taught me about humility ...
that listens to others
with the devotion with which we listen to a nightingale.*

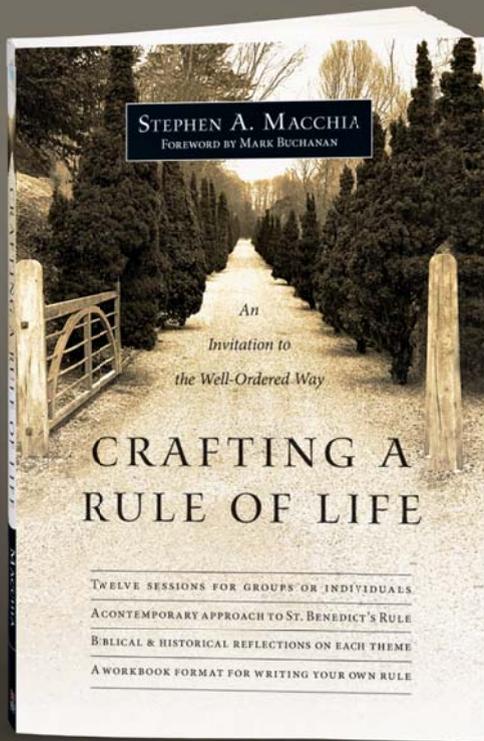
What a model to set! There was no trace in his manner of being part of any evangelical glitterati. How could there be? He himself followed a leader who washed others' feet.

Stott was a gifted university evangelist and apologist. His worldwide travels opened with a four-month tour of North American campuses in 1956-57. (Toronto, Western Ontario, Michigan, Manitoba, BC, McGill, Harvard, Yale, then the Urbana Convention.) On each campus, he placed himself under the leadership of the student mission committee. The students were the aroma of Christ in their student societies, dorms, departments. They had prayed for their fellow students. He needed to listen to them.

GLOBAL INFLUENCE

In the 1960s and 1970s, John's traveling became extensive. This coincided with significant changes in the church globally. The church in the Majority World was growing and gaining in confidence. Traditional "receiving nations" (as they had been termed by mission agencies) were becoming "sending nations." This re-drawing of roles was not without pain and struggle, as the Western missionaries gradually learned to serve under national leaders in their host countries. Very few Christian leaders in Africa, Asia, and Central and South America had received a western education;

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their grasp of theology was often shallower; but they knew much more than we in the West about church growth, about struggle, and about being joyful through pain.

Recent history had left ingrained attitudes of imperialism, and even when such an attitude wasn't there, it was still *perceived* to be there. However, John Stott, the quintessence of Englishness, was never regarded as imperialist, for he always cast himself as a servant and honored the culture and the context of a nation.

The Langham Partnership, which he founded (John Stott Ministries/USA), models this honoring of cultures, in working to serve and to strengthen national churches in the Majority World. “Christ has given gifts to his church to share,” Stott would remind people on all continents. He wanted to bring this deep truth home to the

He was unsparing of himself, and loved to give advice, and make introductions.

West, and to create channels to facilitate that sharing of gifts. While Western Christians still had the gift of scholarship, we needed to remind ourselves that the best scholars were once to be found in North Africa. There is no place for spiritual pride.

He was chief architect of The Lausanne Covenant (1974), and served as Honorary Chair of The Lausanne Movement. He liked to refer to “the spirit of Lausanne,” which included the values of partnership and humility in the way we relate to one another across cultures.

INTEGRATED AND GENEROUS

John Stott used time with a great sense of purpose. At student events, he would be seen participating in everything and fitting in 15-minute or 30-minute appointments for those who wanted to talk personally. He was unsparing of himself and loved to give advice and make introductions. When speaking with students from other cultures, he would often offer a bed in London, for those passing through, or invite them to join him “for an English cup of tea.”

From boyhood, John had a deep appreciation of the natural world, and a rather British sense of humor. Neither of these



JOHN STOTT: THE LEADER (1921-2011)

THE MAN AND HIS MINISTRY

John Stott's home remained within a few minutes' walk of All Souls Church, Langham Place (situated between Oxford Circus and Regents Park) for more than 85 years. He served as a chaplain, then extra chaplain to the queen, was decorated as a Commander of the Order of the British Empire (CBE), and named in April 2005 as one of the "100 most influential people in the world" by *Time* magazine. He received honorary doctorates and became the subject of doctoral theses. Alongside his productive ministry, he was a world expert in ornithology. He nicknamed his book *The Birds Our Teachers* (Hendrickson) his "ornitheology."

Uncle John, as he was known to thousands, was unassuming in his style, mild in his manner, and irenic by nature. He worked to be rooted in the eternal gospel and to apply it, for each decade and each context, with intellectual and theological rigor, perceptiveness, cultural sensitivity — and an eye to the future. Seminal works such as *Issues Facing Christians Today*, *Your Mind Matters*, and *The Cross of Christ* have been translated into 60 languages.

ever left him. From early childhood, his father took him on nature walks in London's Regent's Park, teaching him to shut his mouth and to watch and listen. His nanny was, meanwhile, taking him to the Sunday School at All Souls, where he marched in armed with toy daggers and a gun to terrify the girls. (He reputedly spent more time outside the classroom than inside.) In his writing retreat at The Hookses, on the Welsh coast, he kept his binoculars on his desk, which overlooked the bay. A copy of Saki's short stories sat on the bookshelves to his right. He would read Saki to his guests, often laughing so much at the stories that he could barely continue to read them! The ability to make people laugh

was, he remarked to me wryly in my last conversation with him, in 2008, "a forgotten charisma."

John Stott had no peer and, as Archbishop Peter Jensen said in the thanksgiving service in Sydney Cathedral, we should not look for a successor. At the memorial service in Vancouver, British Columbia, Prof J.I. Packer paid tribute to "a fifteen talent man," and so he was.

In an interview in 2007, he was asked how he would most like to be remembered. By this stage, his speech had become slow, occasionally faltering; but there was no hesitation in the content of his response. "As an ordinary Christian who has struggled to understand, expound, relate, and apply the

word of God," he said. His huge output, and the grasp of Scripture which lay behind it, was won only through "daily dogged discipline." This humble disciple of Christ would greet the three persons of the Trinity in turn each morning, seeking genuinely to live as a son of his heavenly Father, as a sinner saved by grace, and in the power of the Holy Spirit, his advocate and counselor.

It became his pattern to rise early to read and pray, and to listen to the BBC World Service news. Listening to God through scripture should not be removed from world events. As we practice "double-listening," he would say, we can apply the word of God to his world. Having risen early, John Stott would then rest after lunch. What became known around the world as his HHH (horizontal half hour) became his HH (horizontal hour) in later years.

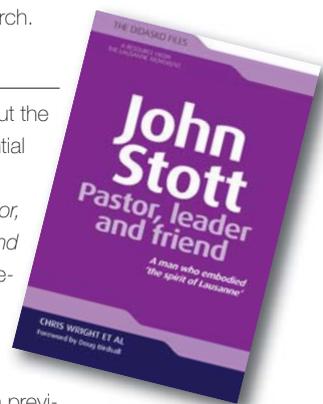
He loved children and loved being an uncle, a great-uncle, and a godfather. While he considered marriage twice, he resolved not to marry. He also resolved not to pursue an academic career or to become a bishop. The stories are told well in his biographies. Each of these self-denials brought its cost, but his ministry required freedom from the responsibilities such callings would place on him.

The global influence of this seminal thinker, humble leader, friend to thousands, and author of more than 50 books will unfold as future church history is written. ●

JULIA CAMERON is director of publishing for The Lausanne Movement. She served on the boards of three of John Stott's endeavors and was one of his obituary writers. Julia is the author of a new biography of John Stott for teenagers (*Christian Focus Trailblazer*), to be published in March.

