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on leading through our
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Outcomes

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Fruit That Lasts

THE WORLD NEEDS LEADERS who are rooted deeply in Christ, who reflect the Father's heart and who serve through the power of the Holy Spirit. That's why this edition of *Outcomes* focuses on "Spiritual Leadership."

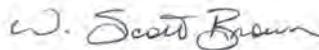
Here at CLA we're zealous for excellence in every aspect of Christian leadership, but we know that most important is a leader's personal, daily, intimate walk with God. As we enter the autumn harvest season, I recall how Jesus communicated this to his disciples:

"I am the vine; you are the branches. If you remain in me and I in you, you will bear much fruit; apart from me you can do nothing. If you do not remain in me, you are like a branch that is thrown away and withers; such branches are picked up, thrown into the fire and burned. If you remain in me and my words remain in you, ask whatever you wish, and it will be done for you. This is to my Father's glory, that you bear much fruit, showing yourselves to be my disciples." (John 15: 5-8)

Jesus shares the end goal of remaining in him — lasting fruit:

"You did not choose me, but I chose you and appointed you so that you might go and bear fruit — fruit that will last — and so that whatever you ask in my name the Father will give you." (John 15: 16)

So... are we bearing fruit that will last? Such produce comes not simply through strategy, marketing or technology. Those tools are vitally important, but without our deep connection to God they will have only temporary impact. Lasting fruit comes through Jesus' grace-filled call that we remain in him. He will provide the harvest.



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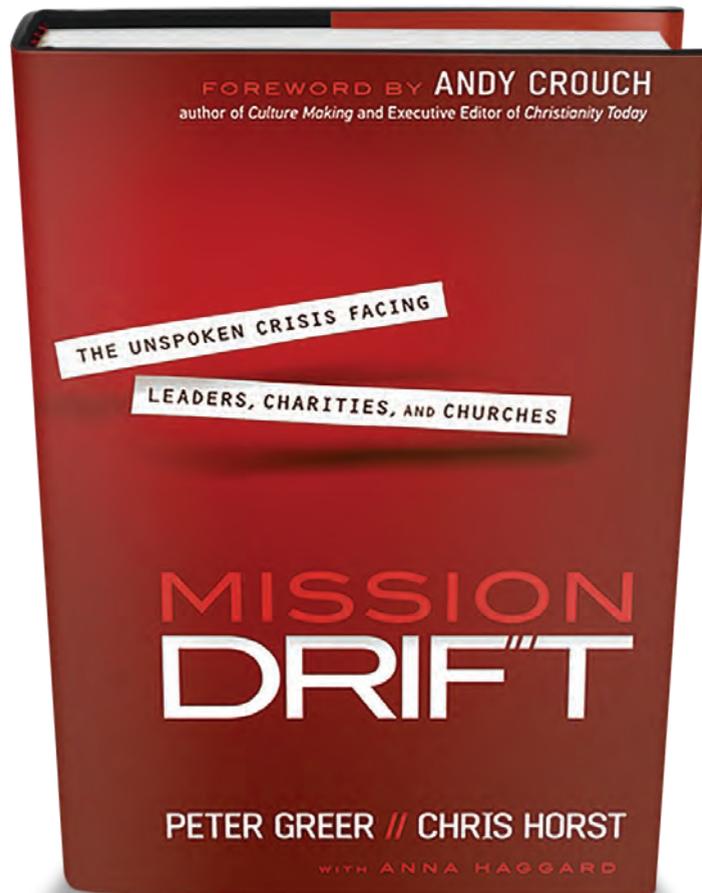
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Strong in Christ

Joni Eareckson Tada on leading through our weaknesses

CLA PRESIDENT AND CEO TAMI HEIM recently spoke with Joni Eareckson Tada, an international advocate for people with disabilities, and founder and CEO of the Joni and Friends International Disability Center.

A diving accident in 1967 left Joni Eareckson, then 17, a quadriplegic in a wheelchair. After two years of rehabilitation, she emerged with new skills and a fresh determination to help others in similar situations. She founded Joni and Friends in 1979 to provide Christ-centered programs to special-needs families, as well as training to churches. Joni and Friends, a CLA member organization with multiple awards as a Best Christian Workplace, serves thousands of special-needs families through family retreats, and has delivered over 100,000 wheelchairs and Bibles to needy disabled individuals in developing nations. Joni's lifelong passion is to bring the gospel to the world's one billion people with disabilities.

Joni survived Stage 3 breast cancer in 2010, yet keeps a very active ministry schedule. She will be a keynote speaker at The Outcomes Conference, CLA Dallas 2015 (outcomesconference.org). She and her husband, Ken, were married in 1982 and reside in Calabasas, California.

How did your spiritual journey impact the founding of Joni and Friends? How does it influence how you lead today?

Years ago, before I was injured in a diving accident that left me a quadriplegic, I was involved in many leadership opportunities in high school. I served as captain of the women's lacrosse team, on the student council, on the school newspaper, and more. For me back then, leadership was a matter of persuasion, power and influence — how I could win friends and influence them to advance my agenda. But then four weeks after high school graduation, I broke my neck and my world turned upside down. I struggled tremendously to learn how to accept and not be humiliated by my weaknesses.

Around a decade after that diving accident, God began placing me



PHOTO USED WITH PERMISSION OF JONI AND FRIENDS.

At Family Retreats, Joni and Ken encourage short term missionaries and those they serve.

back in positions of leadership, especially when I started Joni and Friends in 1979 to encourage other people with disabilities and their families. When I started this ministry, I had to forget everything that I had been taught about personal power, confidence, charisma or chutzpah leading to effective leadership. By contrast, I began to see that the leaders God chooses are more broken than strong, more damaged than whole. The leaders God chooses are often more troubled than secure.

Just look at the life of Gideon in the Bible. He was ungifted, unskilled and ill-equipped for the job God gave him. But Gideon, like so many leaders in the Bible, did not rise to power in spite of his weaknesses; he led because of his weaknesses. Gideon cast himself on God, and God was the one who got the job accomplished.

Decades later, it's still the leadership style I employ, celebrating my weakness and casting myself wholly on Jesus Christ for his wisdom, his strength and his guidance.

What does spiritual leadership look like to you?

I think the leader God chooses is the one who stays very close to Jesus. He led with power through his weakness and humility.

When it comes to leadership, Jesus really is the best model. He was such a visionary. Jesus could set a course, a destination, for his followers and move into it with unflinching confidence. Yet at the very same time, he could model that vision by getting down on his knees and washing the feet of his disciples.

I often think of Luke 14. Jesus casts a very large vision. He tells us to go out, find the disabled and bring them in. That's setting a course. That's giving direction. But in the same breath, he models that vision by defending the poor and the disabled. It's amazing. Here is the most powerful prophet to come along in centuries and he chooses to hang out with the poor and the outcast. That's the kind of humility and weakness that makes for effective leaders. Followers look to leaders to be like that, to live like that, to cast a vision, yet in the same instant, model that vision as well.