Learn more about the life of this influential Christian leader. *John Stott: Pastor, Leader and Friend* (Didasko Files series, Hendrickson 2012) is now available.

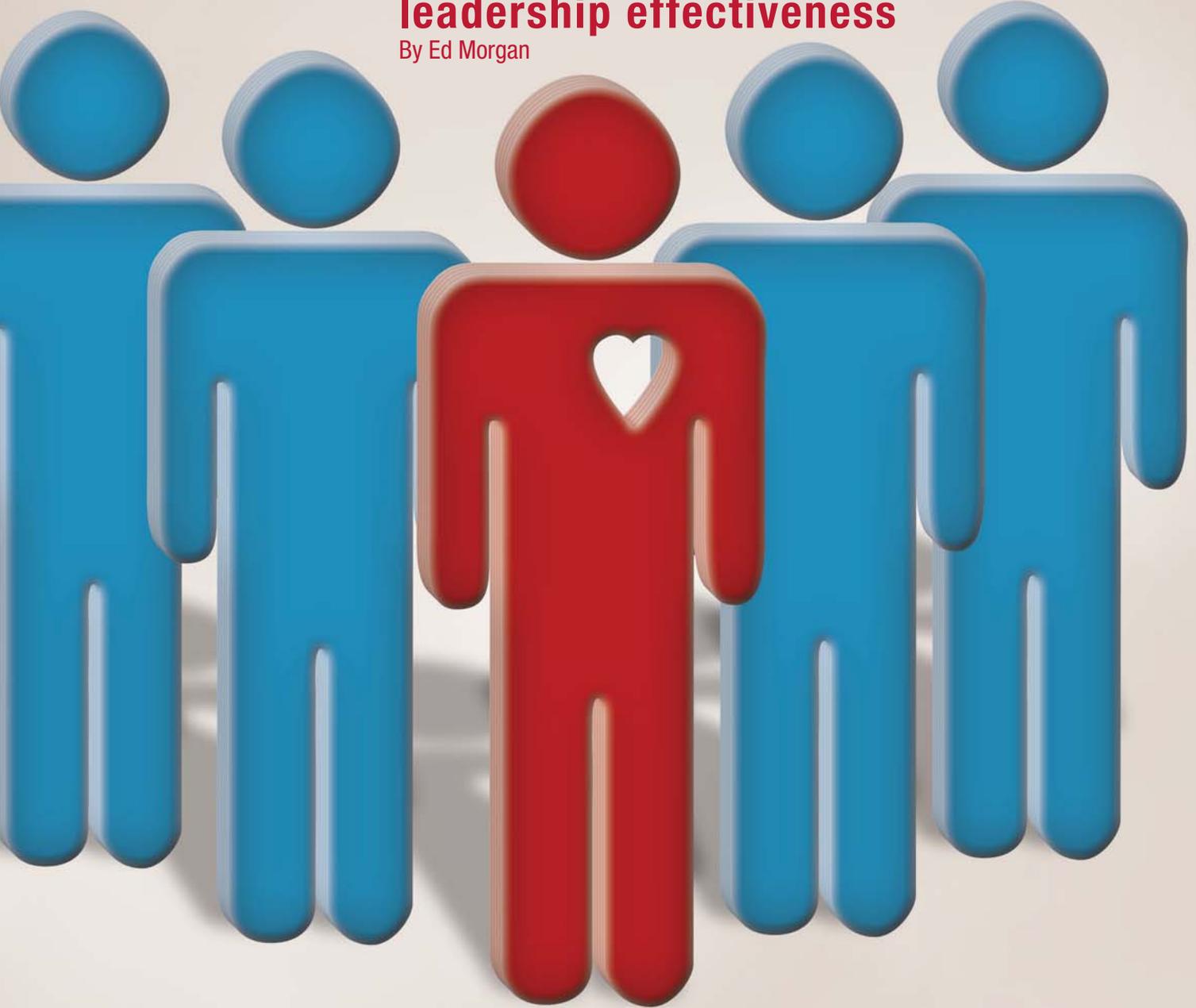
It includes much previously unpublished material, including the whole of Eidi Valdivieso Cruz' poem. (lausanne.christianbook.com) \$3.99



Lead **from** the Heart

The key to increasing
leadership effectiveness

By Ed Morgan



A FEW TIMES IN YOUR CAREER you see that moment of truth coming — you feel the work of a decade is about to pass in front of your eyes.

That's the way it was last September, when I introduced the head of our capital campaign advisory firm to our board. What do the Bowery Mission's 31 top donor families really think of us?

And a few times you get surprised by joy. You see every eye glued on the speaker, ignoring the 35th-floor views of Manhattan, and you hear the words, "your donors don't just like the Mission, they love it." Why? Well, it turns out they feel a heart connection with the leader and they appreciate the ministry's outcomes measurements. It's that simple. I feel blessed.

No two people lead in the same way. But there is a difference between a leader and a manager — a big difference — and I believe it's largely a matter of the heart.

You connect with a leader not because he or she has the right techniques but because you want to follow him and you believe in him. You have a heart connection.

So how do you become the kind of leader who multiplies his or her effectiveness by making heart connections? Here are a few principles.

1. GET THE VISION RIGHT.

It's embarrassing to recount now, but I came riding into the Bowery Mission's parent organization, Christian Herald, from a GE career — to save a failing magazine by the same name. Not anointed, as they say in Pentecostal circles. Nine months and many reverses later, I learned the truth that every heart-driven leader knows — that all the most inspirational causes are simple, not self-serving, and most of all, they're right there in Scripture.

In 1994 our ministry chose a single-sentence purpose statement which focuses on transformed lives through the power of Christ. And for many years now, I've organized each Report of the President to the Board around these three bullet points.

- Make every decision with our primary mission in mind, to see more transformed lives.
- Aggressively widen our circle of friends and supporters every day.
- Create a ministry with greater financial efficiency and a ministry team that is the most effective in the city at compassionate care and life transformation.

There are a lot of reasons why we've grown revenue by three times in the last 10 years, but the most important one has been a compelling, inspirational purpose statement which facilitates making heart connections with everyone.

If the vision is Scripture-based, you know it's in God's will, and you can throw your heart into it. If the vision is an intellectual construct or a derivative, you would be wise to check your calling. In a country with 1.3 million 501(c)3s, and tens of thousands of them going in and out of business every year, a direct connection to the king's business as stated in the Scriptures is a huge plus.

2. BE A SIMPLIFIER

All effective heart-driven leaders are. If you find yourself giving a complex briefing, even if it's on a complex subject, maybe you weren't ready to give the briefing. All the best things in ministry are simple, like one-sentence inspirational summaries. Give yourself and your ministry the gift of focus and watch how people appreciate it.

The "gift" of making simple things complex has occasionally surfaced in a few people in our organization over the years. I have always seen that the person practicing this "gift" sees the value of reversing that equation or else moves on.

To be sure, there are projects where precision and complexity are the keys to excellence. From manned space flight, to CLA's annual conference, to our own events, nothing approaches excellence (or even competence) without rigorous checklists. But the art of which I'm speaking here is leadership, not project management. You manage projects with lists. You lead by finding simple, compelling stories on which to focus, and by relentlessly looking for ways to communicate them even more powerfully and simply.

In Walter Isaacson's new biography of Steve Jobs, entitled simply *Steve Jobs* (Simon & Schuster, Oct. 2011) he stops the narrative from time to time to deliver a homily on how Jobs built (and then had to rebuild) America's most valuable company — Apple (measured in market capitalization):

The key venue for freewheeling discourse was the Monday morning executive team gathering, which started at 9 and went for three or four hours ... Jobs used the meetings to enforce focus. Instead of encouraging each group to let product lines proliferate or permitting a thousand ideas to bloom, Jobs insisted that Apple focus on just two or three priorities at a time. "There is no one better at turning off the noise going on around him," Cook said. "That allows him to focus on a few things and say no to many things. Few people are really good at that."

Every business day, with a 360-degree perspective, I try to look for an opportunity to talk from the heart.

Does talking from the heart always mean you get very passionate and over the top?



3. RELENTLESSLY FOCUS ON INTEGRITY AND EXCELLENCE

These are two of the qualities that are heart-driven, and have to be part of your “operating system.” They’re not apps. You can’t add them on. They’re nurtured in the belief that “we’ll all give an account,” not motivated by the praise of others.

If you really believe that reputation based on integrity is everything, you’ll tell your colleagues that everything they do must be something we could publish — in our case I say in the *New York Post* — with its clever and devastating headline writing.

You’ll also recognize when everything has to be perfect in order to project excellence. Bill Hybels likes to say that everything that happens on Willow’s platform is 10 times more important than everyday tasks, so there are no apologies for micromanaging a service, meeting, or performance.

In our case the drive for excellence has proved to be very attractive to influential New York friends. That, in turn, has allowed us to create an annual gala on Valentine’s Day that has raised more than \$9 million in 12 years and attracted honorees like Katie Couric and J.C. Penney CEO Mike Ullman. Achievements like that can sound daunting, but they all have the humble beginnings of a heart-driven simple desire to create something of excellence and beauty. Steve Jobs built his career on the amazing power of excellence — although, sadly, he never got the humility part.

4. MAKE SURE EVERYONE SEES YOUR HEART!

Every business day, with a 360-degree perspective, I try to look for an opportunity to talk from the heart. One of the best opportunities, for instance, is when things get really tough and the answer isn’t apparent. When that happens, talk from your core belief about a situation. Let what you really believe about people and your ministry come out. Let them see your hopes and disappointments.

This is counterintuitive. Our natural instincts scream at us to pretend we know the answer, take a step backward, or become more formal in sticky situations. But people respond to our leadership as people, not as employees or as donors. So in difficulty, get real, don’t get formal. I will sometimes say, “Well, I’m not sure what the answer is, but I can tell you for sure — this is where we have to come out.”

Does talking from the heart always mean you get very passionate and over the top? Not at all. Passionate talk can be a contrived performance. Letting those you manage see your heart is totally different. It requires opening the door to how you process decisions. It’s not at all a calculated response delivered with enthusiasm. It’s real. It’s you.

5. IT’S SIMPLE BUT IT’S NUANCED

Does everyone who shows real heart turn into an effective CEO? Unfortunately not. It is a necessary but not sufficient condition.

I’ve been asked about specific giftings that make an effective CEO. The most interesting insight I’ve gotten was from an excellent aptitude testing firm here in Manhattan to which I’ve sent several young people. “Oh, yes,” the senior researcher told me, “we test those CEO types like you — they don’t actually have many specific abilities, they just have high vocabulary!”

In their language, that means highly flexibility thinking — the key to a successful CEO in their view. It’s the ability to treat every situation differently, to change gears 40 times a day. For instance, it’s the ability, as my good friend Pastor A.R. Bernard says, to create change and preserve continuity at the same time.

There’s an old saying — when you’re a hammer, everything looks like a nail. Well, when you act like a hammer all day, you’re not being a nuanced leader. You need to be a whole toolbox every day. So ask yourself every day, “Did I revert to my default modality of handling things today, or did I truly apply wisdom in a whole variety of ways?”

Of all leaders, we who are working for the King of Kings have the most opportunity to lead from the heart. I’ve worked for quarterly earnings and I’ve worked for changed lives, and believe me, changed lives are better! ●

ED MORGAN has been President and CEO of The Bowery Mission and Kids With A Promise for 17 years, and has been instrumental in leading the 130-year-old organization to a renaissance in reputation, program effectiveness, and income. Prior to his current post, Ed had a 20-year career with General Electric, where he was in charge of communications for several of GE’s top officers, won several management awards and founded an award-winning customer magazine. emorgan@bowery.org

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- Billy Graham
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NONPROFIT ACCOUNTABILITY

An interview with Michael Batts of the Commission on Accountability for Religious Organizations

NONPROFITS AND CHURCHES are more in the spotlight on Capitol Hill now than at any time in many years. This focus is primarily due to a three-year investigation by Senator Charles Grassley (R-Iowa) of six nonprofit ministries organized as churches.

The Senator closed his investigation in January 2011 and turned to ECFA to facilitate obtaining input from the religious and broader nonprofit sector regarding a litany of tax and policy issues. In response, ECFA formed a national commission, the Commission on Accountability and Policy for Religious Organizations, to conduct a multi-year study of these issues. *Outcomes* editor-in-chief W. Scott Brown interviewed Commission Chairman Michael Batts to learn more.

U.S. Sen. Charles Grassley has focused on compensation for nonprofit officers. What compensation issues are being studied by the Commission?

There is a focus on how nonprofit executive compensation is established. In our direct discussions with Sen. Grassley, he has made it clear that his concerns relate more to the process used to set compensation for their leaders than to the amount paid. Of course, the two issues of process and amount can be very related — if the process is not appropriate, unreasonable and excessive compensation can result.

Current law provides something of a safe harbor for nonprofits that follow certain procedural steps in

setting executive compensation. If independent members of an organization's board (or an independent body authorized by the board) establish the compensation using valid comparability data, and document the decision contemporaneously (following the specific requirements of the regulations), the compensation is presumed to be reasonable. This is called the "rebuttable presumption of reasonableness." It is rebuttable because the IRS can challenge the presumption and overcome it; but to do so, the IRS has the burden of proof. Without the rebuttable presumption of reasonableness, the IRS can simply assert that compensation is excessive and the IRS is presumed to be correct — the burden of proof is on the nonprofit organization and its leaders.

The nonprofit community really likes the protection afforded by the rebuttable presumption of reasonableness — nonprofit board members can follow prescribed steps and know that their compensation decisions are presumed to be reasonable. When applied in good faith, the rebuttable presumption process is helpful and healthy for the nonprofit sector.

However, Sen. Grassley's staff noted certain ministries engaged professional compensation consultants, and the compensation studies they performed compared the ministers to celebrities like Oprah Winfrey and others, claiming that their television and media presences were comparable to that of the high-profile ministry leaders. There are many who believe that comparing

ministers to media celebrities as a basis for justifying very large non-profit compensation is an abusive practice. The Grassley staff report includes a recommendation to eliminate the rebuttable presumption of reasonableness in order to prevent such abuse.

So one of the main questions we are trying to address is how we can continue to have a plan whereby nonprofit board members can set compensation in good faith for their leaders and know that they have some protection from an IRS challenge. At the same time, we need to have a filtering mechanism that prevents abuse by those who would take unfair advantage of such protections in the law.

In addition to compensation, all of these principles apply equally to related-party transactions, which are currently covered by the same rebuttable presumption rules under the law.

Challenges to clergy housing exemptions have gained publicity recently. What implications might this have for para-church organizations?

The clergy housing exclusion is currently under attack in the courts as a group has charged that it is unconstitutional. Some suggest the tax law should be modified in an effort to protect the constitutionality of the exclusion.

In a 2010 case (*Driscoll v. Commissioner*), the IRS challenged a minister's exclusion for a second home under the premise that Congress only intended to provide the income tax exclusion for one home. The minister in this case had a second home that was on a lake. In a 7-6 decision, the Tax Court ruled that the exclusion is not limited to one home. This ruling has caused consternation on Capitol Hill because, prior to the court's decision, virtually everyone understood the law to permit an exclusion for only one home.