What about your own spiritual life? How do you stay plugged in?

For us it includes studying, reading, memorizing and reciting God's Word. My husband and I are reading through the Bible for what I believe is the eighth year in a row. We absolutely love it. Every day we get together and ask the Holy Spirit to guide us as we read. It gives wonderful perspective on the flow of biblical history.

We also enjoy memorizing Scripture. Ken, some time ago, memorized the entire Sermon On the Mount from the Gospel of Matthew. When I pray, I love to salt and pepper God's Word in my prayers.

Confession is another discipline. Just earlier today I had to ask friends at work to help me sit more comfortably. And I had to confess to them, "I hate my attitude.

It's so bad today. Would you please put your hands on my forehead and pray for me?" Keep short lists with people around you. Confess your sins. Be quick to say, "I'm hogging the spotlight here, I'm so sorry I did that." Or, you know, "I just didn't give you credit where credit was really due. Forgive me for that."

Those disciplines are basic. They're simple. They jump out at you in God's Word but it's just a matter of doing them. It's keeping short lists. It's prayer. It's reading the Bible. And it's memorization.

It's also worship. We really enjoy worshipping the Lord. When Ken drives me to work on any given morning, we turn our van into a sanctuary of praise. We sing hymns and pray, and even much of the prayer is praising Christ for who he is, what he has done and how glorious his gospel is, and how we want to honor the sacrifice he made at Cavalry.

How do you support that same kind of spiritual development in your staff?

Well, it's important to say that Joni and Friends isn't a church. That's where our employees receive spiritual instruction and discipleship. However, we support the church's role by nurturing the spiritual life of our staff.

We do this through a mentoring program in which the staff can choose to come under the instruction of a manager, director or vice president. Our core values can be reinforced through those mentoring relationships. Those core values are: 1.) To honor God in everything we do; 2.) To build relationships based on trust and respect; 3.) To maintain integrity and excellence in our programs and services; and 4.) To practice responsible stewardship.

Everyone is also invited to participate in an optional time of morning prayer. Also, once a month during our staff meeting, our worship team leads us in a corporate time of worship and devotions. Finally, all our employees are required to go through the Lead Like Jesus (LLJ) training. We try to promote a culture that embraces what LLJ calls EGO — not "edging God out," but "exalting God only."

Joni and Friends has had a remarkable past several years as a Best Christian Workplace. What's your secret?

It amazes me. It is incredible. But I think for us there are three key elements:

1. Servant Leadership. I think that our staff views our leadership team as servants. From our president, Doug Mazza, to our individual area directors who lead ministry teams across the country, every leader participates hands-on in every program. We also make it easy for staff members to serve at a Family Retreat or deliver wheelchairs on a Wheels for the World trip. It's like in Matthew 20:28 where Jesus says he *"did not come to be served, but to serve...."*

2. Integration: We like to reinforce integration. No department at Joni and Friends operates independently of the others. We always look for ways in which a department might serve and support other departments. That's what we do in the founder's office. We wake up in the morning and ask how we can make other departments successful.

3. Excellence: We also try to nurture excellence in everyone's area of responsibility. We want our staff to take seriously Colossians 3:23 when it says, *"Whatever you do, work at it with all your heart, as working for the Lord...."*

In the areas of servant leadership, integration, and excellence, we provide resources to help our staff maximize using their skills and exercising their spiritual gifts. We take training seriously, and encourage all of our employees to take part in it.

How do you decide which new initiatives to embrace?

Every idea for a new program is measured against our mission statement: "To communicate the gospel and equip Christ honoring churches worldwide to evangelize and disciple people affected by disabilities." Every program has to reflect the mission statement. When we deliver wheelchairs, we have to see that wheelchair as a way of opening doors to share the gospel. Every wheelchair we fit must be a chance to give a disabled person the good news of Jesus.

Another factor is that many of our disability ministry models are not created from the top down. They rise from the bottom up, from the grassroots level where we're working with churches. Each program has to have components of evangelism and equipping the church to do disability ministry. That's the key. That's how we cut away the peripheral and keep the main thing the main thing.

What encouragement or advice do you have for others who are also leading in nonprofit ministry today?

A passion for God will give you your passion for people. Sometimes leaders can become tired. Their enthusiasm can wane. And they can find the very people that they are serving to be tiresome.

That all traces back to that leader's passion for God. Everything falls apart if we think we're any better or any more important than the people we serve or the people we lead. It falls apart if we fail to place others' interests before our own.

Philippians 2: 3-4 tells us: *"Do nothing out of selfish ambition or vain conceit. Rather, in humility value others above yourselves, not looking to your own interests but each of you to the interests of the others."*

I can't explain it, but something redemptive, something really heavenly, a wonderful power from on high is released when we say, "God, these are the people you love. I have no resources to love them but you do. You can. I want to serve them through you. I can do all things through you. I can push back the gates of Hell. I can do everything through you if you would but strengthen me."

That's the way to be a real leader. The most effective leaders do not rise to power in spite of their weakness; they lead with power because of their weakness. That power and passion all begins with an intimate relationship with Christ. ●

To learn more visit joniandfriends.org

Steps of Faith

Leading by boldly depending on God

BACK IN THE MID-90S, my husband Steve and I prayed that God would use us in some way. We had busy and satisfying careers, but were restless. We didn't want to waste the rest of our lives. Looking back I can see God was changing our hearts.

Over time it became clear that he was leading us to adopt a child, an idea that terrified me, but not Steve! I wasn't ready to fearlessly move ahead, but God spoke:

"Do not be afraid, for I am with you; I will bring your children from the east and gather you from the west... Bring my sons from afar and my daughters from the ends of the earth - everyone who is called by my name, whom I created for my glory, whom I formed and made." (Isa. 43:5-7)

Soon I had an opportunity to take a mission trip to Ukraine. After visiting several orphanages and learning about the orphan situation there, I realized this is where we would adopt our child. We asked God to put it "directly in front of us," and he did.

In 2001 we flew to Ukraine to adopt our first daughter. Nine months later we made a second trip to adopt a second daughter, and three months later a third! In the course of one year, we adopted three older girls. God truly blessed us. Our lives were now richer and a bit more hectic!

Although we were joyful to have our precious girls, I couldn't forget the kids left behind! My heart broke thinking about so many great kids who begged us to find them a family. What would become of them? I was determined to do something. Initially I advocated for adoption, and we were blessed to watch many orphans' lives change forever through adoption. As great as that was, my heart broke for the kids who would never be adopted. That's most of them.

They would age out of the system and end up on the streets, in prison, prostitution or worse.