In a report prepared by Sen. Grassley's staff, an observation was made that one minister under investigation lived in a ministry-owned home that had been valued by the local tax authorities at more than \$6 million. It is likely that neither Congress nor the taxpaying public expected ministers to live in \$6 million parsonages. Some have suggested that the clergy housing exclusion should be limited.

Another facet of the clergy housing exclusion issue is an assertion in the Grassley staff report that some churches ordain large groups of employees in order to take advantage of the clergy housing exclusion. If done for that reason alone, many would view such a practice as abuse. So I think you can see clearly how this one issue alone could have pervasive implications to ministers employed by para-church organizations, in addition to those employed by churches.

Today, some on Capitol Hill are calling for greater IRS oversight of churches. What are your thoughts?

Some today articulate a premise that the church in America is or should be fundamentally accountable to the IRS. Nothing could be further from the intent of our country's original settlers and our founding fathers. One of the most poignant aspects of our country's foundation

was the freedom to exercise religion outside the authority of the government. One of the most compelling reasons that British subjects and others left their mother country was to establish a new home where the king was not the head of the church.

So I think we should step back and recognize and remember that in this country, the church is not fundamentally accountable to the government any more than the government is fundamentally accountable to the church. A significant history of Supreme Court case law bears out the constitutional prohibition against excessive entanglement between the church and the government. While churches may, from time to time, engage in activities that some find offensive, we can never conclude that the proper response is heavy-handed government regulation. Those who support churches financially have the ultimate earthly regulatory authority, and if their church engages in unacceptable conduct, donors can and should cause it to stop.

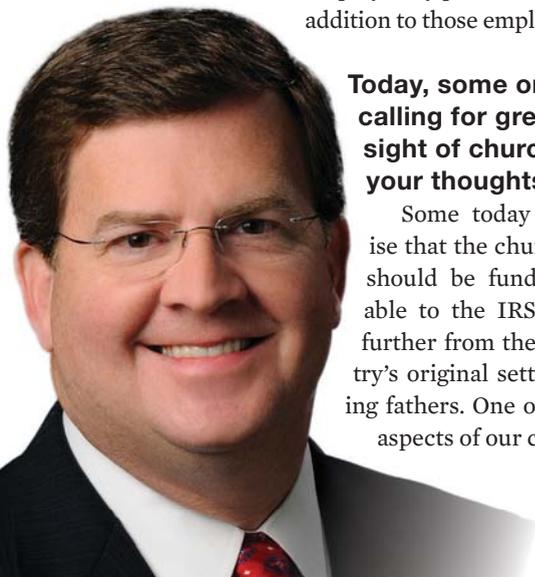
The Commission is also considering the issue of the prohibition of 501(c)(3) organizations from political campaigning, right?

Current law is interpreted by the IRS as prohibiting political campaign intervention by 501(c)(3) organizations. These organizations must not "participate in, or intervene in (including the publishing or distributing of statements), any political campaign on behalf of (or in opposition to), any candidate for public office." This prohibition on political campaign intervention is referred to as the "electioneering prohibition." One question is whether this prohibition should be relaxed or modified to permit limited speech in support of or opposition to political candidates.

This issue will likely be the most controversial of all the issues under consideration by the Commission. Very strong views come from both sides as to whether more freedom in this area would be good for churches and the broader nonprofit sector. Regardless of one's view about the answer to that question, it seems reasonable to conclude that the current situation, as administered by the IRS, is untenable. We have churches in America intentionally engaging in activity that they believe violates the IRS's interpretation of the law. These churches send documents evidencing their conduct to the IRS along with requests to be audited in an effort to generate litigation on the issue — believing the courts would find the political speech prohibition unconstitutional. The IRS is not currently taking the bait for reasons that are not clear. In a country based on the rule of law, an unresolved conflict of such magnitude is not healthy and does not bode well for a system of justice that is to be respected. ●

MICHAEL BATTS, commission chair, is the managing shareholder of Batts Morrison Wales & Lee, an Orlando-based accounting firm exclusively serving nonprofit organizations and their affiliates. He is a member of the ECFA board, ECFA Standards Committee chair, and former board chair. Mike has more than 25 years' experience serving on nonprofit boards and advising nonprofit organizations. He is an accomplished author and national speaker on matters related to the nonprofit sector.

Your voice is needed! The Commission encourages you to provide input on the issues above and others noted on the Commission website, (ReligiousPolicyCommission.org). **The deadline for input is March 31, 2012.**





Guard Your Heart

Protect the wellspring of our leadership

By Phyllis H. Hendry

“I HAVE BEEN FIRED,” my friend said.

“Why?” I asked.

Sam* did not know. The day before, Sam had been offered the “opportunity” to resign with some severance or to be fired with nothing. He was given a little over an hour to decide. He spoke to his wife and since they were convinced that he had done nothing wrong, they decided he would not resign as it would seem an admission of guilt. Immediately he was fired with no severance, no insurance, nothing.

Several of Sam's colleagues called to be sure I had heard this news; they were devastated as well. Sam had served on the leadership team of his organization for nearly 10 years. He began with the former president and had continued to carry the vision through two years of an interim president. A new president had only been in his position for 10 days. Apparently, at the firing, the interim chairman of the board did all the talking.

I could not imagine how this great organization, with whom we had been working for several years, would have allowed this situation to happen, so I met with the new president to find a way to help. I told him that as a strategic partner, I was saddened by the news of Sam's firing. He said that when I understood the facts I would know he had done the right thing, but those facts never came.

What he did relate seemed to be based on a misunderstanding. I told him that in this situation it seemed that a conversation was needed, not a firing. I asked him if he had talked to the leadership team, the interim president, or the investors to gain perspective. He had not. He had only met with the interim chairman of the board.

What later unfolded was the story of a fractured board that had a different vision than the president who hired Sam, and where a group on the board sought power. It seems that a step toward that goal was getting rid of Sam. I am sad to say this example comes from a Christian organization being led by Christian leaders.

As I was praying for Sam, his family and the organization, I remembered Jeremiah 17:9, "The heart is deceitful above all things and beyond cure. Who can understand it?" I remembered that my own heart can be deceived as well. With all of my heart, I want to lead like Jesus, and yet I realize that my heart is the greatest barrier for Jesus-like leadership.

I am overwhelmingly convinced that Jesus-like leadership begins on the inside — in the heart. I am convinced also that our hearts are our toughest leadership challenge. Scripture tells us: "Above all else, guard our hearts for it is the well-spring of life." (Prov. 4:23). *Above all else* raises the bar to extremely critical. Guarding it — placing a protective hedge around it — is a full-time effort, an effort critical to how we lead and live. The heart holds pride, fear, unforgiveness, anger, and wounds or releases it all. The heart is the window into how I will react when things don't go my way. When I look into my heart, I may realize the unrealistic pace at which I work is not motivated by God. When I look into my heart, I realize why I respond so negatively to negative feedback. It is the heart that protects a position rather than finding the best way to serve. It is the old wounds left dormant in the heart that motivate me to speak in hurtful ways.

I thought perhaps our mind should be guarded "above all else" since we know Scripture tells us "be transformed by the renewing of your mind (Romans 12:2) But I remembered Romans 10:10 — "For it is in the heart that you believe and are justified." Our heart is not only where motivation and intention are stored but where our belief in Jesus is stored. That's it; that is why our hearts are to be guarded above all else!

My transformation starts in my heart with belief. Jesus told the disciples in John 6:29, "The work of God is this: to believe in the one he has sent." It is the heart where belief in Jesus begins to weave its thread through our lives. Belief changes our perspective

about who we are (mission and purpose) and whose we are (our audience of one). The lens through which we see life is forever different if we cultivate our heart of belief and surrender to the one in whom we believe. The choice to believe is our first step to having a heart that causes us to be a Jesus-like leader.

We have other choices too. Jesus showed us how to protect our hearts. We can choose to guard our hearts by spending time with the Father as he did (Mark 1:35). He allowed times of solitude to fill him up with who he was and whose he was. Jesus didn't regard solitude as his "private" time to refuel and go back into his schedule; it was time for the Father to work in and through his humanness. Solitude is the place where our hearts are formed to be more like Jesus; it is our choice to make space for God to act in ways that can only be heard in the silence. As busy people, our eyes often glaze over when someone speaks of solitude. Yet as I think of those few people in my life who never react, but respond even to criticism in loving ways, who are prepared for challenges, who are filled with wisdom, peace, and the joy of God, and who persevere beyond imagination, I remember they are all people who spend much time alone in solitude with our Heavenly Father. There is no substitute for the transforming power of being with the Father.

Jesus showed us how to protect our hearts.

We can choose for our hearts to be a storage place of God's word. We are instructed to hide God's word in our hearts (Ps. 119:11) so that our motivation and intention are filtered through the lens of Scripture. As a Jewish boy, Jesus stored Scripture in his heart. We are responsible to know what Scripture teaches us so that we can respond to every situation out of hearts filled with the word of God.

We can choose to seek the Father with all of our hearts (Jer. 29:13). This choice is the surrender of all my heart desires, the results I want to achieve, the kingdoms I want to build; I come to a place that seeking God is everything my heart desires. God is still looking "throughout the earth to strengthen those whose hearts are fully committed to him" (2 Chron. 16:9). When we seek the Father with all of our hearts, he strengthens us! When we seek the Father, we surrender like Jesus did in Gethsemane and release our will to the Father's will. My heart is totally his.

When we choose to believe, spend time with the Father, store up Scripture in our hearts and seek God with all of our hearts through to surrender, we will find our hearts changed and we will be transformed leaders. That is the work of the heart. Jesus did it perfectly and His model is the perfect one to follow. ●

*Sam's story is true; I have changed his name in this article.

PHYLLIS HENDRY has one thing on her heart and mind — teaching people to lead like Jesus. Since September 2002, that single-minded life focus authenticates the direction she gives as president and CEO of Lead Like Jesus. Phyllis is a woman of passion and purpose; she finds great delight in communicating the Lead Like Jesus message and serving the worldwide Lead Like Jesus team. (LeadLikeJesus.com)

Give Priority to Prayer

Lead by following God daily.

BEING A LEADER IS HARD WORK. Being a leader who would attempt to lead without intentional, consistent, and persistent acknowledgment of God is dangerous. Sure, we can get by on the false security of our perceived strength and ability, manufactured charisma, or residual wisdom and experience. We probably have all been able to accomplish some good things and gain some satisfaction without praying. But there is no real substitute for the blessing and encouragement that result from authentic communion and honest conversation with our Father.

In renewed and refocused ways consider taking time to pray to be the leader God called and always meant for you to be. Ask him for faithfulness and greater availability; for the most productive day or week you have ever experienced; for what looks impossible to become possible! Pray! How much more balanced would your life be, considering the mounting demands and countless decisions that must be made? How different would you feel and how much more fruitful would your relationships be? What potholes could you avoid and what opportunities could you access? What fresh insights could you discover and heavy burdens could you release? "For this reason I kneel before the Father ..." (Eph. 3:14). Whatever the reason, we are invited to kneel and to seek the *source* and *strength* of our life.

Every leader desperately needs the spiritual resources afforded by a life of prayer.

Prayer is much more than mere words. Prayer is devotion and worship. Prayer is a lifestyle. Our lives are often extremely fragmented. We have been guilty of allowing prayer to be one of those optional tasks we conveniently relegate to our unfinished list. But prayer must be alive and integrated in the very fabric of our being, not just our doing. Nurtured through daily study of God's word and creating sacred space to meditate on God's voice, prayer is important for leadership because every leader will find themselves, at some point, with their back against the wall, struggling with a crisis or trapped in a place of isolation. Every leader desperately needs the spiritual resources afforded by a life of prayer.

Prayer is sharing the deepest words. Prayer is dialogue with God. It's listening for him and talking with him. It's sharing with the Lord everything about yourself, your workload, your

challenges, and your successes. It's crying. It's banging on your desk out of frustration. It's going to God with your entire heart and expectations and desires and wants and needs and dreams and shortcomings and deficiencies. But it is also about coming away with God's heart and peace in your spirit, so trusting of all he shares with you that you are committed to act on it without hesitation or compromise. It may be that still small voice or the sound of silence. It might be the uninterpreted melody that overcomes your soul or the irresistible urge to live into your undeniable future. It might be the promise coming back to remind you of your potential or the truth to challenge you once again.

Prayer is a lifestyle.

We all face situations where we must steal away and pray. Our lives depend on the continual presence of God made real to us through our surrendered lives. CEOs, presidents, pastors, lay leaders, and others are often and rightly chosen because of their knowledge, experience and ability. However, the most important attribute is that of a consistent prayer life. Prayer keeps us humble and gives us direction, courage, and reassurance in all of life, including both the favorable times and also the moments of great turmoil and difficulty through which we are called to lead. Yes, prayer can guide us to what we might have been missing. Prayer can propel us to have the greatest day we have ever had on the job. Our careers can rise to new dimensions because we took the time to stop and pray and seek clear direction. Prayer can prepare us for whatever may come.

It's time to pray! As a vice president for Stonecroft Ministries, headquartered in Kansas City, Mo., and on behalf of our leadership, we are praying for all pastors, leaders, and volunteers of Christian organizations. Please join us in this year of "Call to Me" Stonecroft 2012 year of prayer. We believe the prayers of the righteous avail much. ●

GAIL E. DUDLEY is an author, speaker, and ordained pastor who serves as the Vice President of Diversity with Stonecroft Ministries and as the missional pastor with The Church at North Pointe in Columbus, Ohio. She is author of *Ready to Pray: A Spiritual Journey of Prayer and Worship* (lulu.com, 2011).



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Leading Through Transition

Guiding your team through seasons of change.

“It is a terrible thing to look over your shoulder when you are trying to lead — and find no one there.”

FRANKLIN ROOSEVELT

CHANGE IS A CONSTANT IN OUR SOCIETY; experts say this time period will be known as the age of acceleration. Even with our knowledge of rapid change, for most of us the notion gives rise to emotional responses — fear or euphoria, energy or insecurity, a clear vision forward or an unknown future. As varied as the responses is our ability to accept the transitions required by change. Three and half years ago, our organization began an 18-month period where we experienced four leadership changes. This gave rise to a transitional period that has taken much longer.

Transition is not the same as change. Change is situational, a moment in time — the decision, the event itself. Transition is the emotional journey from what was to a new paradigm. Everyone responds to transition differently and at different speeds. Leading through these emotional times requires both a deep commitment to the decision and to the people you have been called to lead.

Transition is the emotional journey from what was to a new paradigm.

In his book *Transitions*, author William Bridges identifies three stages in the process of transition: the ending (letting go); the neutral zone; and the new beginning. For us, the ending was long and hard. We said good-byes to gifted leaders, to sacred cows, and to the security of what was routine and expected. The natural desire, as many in the organization moved into the “letting go” phase, was to skip “the neutral zone” and run ahead into new beginnings.

However, I sensed that at that point it would have been destructive to put forth a new vision, a new direction. Instead, we focused on listening and learning. We emphasized strengthening what we do well. As author Jim Collins says in *Good to Great*, we concentrated on “getting people into the right seats,” based on their gifts and skills. We found that if you avoid the time in ‘the neutral zone’ you can miss out on the deep healing the Holy Spirit can provide and the beautiful, shared, new beginning God is developing. By listening to others and learning from their experience, our leadership team worked to develop relationships and rebuild trust throughout the organization.