I had a vision of a small, family-like home where orphaned youth could learn to live in a family and walk with Christ. It took several years and much prayer before the vision became a reality, but in 2008 we opened our first house. Today we have seven transition homes for orphaned teens in southeastern Ukraine. We have been blessed to see many kids come through our homes and go on to lead productive lives.

When I look back, I have no doubt that God led us all the way. He has taught me many lessons through this journey. Here are a few:

1. Listen to his leading. Is there passion I can't shake? Is it in line with God's values and consistent with our mission? He is directing me.

2. Step out in faith. I often look for the "safe" path. But God doesn't work like that. He sometimes says boldly "go."

3. Be patient and wait. When God isn't saying anything, he is asking me to be still. Often things didn't make sense, but in time the reason for waiting became clear.

I often look for the "safe" path. But God doesn't work like that. He sometimes says boldly "go."

4. Don't compare our ministry to others. Ministries do not necessarily follow similar paths. The timetable for our ministry may be very different from another's.

5. Do things God's way: Give! Certainly the funds we receive are spent on our mission — providing for orphans. But the principle of giving needs to be in all we do. So we give to other ministries also, not just our own.

6. It's not ministry without sacrifice. Is there a sacrificial element to what we are doing? Steve and I decided to make a personal sacrifice, and we haven't looked back. God has blessed the ministry and us.

7. Don't give up. There were times I felt like giving up. Ministry can be tough. Don't quit.

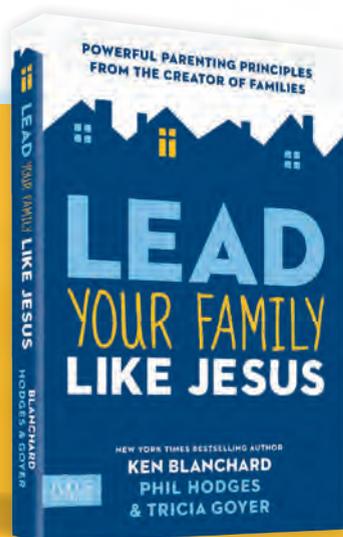
8. Pray! Pray! Pray! Whether it is finances, or personnel, or direction, or threats of war, we can't do this without God!

When we stepped out in faith to start Heart for Orphans, the task seemed daunting. We felt like we were in over our heads. That was a good thing because we had to lean on Christ and learn the meaning of 2 Corinthians 12:9a, which says: *"My grace is sufficient for you, for my power is made perfect in weakness."* ●

NANCY HATHAWAY is founder/director of Heart For Orphans, a ministry that operates small, family-style transition homes in Ukraine for orphans from ages 16 to 22. Learn more at (heartfororphans.com). She and her husband Steve have four grown children and live in Williamsburg, Virginia.



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Milestones

APPOINTED

JOEL WOODRUFF, as president-elect of the C.S. Lewis Institute (CSLI) headquartered in Springfield, Virginia, effective Jan 1, 2015. Woodruff currently serves as CSLI vice president for discipleship and outreach. He will succeed current CSLI President Henry Knott. Woodruff is a graduate of Wheaton College, Gordon Conwell Theological Seminary (M.Div.), and Nova Southeastern University (Ed.D. Organizational Leadership).

APPOINTED

STEVE STIRLING, as president and CEO of MAP International, a Christian global health organization headquartered in Atlanta. He most recently served as executive vice-president of ChildFund International. Stirling succeeds Michael Nyenhuis, who headed MAP for 14 years.

HEADLINES:

CLA Launches CLATV!

In July 2015, Christian Leadership Alliance (CLA) launched a new multi-channel Internet TV and radio eStation: CLATV. You can access this powerful Christian leadership content 24/7. CLA's goal is to educate, inform and inspire you along your leadership journey.

CLA produces the "leadership channel" on CLATV, which features insights from CLA and from other Christian ministry leaders. However, that's only a part of what CLATV offers. This portal also offers access to a variety of other Christ-centered Internet TV and radio channels. In fact, CLATV launched with a library of collaborative leadership resources from more than 100 content providers. To learn more, read the article by Gordon Marcy and Tami Heim on page 38. To view CLATV, visit (CLATV.org)

Register for the CLA Outcomes Conference!

Join Christian leaders nationwide for the more than 100 dynamic learning experiences at The Outcomes Conference: CLA Dallas 2015. It will be held April 14 – 16, 2015, at the Hyatt Regency Dallas at Reunion.

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Be Kingdom Seekers

The importance of spiritual leadership

DR. LEIGHTON FORD has preached the gospel worldwide as an evangelist with the Billy Graham Crusades and as chairman of the Lausanne Committee for World Evangelization. Now, as president of Leighton Ford Ministries, he trains young leaders in their spiritual leadership, teaching them how to lead more like Jesus as they lead people to Jesus. He spoke with Laura Leonard about what spiritual leadership has meant throughout his career and what it means to young leaders today.

INTERVIEW WITH DR. LEIGHTON FORD

How does Leighton Ford Ministries teach people to lead "like" and "to" Jesus?

We so often think of spiritual leadership in terms of a leader doing spiritual things — having devotions, praying, reading the Bible, talking about the Lord — but the heart of spiritual leadership is not in doing but in being. For that, the only model is the Lord himself. What does it mean to lead like Jesus? One thing is to understand the idea of the leader as a son or daughter, because the whole gospel begins with the Father saying to Jesus, "You are my beloved son" — before he had done anything. That is so essential for spiritual leadership, because all of us as leaders have a certain amount of insecurity. If we're honest, we sometimes wonder, "What am I doing here?" But that's where true leadership in Christ springs from; a sense that apart from our doings, we're sons and daughters in Christ.

Jesus was a servant leader. He says, "I

came not to be served but to offer my life a ransom for many." We best teach that through models and stories. We tell our own stories of failure and success. And we have to have veterans who have been before us along the way.

How has your own walk with Christ shaped your approach to leading?

It's very important that leadership be, in a much overused word, authentic. We have to become aware of who we are, how God has shaped us, how we have been misshaped and how God continues to shape us. I think there has become, for me and I hope for others, a sense that we not only need to learn the techniques and processes of leadership, but who God has shaped us to be. That takes listening. Leaders are often described as great communicators, or great speakers. Sure, but how many leaders are described as great listeners? Jesus was marvelous not just in the way he spoke and used stories, but in how he listened: to the woman at the well, to his Father.

I'm trying in my own life to learn to listen more, and to talk to young leaders about listening.

And to the senior leaders, about how important it is that they listen to younger leaders. In our mentoring ministry, we do a lot of listening. And I have found that so many younger leaders say that what they want is a senior leader who will listen to them without having an agenda. As we got into this mentoring ministry some quarter of a century ago, we were teaching about leadership and evangelism. But I was taking long walks and talks with young leaders, listening to their struggles, their pains, their dreams, their visions and realized that's what they were really hungry for.

How can we support and encourage young leaders in their personal relationships with Jesus?

Seek to help that younger person discern what God is saying to them. Spiritual direction is not telling someone else to what to do; it's helping them to pay attention to how God is directing in their lives. It comes back to listening, to pointing out things that are happening that they may have missed; a long-term mentoring relationship like that is absolutely essential for people to have resilience and to stay healthy in ministry.

SCORECARD

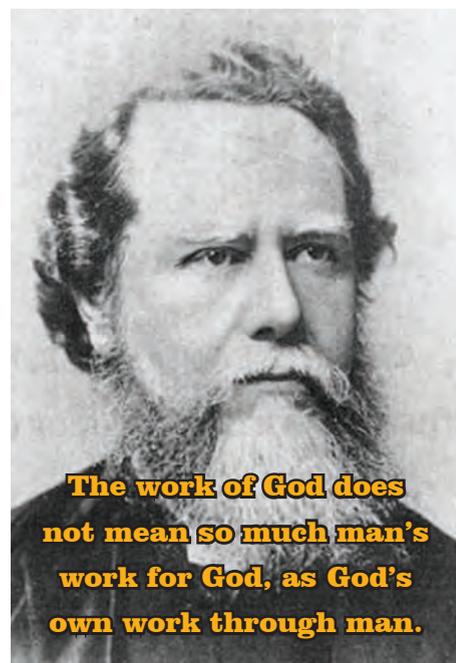
WOMEN IN LEADERSHIP

In May, Gordon College provost Dr. Janel Curry and Wheaton College sociologist Dr. Amy Reynolds released the results of their groundbreaking new study on women in leadership at evangelical institutions, funded by the Imago Dei Foundation of Boston. They studied more than 1,000 Christian nonprofits, including members of ECFA, the Council for Christian Colleges and Universities, the Accord Network, and the Christian Community Development Association. They found that larger organizations tend to have a smaller percentage of women in leadership positions.

EVANGELICAL INSTITUTIONS:

NUMBER OF EMPLOYEES	% OF WOMEN IN LEADERSHIP
LESS THAN 5	29
5-9	26
10-24	28
25-49	24
50-99	21
100+	16

For more information on this study, go to (gordon.edu/womeninleadership)



J. HUDSON TAYLOR

The latest ministry news and trends

peer networking and nonprofit management expertise offered by The Outcomes Conference (OutcomesConference.org) is simply unparalleled.

Supreme Court Rules in Hobby Lobby Case

The two-year legal battle between the owners of Hobby Lobby and the Department of Health and Human Services (HHS) reached its end with the Supreme Court's 5-4 decision on June 30, 2014, in favor of Hobby Lobby. The Court declared that a section of the Affordable Care Act (ACA) that required companies with more than 50 employees to provide health care insurance that includes 20 forms of contraception determined by the HHS, violated the Religious Freedom Restoration Act of 1993 (RFRA). The RFRA states that "Governments should not substantially burden religious exercise without compelling justification." Because Hobby Lobby refused to cover four contraceptives it believed to be abortifacients, the company faced an estimated \$475 million in fines per year, according to court documents. The Court found that these HHS regulations substantially burdened the exercise of religion.

This precedent impacts at least 50 other cases involving nonprofit organizations challenging

the HHS mandate. High-profile cases including Wheaton College and the Catholic Eternal Word Television Network have been offered temporary injunctions that prevent the government from fining them while they argue their cases in court.

President Obama Issues LGBT Executive Order

By Stanley Carlson Thies, president, Institutional Religious Freedom Alliance

On July 21, 2014, President Obama signed an executive order banning job discrimination on the basis of sexual orientation and gender identity by federal contractors and their subcontractors and vendors. The executive order does not apply to federal grants (nor to federal grants to state or local governments that are then awarded as contracts to private organizations).

President Obama left intact the religious hiring exemption that President Bush added in 2002 to the federal contracting rules. However, the president did not include the specific exemption from the new requirements that is needed to fully protect faith-based organizations that maintain a sexual conduct standard for their employees.

The Department of Labor is to prepare regulations within 90 days; the new requirements will not come into effect until after those regulations

are finalized. The full impact of the new non-discrimination requirements will not be known until the final regulations have been issued. For example, the White House has said that if a contracting organization has several separate facilities, the rules will only apply to the facility that carries out the federal contract.

The religious hiring freedom (from the Bush 2002 religious hiring exemption), according to court precedents, protects more than just a decision by a religious organization to select only applicants of the same faith, but extends to faithful conduct. However, there will be disputes between religious employers and prospective or current employees about whether an employment decision is (legally) an exercise of religious decision-making or (illegally) a matter of discrimination on prohibited grounds, such as sexual orientation.

By not exempting religious organizations from the new prohibitions, President Obama has opened the door to litigation, and his action will likely cause many faith-based organizations to consider whether federal contracting has now become too risky. So the new executive order will complicate the federal government's partnerships with faith-based organizations to provide important services. To learn more, visit (IRFAlliance.org)



HEALTHY SPIRITUAL LEADERSHIP

LOOKING BENEATH THE TILES

By Marc Rutter

“**W**hat went wrong? What did I miss?” These questions hit me like a slap to the face. I had discovered that a ministry leader I supervised and coached was involved in an affair, numerous sexual exploits and drugs. His moral failure caused me to question our leader development efforts.

Was there a flaw in our selection process? Was there something inherent in our organizational culture that made leaders more susceptible to failure?

For the past 20 years, I have led the leadership development efforts of Cru. These questions prompted me to look deeper at the issue of leadership failure and eventually write my doctoral thesis on the subject. Most of what I have learned about healthy spiritual leadership has come from my experience and from research on leaders at risk and moral failure. Though many of those findings are beyond the scope of this article, these are some lessons that have informed our spiritual leader development process.

DON'T ASSUME SPIRITUAL HEALTH: LOOK UNDER THE TILES

Above all, you can never assume a leader's spiritual health; you must look below the surface.

Several years ago, my wife and I decided to remodel our master bathroom. Lacking financial resources for purchasing and installing new tile, we hired a man to refinish the existing tiles. The process involved removing the shower doors, cleaning the tiles and then re-colorizing them. During that process, the tiles began to fall off the wall. My first response was, “You can glue those back up there, right?”

His response: “No Mr. Rutter, you have a problem!” He pulled back more tiles revealing rot, water and termite damage. The studs designed to hold the tiles in place had deteriorated.

I persisted, “But, you can glue those back, right?”

He shot back, “No, Mr. Rutter. This problem requires a contractor. You need to rebuild with new studs and wall board.”

Though I had noticed the tiles were loose in places, I had ignored it. They looked okay on the outside despite the huge problem growing underneath. I discovered that looking good and functioning according to the builders' design are two very different things.