The heart of a leader during transition gives value and importance to the people he or she serves. Leading people through the emotions of a transition is full of pitfalls and joys. It’s not easy sailing. Giving priority to people and their needs during transitions may require moving slower. In our commitment to our core values of transparency, openness, and honesty, we provided opportunities for evaluation from members of our organization at multiple times and in different formats. We implemented cross-departmental work groups, drawing on people strengths to attack issues that needed new solutions.

New beginnings can be as difficult as letting go.

New beginnings can be as difficult as letting go. As leaders we built on our commitment to innovation. We started using the “blank sheet of paper” approach to planning. This gave permission, even encouraged, our staff to address sacred cows and to develop new processes and policies to fit the current culture and environment in which we were ministering. Staff members involved felt renewed ownership in what they were building and became advocates for the changes.

Roosevelt’s words echo the experience of Moses in his early years of leading the Israelites. “O Lord, why have you done evil to this people? Why did you ever send me?” And the Lord answered, “Now you shall see what I will do to Pharaoh; I am the Lord.” (Ex. 5:22, 6:1a, 2b) The Lord had a greater plan and needed Moses to lead in faithfulness with what he knew. For the Israelites, transition took 40 years, many of them not seeing the new beginning in this life. But God proved it was necessary.

The journey of transition is imperative if you are going to achieve the outcome you desire from the change that was implemented. Our examples of faithful leaders can be found in scripture — Moses, Joshua, Nehemiah, men who remained faithful to the calling of God as they led people through the transitions in God’s Kingdom. God has placed you as a leader in your organization. Lead in faithfulness and in the courage that you have been placed there for his purpose. ●

LAURA CLANCY began serving as President/CEO of New Mission Systems International in May 2010. Before joining NMSI as CEO, Laura was an educator and administrator in online learning. Laura, her husband William, and son Marc served as missionaries for 11 years in Mexico and Russia.

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Kill the Conflict Virus

Healing through peacemaking in your ministry.

DISREGARDING JESUS' INSTRUCTIONS on peacemaking in Matthew 18:15-17 means death to a Christian nonprofit organization. It's like unleashing the Ebola virus. It's hard to kill, easy to catch, and it leads to a slow death. Here's how the infection spreads:

Jesse stomps into your office and unloads, complaining about Bob's attitude and actions at yesterday's staff meeting. Since you are the team leader, you want to help Jesse work through his (or her) anger and resolve the conflict for the good of the team and the mission. So you listen empathetically, thinking you are acting as a peacemaker — but in reality both of you are gossiping, a sin according to 2 Corinthians 12:20 and 21.

Is this really gossip? Ask yourself, would Bob be upset if he knew that his leader and colleague were talking about him in this "secret meeting"? Of course! These kinds of clandestine hushed encounters are unhealthy for everyone involved, and for the ethos of the entire nonprofit.

If you participate or allow this practice, expect unintended consequences to plague the ministry. For example, consider how the relationships between you, Jesse, and Bob will be infected as a result of your time with Jesse helping him work through his anger. Jesse may have planted critical thoughts about Bob into your mind, affecting your future relationship with Bob. Your relationship with Jesse has also changed. You have learned that Jesse is not to be trusted, that Jesse is a gossip, and if he gossips about his teammate, he is just as likely to gossip about you when he disagrees with something you do. And when Jesse calms down, he may worry that you perceive him as a troublemaker — which may be true. Pathogens have been infused into the teams' lifeblood. This "secret meeting" has colored all three relationships and nothing has been done to resolve the conflict. Now imagine this scenario multiplied over months or years.

When these stealth conversations are the modus operandi, eventually an organization's atmosphere is poisoned.

Invariably, a surprising full-blown epidemic of distrust erupts, seemingly out of nowhere, but it's been festering all the time.

Jesus knew our proclivities, this malady that would threaten healthy teams and organizations, so he provided a remedy in Matthew 18:15-17: "If your brother sins against you, go and show him his fault just between the two of you." Jesus meant what he said. If you had taken his words seriously, what would you have said to Jesse to lance the impending conflict with Bob? *Jesse, have you talked to Bob?* A sheepish *no*. After kind but firm instructions on biblical peacemaking, you might

hold Jesse accountable by saying something like, *I'll call you in two days to see how your meeting with Bob went.*

As the leader of a Christian nonprofit, what else can you do to create a healthy peacemaking ethos within your organization?

First, **hone your peacemaking skills and model healthy conflict-resolution patterns.** Give your people a picture to emulate that communicates *on our team; this is the way we handle conflict.*

Second, **train your team.** Study peacemaking together. Wring out Matthew 18:15-17 and apply the principles to mock situations your people face. Read books on peacemaking and discuss them. Hold one another accountable and refuse to tolerate sloppy practices that endanger the wellness of the whole ministry.

Third, **expect resistance** because some people would rather undergo a root canal than sit down and talk directly to a brother or sister over a disagreement. But don't let push-back deter you. Anyone can learn conflict-resolution skills, and in time, most people appreciate the benefits enough to weather any initial uneasiness. Teach your people *how* to become skilled peacemakers and help them understand *why* extreme measures are necessary to root out anything that threatens trust on your team.

Invariably a surprising full blown epidemic of distrust erupts, seemingly out of nowhere, but it's been festering all the time.

From 1347 to 1351, the pandemic plague known as the Black Death is estimated to have reduced the world's population from 450 million to between 350 and 375 million (Historical Estimates of World Population, US Census Bureau, www.census.gov). Unresolved conflict can be equally destructive to God's work. Marriages dissolve, churches split, and Christian organizations implode. But Jesus gave us the cure in Matthew 18:15-17, so administer God's good medicine to protect the health of your team. ●

SUE EDWARDS, D.Min., is on a quest to see Christian men and women vigorously embrace peacemaking as an indispensable leadership skill. She coauthored *Leading Women Who Wound, Strategies for Effective Ministry* with Kelley Mathews to help leaders understand female conflict styles and strategies. Currently she serves as Associate Professor of Christian Education at Dallas Theological Seminary and is the author of *The Sue Edwards Inductive Bible Study* series and four leadership books for women, including *Mixed Ministry: Working Together as Brothers and Sisters in an Oversexed Society*.



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Are You Too Busy?

Learn how one executive got her balance back.

AS A YOUNG MOM, I found myself filling my days with a variety of things I was convinced I had to do for God! I even went as far as adopting a “Calvin and Hobbes” cartoon quote that I posted proudly on my fridge: “I was put on this earth to accomplish a certain number of things. Right now, I am so far behind that I will never die.” Not surprisingly, I found myself weary, burned out, and empty! Seeking wise counsel from my own Father, I then chose, and continue to choose, to live by these words instead: “You can only do what you can only do. So you better do it!” While I am not always right where I need to be, I have found that these words, and those that follow, help me to balance my now full-time ministry life with my life outside the ministry spiritually, mentally, and emotionally. Here are five principles that have helped me to find that balance:

1. Readjust your priorities

Learn to adjust and readjust life to problems, needs, crises, and priorities as they arrive. Allow the Holy Spirit to lead you to give your time to those areas that need you the most, regardless of what your personal agenda or to-do list might dictate.

Always remember that people are more important than things, programs, or activities.

2. Relationships are key

Always remember that people are more important than things, programs, or activities. For me, as a busy executive director of a Pregnancy Resource Center, I count it joy when I am asked to step away from my desk to see a client, hold and pray over a newborn, or greet an important donor. It never ceases to amaze me how the daily grind can become fresh after holding one saved from abortion and whispering the words to “Jesus Loves Me” in her ear.