As Brennan Manning in *The Ragamuffin Gospel* (Multnomah Books, 2000) powerfully notes, “the temptation of the age is to look good without being good.” As with those bathroom tiles, so with spiritual leadership; you cannot assume health. It is detrimental to ignore warning signs, to deny problems or to settle for cover-ups while the foundation below the tiles slowly erodes.

HIS DESIGN AND OUR DRIFT: THE RED FLAGS

What characterizes a healthy leadership foundation? What are the red flags that indicate potential failure?

God lays out his design in Genesis. That is where he emphasizes his role as creator and man's role as a steward. God is the source of life, the truth and the sovereign way. The foundation for leadership health is contingent on one's posture towards God, our Creator.

Man was created to depend on God and his Word for life. Man was to obey and live in truth and reality by experiencing life as God defined it. Man was to follow God as sovereign King and submit to his way, resting in his control.

Godly character is living in light of God's order and design. Character problems, sin and leader failure are rooted in attempts to live apart from his order and design.

Foundational cracks in the life of any leader include attachment to life apart from Christ (e.g.,

addictions); a denial of reality and truth; and an inability to submit (e.g., power and control issues).

As I studied at-risk leaders, I observed common “red flag” behavioral patterns that warned of root character problems. These are clustered around three key areas: 1.) Where one gets life, 2.) How one responds to truth, and 3.) How one is postured towards submitting to power and authority.

Here is an overview of some of the red flags in each of those key areas.

Where one gets life. Red flags related to the leader’s posture towards life and relationships include:

- Hiding
- Isolation
- Relational disconnection or independence
- Lack of empathy



How one responds to truth. A leader at risk can be duplicitous while hiding and seeking life outside of Christ. Red flags related to the leader’s posture towards truth include:

- Difficulty in responding to feedback
- Blame-shifting
- Minimizing
- An inability to admit mistakes and weakness
- No track record of forgiveness and resolved conflict

The response of such leaders to living in an imperfect world is often characterized by protest, anger and rage.

Submitting to power and authority. Red flags related to the leader’s posture towards power and authority include:

- An excessive need to control
- Territorialism
- Using people
- Entitlement
- Power imbalances in marriage, team dynamics or other key relationships

Promoting health starts when both the leader and the organization pay attention to the red flags that indicate cracks below the tiles. This requires the courage to identify red flag behaviors and the willingness to truthfully and graciously address them.

BEWARE THE DEADLY DUO — SELF-RELIANCE AND SECRECY

When leaders drift from their created design and the gospel, they often get caught in the deadly duo of self-reliance and secrecy.

Often ministries unintentionally create cultures that

underpin this dangerous tendency. This happens when there is an overemphasis on performance and production (valuing doing over being); having inaccurate assumptions about growth and sanctification that are antithetical to the gospel; and creating unsafe, shame-based environments in which talking about sin and failure is not safe.

The roots of self-reliance and secrecy are a system of lies and false beliefs that include: “You cannot trust God, so depend on yourself”; “There is life to be found apart from God”; “You must meet your own needs,” and “There are no consequences for sin.”

In my interviews of almost every fallen leader, they had a tape that played in their minds saying: “It all depends on me.” They carried the weight of a belief that their leadership, their ability to grow the ministry and to grow spiritually all depended on them. They had started with Jesus but along the way, they slipped into self-reliance.

Self-reliance and secrecy ignore the compulsive nature of sin, which cannot be overcome by more effort, by willpower or by a privatized response. Self-reliance fuels addiction, shame and sin management and keeps leaders from the help they desperately need. Secrecy causes the leader to hide in shame and bury darkness from the light that can bring healing. Ultimately, shame kills, while grace and truth heals.

A SCRIPTURAL RESPONSE

These tendencies are subtle and antithetical to the gospel and the Scriptures that admonish us to humility, poverty of spirit and open confession to God and others:

“In the same way, you who are younger, submit yourselves to your elders. All of you, clothe yourselves with humility toward one another, because, ‘God opposes the proud but shows favor to the humble.’” (1 Pet. 5:5)

“Blessed are the poor in spirit, for theirs is the kingdom of heaven.” (Matt. 5:3)

“If we confess our sins, he is faithful and just and will forgive us our sins and purify us from all unrighteousness.” (1 John 1:9)

Healthy spiritual leaders are humbly dependent and rigorously honest. They recognize their limits. Their expressed needs become the space for grace to flow.

“But he said to me, ‘My grace is sufficient for you, for my power is made perfect in weakness.’ Therefore I will boast all the more gladly about my weaknesses, so that Christ’s power may rest on me.” (2 Cor. 12: 9)

The Scriptures outline a clear path to leader health — honesty, community and worship. Honesty is the path of truth that says, “I have a problem.” It counters self-reliance by admitting need. It deals with secrecy by exposing the lies and the roots of sin. It embraces the gospel through community. Pursuing community admits, “I need you. I am dependent on God and interdependent on you.” Finally, worship is the path that declares,

“I will trust God, rest in him and submit to his way.”

Healthy spiritual leaders adopt practices that motivate them to examine what is under the tiles. They address the decay underneath. They expose the lies and the deadly combination of self-reliance and secrecy that can precipitate moral collapse.

HEALTHY LEADERS TAKE INVENTORY

I encourage leaders to regularly ask themselves these “under the tile” questions:

1. Where do you get life? How are your relationships?
2. How do you deal with reality (truth)? Respond to feedback?
3. How do you relate to failure? Living in an imperfect world?
4. What role does control play in your life? In what ways are you submitting to God and resting?

With each question I encourage them to note any behavioral red flags and lies or false beliefs that deviate from God’s design.