3. Respond in the moment

As ministry leaders, we are constantly aware of the dangers of mission drift and must continually remind ourselves to “keep the main thing the main thing.” I have learned that responding in the moment is oftentimes right where God wants us to be. I call those “baby Moses moments,”

taken from the rescue of baby Moses by Pharaoh’s daughter found in Exodus 2. These moments come when we put aside preconceptions, prejudicial thoughts, and snap judgments that can and will cause us to become apathetic, bored, and perhaps miss the divine appointments God has before us. Don’t just seize the day, seize the moment!

4. Rekindle ministry passion

Balance in ministry comes when we love what we do and keep that love and passion alive. This may come in the form of a much-needed day off, a sabbatical, or a long look in the mirror. It may go so far as the need for discipline, repentance, restoration, and forgiveness. However it is accomplished, coming back to our love for what we do will be beneficial to those we serve and to our own growth. Taking the time to answer the phones, see an abortion-minded client, or pray with a nervous volunteer as she enters the peer counseling room for the first time may go a long way towards rekindling the passion for what God has called us to do.

Don’t just seize the day, seize the moment!

5. Rest and refocus

Using our Heavenly Father as an example, take the time to rest from the ministry and refocus your vision. It has been my experience that those of us in full-time ministry are notorious for 50-hour weeks, hours raising funds, and days working on policies and procedures. Personally, I find rejuvenation in spending at least 30 minutes each day in prayer, praise, and fellowship with my staff and volunteers. Team building keeps my staff close and honest, and I establish this team building through weekly staff meetings, yearly staff planning, and times at the end of every day to share.

As that young stay-at-home mom, I filled my days with things I was convinced I was doing for God. But the busier I got, the further I drifted from him and the more I became focused on myself. How sweet the day when I released the doing and began receiving. How refreshing to know that I need not pray, “God use me,” but “God make me usable.” ●

TERRY WILLIAMS is in her eighth year as Executive Director of Central Texas LifeCare in San Marcos, Texas, and also serves as a Consultant for Care Net National. Terry has been involved in pregnancy center ministry since 1991. A former educator, Terry developed and designed a very successful abstinence program called Heart Choices, and over the course of 10 years, spoke to thousands of students. Terry also ministers to and mentors teenagers, young adults, and women.



Your Greatest Asset

CLA, APOU build resources to help ministries in HR.

AS ORGANIZATIONAL LEADERS, we sometimes tout that “people are our greatest asset.” Given the shrinking financial assets many organizations have faced in recent economic times, perhaps that mantra carries more truth than ever before. It is an expression of our recognition as leaders that whatever we will accomplish will get done through the coordinated efforts of our people, whether paid or volunteer staff. How do we most effectively steward “our greatest asset,” and why is it so important to do so? **These are the questions at the heart of a People Care and Management (HR) online course that is being developed for January 2013 by CLA and Azusa Pacific Online University (APOU).**

In his classic, *Leadership is an Art*, Max DePree contends, “In addition to all the ratios and goals and parameters and bottom lines, it is fundamental that leaders endorse a concept of persons.” This is particularly true for Christian leaders, but though we may agree with that in principle, we sometimes find ourselves frustrated, stymied, and even exasperated with the “persons” side of our leadership role, including the department responsible for many of our “persons” functions. We struggle to even agree on what to call that department — Personnel? Human Resources? People Care?

There is little theoretical disagreement about the values that organizations should embrace related to the people side of leadership. Most would agree that treating our people with respect and fairness, including using clear and consistent communication, and nurturing their gifts in a unified pursuit of excellence, commitment to integrity, and dedication to service should be at or near the top of the list. In studying human resource practices in Christian organizations, you would be hard-pressed to find organizations that articulate a commitment to mediocrity, deceit, or poor communication.

How do we most effectively steward “our greatest asset,” and why is it so important to do so?

The challenge comes in taking the expressed values and infusing them into the organization’s culture so that there is alignment between who we say we are and who we really are in our daily actions. That challenge exists in each of our organizations, large or small.

The first module of the CLA/APOU People Care and Management (HR) course, titled Biblical Foundations of People Care and Management, will consider the unique call of a Christian leader in stewarding an organization’s people, its “greatest asset.” The 10-hour module will cover a range of topics, including a Christian perspective on work, living out the New Testament’s “one another’s” in the workplace, the discipleship of employees, and key biblical examples of the importance of effective mobilization of human giftedness in furthering kingdom purposes.

This module will lay the foundation for the subsequent four modules that will probe deeper into the fundamentals of human resources for Christian leaders and is part of the CCNL (Credentialed Christian Nonprofit Leader) program offered through CLA and Azusa Pacific University. You will be able to register for this new HR module online later this year at (ChristianLeadershipAlliance.org/Online). ●

JOHN BAUGUS is Director of Employee Relations and HR Operations at Azusa Pacific University and also teaches a variety of courses at both the undergraduate and graduate levels. **WENDI DYKES** is a faculty member specializing in Organizational Communication in the Department of Communication Studies at Azusa Pacific University and has extensive professional experience in Human Resource Management.

Online Learning Designed for Your Ministry!

CLA is offering six new online modules, powered by Azusa Pacific Online University (APOU) in Spring 2012. Class sizes are limited, so register today! Eighty students participated in our four January 2012 online modules, and interest in this great new way to equip ministry teams continues to grow!

Spring 2012 CLA online modules:

(Modules begin April 2, 2012. Registration deadline is March 26.)

- **Resource Development: Biblical Foundations of Development** (CLAR101)
- **Resource Development: Major Gifts** (CLAR102)
- **Resource Development: Development Strategy and Planning** (CLAR103)
- **Financial Management: Effective Financial Controllorship** (CLAF103)
- **Executive Leadership: Biblical Foundations of Leadership** (CLAL102)
- **Board Governance: Biblical Foundations of Governance** (CLAG 101)

These online modules provide credits towards a Credential in Christian Nonprofit Leadership (CCNL). Learn more or register at ChristianLeadershipAlliance.org/CCNL.

To learn more and register visit
ChristianLeadershipAlliance.org/Online

Book Discussion:

Becoming a Steward Leader Fundamentally Change the Way You Think, Lead and Live.

IN APRIL 2012, Christian Leadership Alliance will release the second book in its Nonprofit Leadership in a For-Profit World series, entitled *Becoming a Steward Leader: Fundamentally Change the Way You Think, Lead and Live*. This groundbreaking new book will focus on the heart of what it means for us to be steward leaders in Christian ministry.

The first volume of the CLA *Nonprofit Leaders in a For-Profit World* series was released in April 2011. Volume One shared the title of the series and featured the life lessons of 15 notable Christian leaders. Volume two in this series, *Becoming a Steward Leader*, will be released at the CLA National Conference in Orlando, Fla., April 10-12, 2012. (CLAConference.org)

Becoming a Steward Leader focuses on resource development — long a hallmark of CLA content. Authors include Scott Rodin, Rebekah Basinger, Wes Willmer, Bishop Leslie and Natalie Francisco, Gary Hoag, Mark L. Vincent, and Gary Moore.

Joe Krivickas, general editor of the series and the chairman and founder of the Gordon College Center for Nonprofit Management, and Mark L. Vincent, editor of the volume and CEO/senior design partner of Design Group International, identified the need for this primer on stewardship out of the seminal thinking and practical application that is transforming resource-development methods over the last decade. They gathered thought leaders and practitioners who have been leading the way in the arena of steward leadership. Each writer was asked to focus the work of their lives into answering the following question: *If you had just a few minutes and one chapter to convey what you have learned, what would you say?*

The book is organized around general stewardship history and theology, moving inward to an individual's commitment to be a steward individually and professionally, then moving outward to key insights for those who lead nonprofit and ministry organizations. The book closes with a look at a Christian's participation in the overall economy.