THE POWER OF COMMUNITY

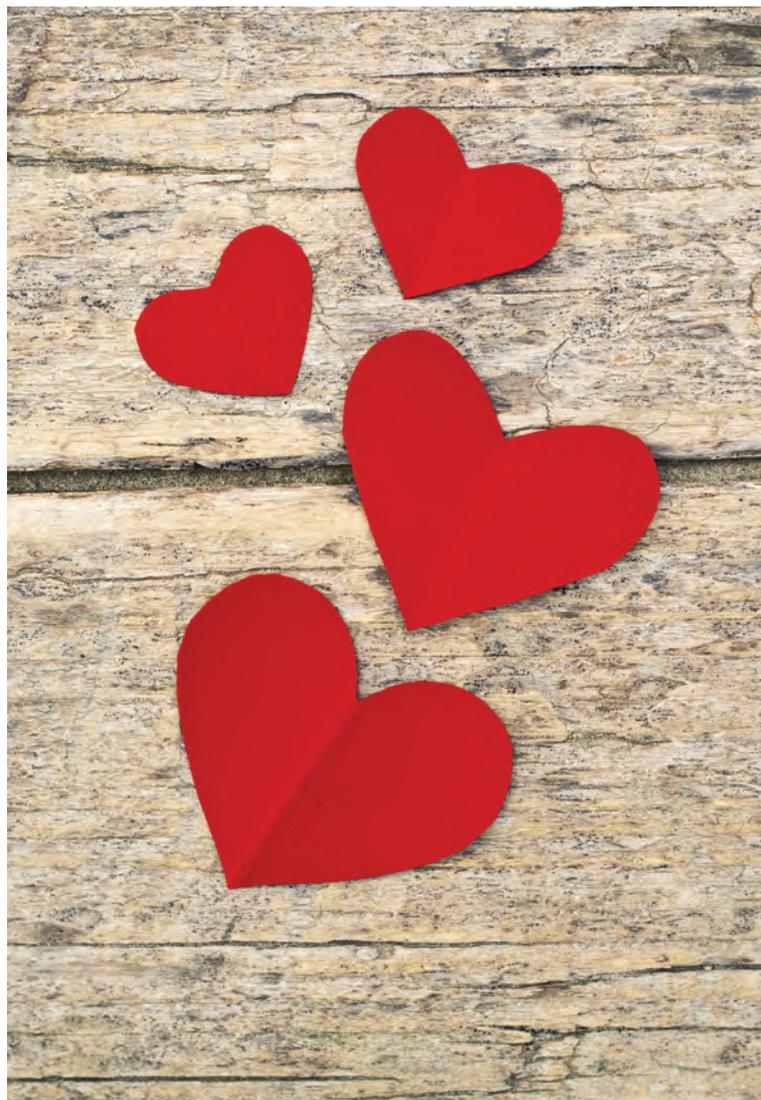
Given the natural human tendency to drift towards self-reliance and secrecy, healthy leaders recognize that they must get into honest community! Secrecy and shame are broken by the power of confession in community. As one recovering leader noted, “As I told my secrets, they lost some of their power over me, and I wasn’t so afraid to be known.” Community provides an environment to bring sin and false beliefs out of the dark and secret places so they can be mortified (exposed, confessed, dismantled and repented.) Healthy community also provides a life-giving reminder of the gospel, that there is no condemnation in Christ and that God delights in us.

In my research, most leaders who fell did not have a concentric circle of healthy relationships around them. When I am coaching or interviewing new leader candidates, I always inquire: How are your relationships? Where are you knowing and being known by others? Who knows you deeply?

I encourage leaders to get into a “process” or “red dot” (like on the mall map “you are here” directory) accountability group that meets solely for the purpose of checking in, being honest and acknowledging how things really are. An authentic leader acknowledges reality without faking or hiding. As my professor Jim Coffield says, “Jesus Christ died on the cross so you would not have to pretend.” Healthy leaders find places to bring the real person into the light without rejection. We have that in Christ and the cross, but we need to have it reinforced in the context of the body of Christ.

LIVE LIKE YOU’RE IN RECOVERY!

“So, if you think you are standing firm, be careful that you don’t fall! No temptation has overtaken you except what is common to mankind. And God is faithful; he will not let you be tempted beyond what you can bear. But when you are tempted, he will also provide a way out so that you can endure it.” (1 Cor. 10: 12–13)



THINKSTOCK BY GETTY IMAGES

Spiritual leaders do not assume health in their own lives. They are vigilant to identify and address red flags indicating a lack of spiritual health. They regularly hit the pause button on life, look under the tiles, and expose their darkness to the light before Christ and in community. They call themselves and others to live in light of God’s design and encourage practices that avoid the dangerous lure of self-reliance and secrecy. Ultimately, they call both themselves and others back to Christ, who came to deal with the roots of sin and shame.

The gospel is for the lost, and that includes us as leaders. As spiritual leaders, we lead out of brokenness and powerlessness. We live like people in recovery. We’re not perfect, but we are redeemed and we are being restored.

We are all at risk; therefore, the ultimate challenge and call for us as leaders is to live like we are in recovery, because on this path of sanctification through the grace of Christ, we are.

DR. MARC RUTTER serves on Cru’s U.S. team as the director of leadership development and human resources (Cru.org). He and his wife Patty live in Orlando, Florida, and have served as missionaries with Cru for 36 years. They have four adult children and recently became grandparents. You can connect with him at Marc.Rutter@cru.org.



SUBMISSION TO THE FATHER

SPIRITUAL LEADERSHIP AS MODELED BY JESUS

DURING THE 2014 Christian Leadership Alliance (CLA) National Conference *The Choice: The Christ-Centered Pursuit of Kingdom Outcomes* (ECFAPress, 2014) by Dr. Gary G. Hoag, Dr. R. Scott Rodin and Dr. Wesley K. Willmer was named as CLA's featured book selection. It includes a chapter entitled "Following Christ: Ten Marks of Christ-Centered Ministry" and the first mark "Submission to the Father" ties in perfectly with this "Spiritual Leadership" edition of *Outcomes*. The following is excerpted by permission from *The Choice* (ECFAPress, 2014).

"Jesus modeled submission in his relationship to the Father. He desired only to say what the Father said to say and do what the Father said to do. He proclaimed in John 5:19: *"The Son can do nothing by himself; He can do only what he sees his Father doing, because whatever the Father does the Son also does."* Moreover, in John 5:30 he states his central ministry focus: to do the will of the Father.

How did Jesus maintain this submissive posture? He would slip away from people for solitary prayer with the Father (cf. Mark 1:35). His example demonstrates that prayer precedes action or activity. Later, the early church leaders follow the same pattern.

In Acts 6:4 the disciples reveal their devotion to prayer and the Word. Despite the demands linked to the exponential growth of the church, they refused to allow any other activity to supplant those sacred disciplines. Not only was Jesus submitted to the Father, the disciples were too! They adopted the rhythms of Jesus and imitated his Father-centeredness.

What about us? What does submission look like in our lives and ministry? Who drives everything? If it isn't the Father, then we are enslaved to whatever it is.

Submission to the Father is not a one-time exercise but a constant, active process of discerning God's will and doing it

regardless of the cost. Dietrich Bonhoeffer reminds us, "When Christ calls a man, he bids him come and die." (*The Cost of Discipleship*, SCM Press, 1959) So we too must die to our own ambitions and prideful desires both personally and professionally.

Personally, do we carve out time with the Father? Or are our lives so driven by the pressure to perform and produce results that there is little time left for God? It is interesting to note that in the ministry of both Jesus and the early church, prayer is a priority. Is it so with us? What evidence supports this in our lives?

Additionally, are we spending time in God's word? This not about simply gaining knowledge but rather about knowing God and reflecting his love as John Milton noted. "The end of all learning is to know God, and out of that knowledge to love and imitate him." (*The Westminster Collection of Christian Quotations*, compiled by Martin H. Manser, Westminster John Knox Press, 2001) Do we take the time to allow God's Word to transform us so that our lives exhibit the submissive life that Christ modeled for us?

Professionally, does the Father dictate our ministry direction or are "sacred cows" in charge? We all have had them, and we all must slay them! These are the cultural norms or unquestioned practices that dictate behavior and often lock our churches and ministries into patterns of dysfunction rather than obedience.

The opposite of submission to sacred cows is open communication and complete transparency. When our leadership teams are submitted to the Father we have nothing to hide. If, however, there is anything we don't want the public to know or if there is something we'd be afraid to see on the nightly news that may bring dishonor to the Father, then we are harboring dangerous goods. Such things are not in submission.

Sadly, many ministries tolerate borderline or unethical internal practices that are not beyond reproach (cf. 1 Tim. 3: 1-7; Titus 1:5-9).

Furthermore, they are rationalized as acceptable because they are being performed in the name of Jesus. It's like rationalizing speeding to deliver food to the hungry or theft to share with a person in need. Submission to the Father has no place for secret sin or compromise. This is an all-or-nothing call to obedience. No exceptions.

LEARNING THE POSTURE OF SUBMISSION

What disciplines do we practice to maintain a perpetual posture of submission to the Father? What is the role of prayer and Bible study with our leadership teams? We offer three suggestions at this stage for getting on track and staying on track.

1. Make solitary prayer a priority.

This may mean carving out thirty minutes or an hour each day at home or the office. It might entail having a "God list" of specific petitions in staff meetings. What's on a God list? Whatever results that we cannot control (and don't want to because we would likely mess things up.) It could also take the form of a quiet day each month to eliminate noise and distraction in order to commune with God. Whatever rhythms we choose, we must stick with them and make them community disciplines. This runs counter to our busy schedules and ministry cultures driven to make things happen. Let us make prayer a priority so that our talk of submission is more than lip service.

2. Determine the role God's Word will play in our lives and leadership.

This is not about reading through a chapter a day so we can check it off our to-do lists. It's about knowing the Scriptures like a bank teller knows authentic \$100 bills. Seasoned tellers examine them daily so they know real ones from counterfeits. As God's Word is living and active (cf. Heb. 4:12), do we read it daily from a posture of submission so that it shapes and influences everything we do (cf. Acts 6:4)? Or do we use God's Word to justify our behavior or leadership decisions in a manner that reflects our personal or organizational agenda to achieve growth and expansion?

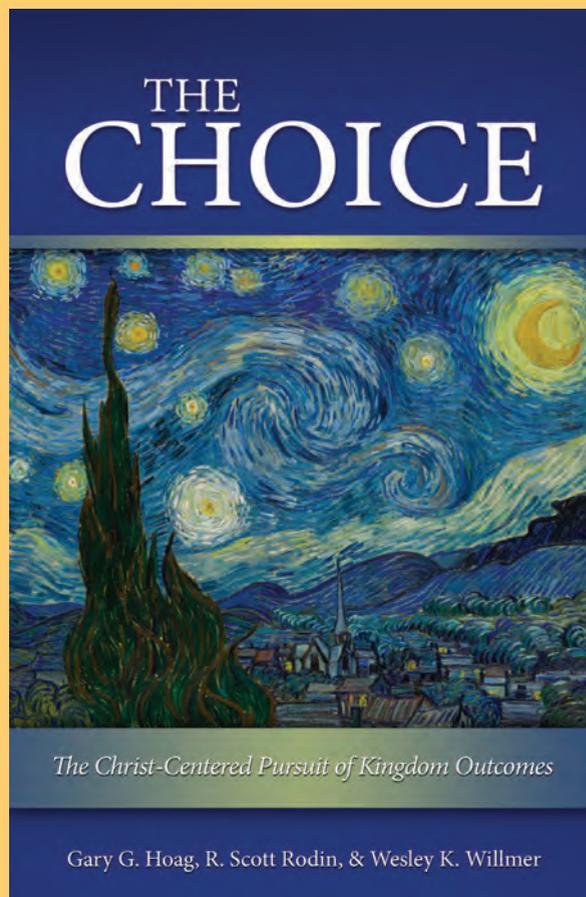
3. Believe that God will speak, guide and provide.

So much of our activity in seeking after God is unilateral and self-centered rather than in submission to the Father. God, forgive us. We pray and often don't anticipate a response (cf. James 1: 6-8). We open biblical texts for what we want to find rather than what God may want to teach us. We are self-centered. We ask God to provide and don't give space for his response. Then we demonstrate a lack of trust with our backup plans. This not about exhibiting false humility. The serenity of quietness and trust cannot be faked; it's forged on the anvil of submission." ●

Authors of *The Choice*: **GARY G. HOAG, PH.D.**, who provides spiritual and strategic counsel to ministry leaders as the Generosity Monk;

R. SCOTT RODIN, PH.D., who has a passion for helping Christian ministry leaders take a biblical approach to strategic planning, board development, and capital campaign fundraising with Rodin Consulting, Inc.; and

WESLEY K. WILLMER, PH.D., who currently serves as senior vice president of advancement for Prison Fellowship Ministries.



READ *THE CHOICE* TO LEARN MORE!

CLA President & CEO Tami Heim, who wrote the Preface to *The Choice* said: "If I could commend one book to anyone involved in church or ministry work today, whether serving in a paid position or volunteer capacity, it would be this book."

Jim Liske, president & CEO of Prison Fellowship Ministries said: "*The Choice* belongs on the reading list of every Christian leader. It may be the most liberating leadership book I've ever read. It frees us from the chains of earthly measurement and challenges us to examine how God measures the success of our endeavors — and how we should, too."

Franklin Graham, president & CEO of Samaritan's Purse and the Billy Graham Evangelistic Association said: "*The Choice* will challenge hearts of all who are ministry-focused for the glory of God and desire to follow Christ-centered principles from the pages of Scripture. In doing so, churches and Christian organizations can work as unto the Lord for the purpose of pointing people to Jesus Christ as Lord and Savior—that is *the choice* that really counts for eternity."

To get your own copy of *The Choice*, visit ECFA Press at (TheChoiceBook.org)

Spiritual Formation

Leading from the inside – out.

By Alec Hill

Many college students today are ambitious to be leaders. They want to “make a difference” and “change the world”—which means that not many aspire to be followers. But at InterVarsity, we intentionally train students first to be followers — passionate followers of Jesus Christ. Only after they learn to humble themselves, to submit and obey, are they capable of becoming leaders who can truly honor Christ.