The book opens with Willmer tracing the history of stewardship education and practice

during U.S. history - ending with a look to the future and a call to return to the biblical foundations of the steward's life.

Vincent provides the next chapter. He reviews the definition of the life of the steward, detailing the godlike power of money in the face of the Christian commitment to serve the God of heaven. This chapter describes the experience-story-practice cycle of developing generous people.

Bishop Leslie and Natalie Francisco share out of their experience as long-time pastors who unashamedly call believers to live the first-fruits life — bringing their tithes in worship of God who saves and prepares believers for ministry.

Rodin's chapter shares the title with this volume. He draws on his previous writings on what a steward leader is to detail the process of becoming one.

***Becoming a Steward Leader* focuses on resource development — long a hallmark of CLA content.**

Hoag focuses the life of the steward into the profession of inviting support for ministry. He reminds the reader that trust in God's provision, and serving as one who sows seeds of faith rather than reaping the fruit of others' work, is the job description of the development professional.

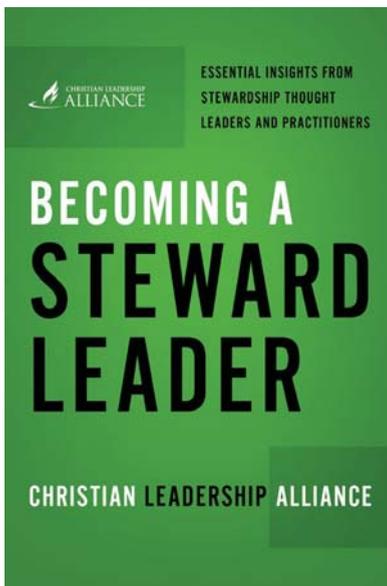
Basinger, whose work with Thomas Jeavons in *Growing the Giver's Heart* was a key instigator in rethinking how Christians invite support for mission, revisits this work and reminds the reader how development work is ministry with and beside the giver.

Moore, a long-time voice for sane fiscal thinking and Christian virtue showing up in one's fiscal life, closes out the book with a reminder that the Christian is defined not by this world's economic systems, but rather as a biblical steward in their economic life.

ECFA President/CEO Dan Busby and Luther Seminary Assistant Professor of Homiletics David Lose provide a Foreword and Afterword, respectively.

The purpose of *Becoming a Steward Leader* is to present a gathering of this up-to-date thinking and practice into one place for the executive leader's ongoing education. The resource-development theme is a central part of the CLA Credentialed Christian Nonprofit Leader program (CCNL) as well.

This book will be available for sale at the upcoming CLA National Conference in Orlando. It will also be available for sale through the CLA website, (ChristianLeadershipAlliance.org) after the conference. ●

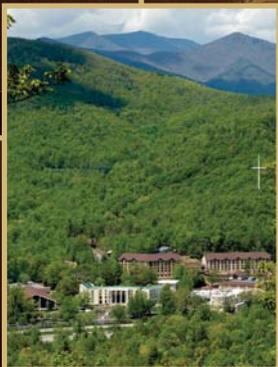
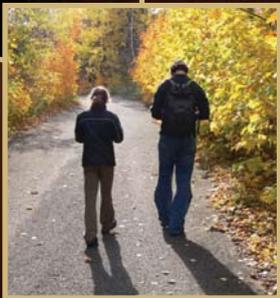




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THE COMMITMENT TO LIVE AN EXAMINED LIFE should reside at the center of Christian leadership. Scripture is replete with affirmations of this fact. And today's world is hungry to believe that men and women of faith, called to leadership responsibilities, thoughtfully and intentionally back-stop their leadership journey with intentional examination.

I am privileged to serve as president at a Christ-centered university whose 112-year motto is "God First." When I first assumed these responsibilities 11 years ago, that motto influenced steps of examination and accountability that have been at the center of my leadership ever since. When this opportunity first emerged, I was struck by stories of some who allowed patterns of sin, poor choices, and secret acts of disobedience to shipwreck the best of what God intended for them as senior leaders. As I studied men and women who successfully navigated servant leadership responsibilities, one consistent theme emerged: intentional structure of examination and accountability.

In fact, a close friend and mentor, upon hearing of my selection to this presidency, came to visit with a sense of urgency, recounting the story of a great biblical leader. He reminded me that David, a man after God's own heart, in his early 50s with a long list of battles won, enemies conquered, holy Psalms written, and the love of a grateful nation resting on him, used his leadership power and position in an intentional act of disobedience.

David allowed selfishness to take root in his heart. That led to an adulterous and murderous act that diminished his leadership and brought a relational tear between him and God. The point my friend sought to make was that without intentional accountability, I would be vulnerable to dishonoring my commitment to this servant leadership position. He advised that I begin this leadership assignment by carefully thinking through a transparent and authentic examination process characterized by accountability that matched my best hope for God-honoring leadership.

That significant mentor, and others who came alongside me early on, offered a remarkable gift to me as an emerging leader — a model of practiced examination. Each developed a network of accountability closely aligned with their ministry and leadership responsibilities and unique to their own personality strengths and leadership style.

I have followed their example. My network includes our board of trustees and others empowered to ask me ongoing questions of accountability. This structure of accountability and examination revolves around six questions that I ask of myself and then provide in written form before the executive session of the university's board

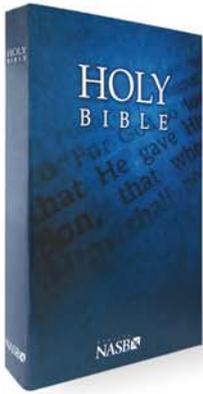
of trustees. I have reported on these six questions three times a year for the last 10-plus years. Let me share them:

1. **Practice of confession.** Is the practice of confession embedded in my life? This pushes back against a secret life that encourages patterns of sin. It recognizes the truth in James 5:16 that when we confess our sins to each other and pray for each other, we lean into God's power to heal.
2. **Acts of renewal.** Since the last board meeting, have I invested in things that renew me? Renewal refreshes the well of energy, creativity, and passion leaders need.
3. **Family as a priority.** Have I unfairly asked my family to shoulder the cost of my leadership assignment? What positive steps have I taken to honor and value them? When our families are prioritized it will influence every area in our life.
4. **Evidence of personal, spiritual, and professional growth.** How am I different today than I was three months ago? Intentional growth demonstrates a commitment to develop ourselves for God's glory.
5. **Life-giving friendships.** Are friendships with those who faithfully walk with me and share my life and ministry a priority? To know and be known with transparency and accountability is critical for leaders.
6. **Living a balanced life.** Have my commitments to projects, travel, problem solving, or ministry success encroached on the margins of my life? Margins in our busy lives provide space for confession, renewal, family, growth, and friendships.

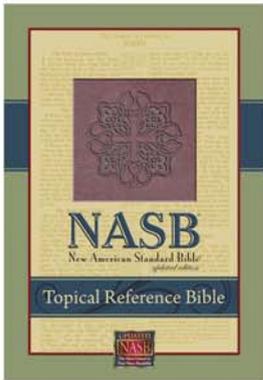
These six questions, presented as an act of examination and accountability, have positively impacted my leadership role, my accountability to the trustees, my ongoing mentoring, and my family. I encourage you to develop your own unique model for focused examination and accountability. It will be a cornerstone to your leadership legacy. ●

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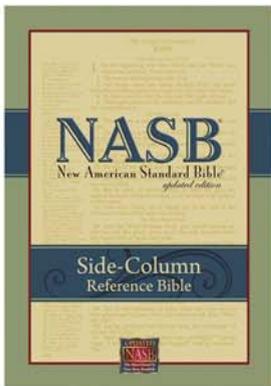
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