/// Spiritual Formation Gives Glory to God ///

The Westminster Catechism asserts that the purpose of our lives is “to glorify God and to enjoy him forever.” Spiritual formation nurtures the character of Christ so that our lives do indeed give glory to God. As our thoughts, words and deeds are conformed to the character of Christ, our gratitude for God’s love grows and our abilities as servant-leaders mature. ///

In his classic book *Celebration of Discipline: The Path to Spiritual Growth* (HarperSanFrancisco, 3rd edition, 2002), author Richard J. Foster describes three categories of spiritual disciplines that influence our growth in Christlike character:

- **Inward:** meditation, prayer, fasting and Bible study
- **Outward:** simplicity, solitude, submission and service
- **Corporate:** confession, worship, guidance and celebration

These spiritual practices not only enable us to grow as believers, but also contribute in specific ways to our leadership formation. Through meditation on Scripture and prayer, for example, we grow more sensitive to the Holy Spirit's voice. Through simplicity and service, we find God using us in new ways to advance his kingdom. Through worship and celebration, we find joy in our callings and gifts.

Jesus made spiritual disciplines a priority. Before entering into ministry, he spent 40 days in the desert fasting. Slipping off early in the morning for solitude and prayer was a regular practice for him. Steeped in the Scriptures, he lived simply in dependence on the Father. He participated in celebratory events like weddings. And, of course, he regularly demonstrated obedience and submission to the Father.

In addition to shaping his own leadership and ministry, Jesus' consistent practice of being with the Father served as a model for his disciples. Jesus' invitation to come away with him, to pray and to celebrate, clearly influenced the quality of their leadership. After Jesus' resurrection, when they became leaders of a new movement, they continued to pray, fast, study Scripture and live simply.

Through the work of the Spirit, these practices sustained them through external persecution and internal conflicts. Surely it was their hours of solitude, study, prayer and worship that developed within them such fortitude, persistence and tenacity. Simply put, they learned to yield their lives as they followed Jesus' example of intentional spiritual formation. God used their disciplined, battle-tested characters to establish the early church.

Several spiritual practices have been extremely important in my life. I've found that a daily 45- to 60-minute quiet time provides me with the opportunity to listen carefully to the Lord through Scripture and to pray for others. Over four decades, this time has become the most precious time of my day. I can't imagine going out the door without first listening to the Lord's directions.

In addition, over the years, I have become a rather strict Sabbatarian. As hard as I push myself for six days, I move to utter rest on the seventh. Nothing work-related. No email. No technology.

In his marvelous book *The Sabbath* (Farrar Straus Giroux, 2005), rabbi Abraham Joshua Heschel writes: "The meaning of the Sabbath is to celebrate time rather



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VISION: To see students and faculty transformed, campuses renewed and world changers developed

ABOUT: With over 40,000 "core" students and faculty (50%+ participation), InterVarsity hosts nearly 1,000 campus chapters. A highly diverse community, less than half of InterVarsity's students and faculty are Caucasian. Former staff include Tim Keller, Andy Crouch and Brenda Salter McNeil. Alumni include Jeremy Lin, Gary Haugen, Sally Blount, Bill Haslam, Kay Coles James, Santa Ono and Libby Little.

WEBSITE: www.InterVarsity.org

than space. Six days a week we live under the tyranny of things of space; on the Sabbath we try to become attuned to holiness in time." The Sabbath reminds us that God is sovereign — that a faithful life fits into six days, not seven, and that we aren't so important that the Lord needs us to work 24/7. There is simply no way I could survive my leadership roles without observing the Sabbath.

Other personal spiritual disciplines include journaling (since I was 17), long walks, bike rides in the countryside and fasting.

SPIRITUAL FORMATION SHAPES OUR LEADERSHIP

In my capacity as InterVarsity's president, I hear many gratifying stories of how our emphasis upon discipleship has contributed to our alumni becoming quality leaders in different professions. One such person is Sheeba Philip.



THE CENTRALITY OF PRAYER

BY ALEC HILL

Prayer is one of the core values for InterVarsity: (We express our faith, love and dependence on God through lives of prayer and worship.)

When Henri Nouwen asked Mother Teresa for spiritual advice, she responded, "Spend an hour a day in contemplative prayer and commit no conscious sins." In a similar vein, Dietrich Bonhoeffer told German seminarians, "The prayer of the morning will determine the day. Wasted time, temptations, listlessness in our work, indiscipline in our thinking very frequently have their cause in neglect of the morning prayer."

Is it any coincidence that great church leaders had deep lives of prayer? Martin Luther and John Wesley prayed for hours each day. John Hyde, a missionary to India, prayed so often that he became known as "praying Hyde."

I must confess that such examples leave me feeling grossly inadequate. I am not nearly so faithful. I tend to talk too much, listen too little. I get restless and impatient for action. I want to tell God some things and then get going. But that not only misses half of the value of prayer, it also affronts God's purposes in my life. "The problem with describing prayer as speaking to God," Richard Foster notes, "is that it implies that we are still in control. But in listening, we let go." I have to keep learning to keep prayer a conversation.

What about us as leaders today? Is our spiritual leadership marked by prayer and listening to God?

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After attaining a graduate degree at Harvard Business School, Sheeba worked for 10 years with companies like Kraft and Merck. Last year, she sensed an imminent career change, so she exercised the spiritual discipline of prayer — two weeks intensely focused on seeking the Lord's will. "I was really open to whatever God had," she recalled, "but in my mind, God's next step for me would still be in the corporate world."

A friend sent her what seemed like a random email about a position with International Justice Mission (IJM). "I had not thought at all about working in the nonprofit world," Sheeba said. "But when I read the job posting, my heart jumped." Bringing freedom to women suffering from sex trafficking tugged at her soul. Six months later, she found herself moving to Virginia and serving as IJM's vice president of global marketing and public relations.

Sheeba is well acquainted with the stresses that leaders face. Spiritual formation practices such as Bible study, mentoring and daily seeking God's will through prayer have sustained her through the years. "There has not been a season when I have asked the Lord for wisdom and clarity and he hasn't given it to me," she said. Whether in the for-profit or nonprofit realm, "if there's a decision you need to make, spend the time in dedicated prayer," she advises. "God honors that and those who seek his wisdom."

Mentors and friends have also been significant in Sheeba's walk with Jesus. "I've always surrounded myself with strong believers — Christian professionals who give me spiritual and professional guidance," she said.

Reading God's Word remains crucial to her as well. John 15 has been a particular source of help in her professional career. "When God takes you through new experiences, it's him pruning what's meant to be pruned and allowing the fruit that is growing to expand or grow even more."

Absolute dependence on God has become increasingly important in her role at IJM. "It's very easy to be completely overwhelmed," she explained, "because when you see so much suffering, you wonder how you can make a difference."

LIVING AS A SERVANT-LEADER

Sheeba reminds us that developing deep spiritual roots is absolutely critical

to sustainable leadership. It is only in these patterns that we learn to lead out of his strength, not our own. In eulogizing Ignatius Loyola, founder of the Jesuits, a fellow priest observed: "The aim of life is not to gain a place in the sun, nor to achieve fame or success, but to lose ourselves in the glory of God."

Indeed, learning to lead communities and institutions is a responsibility that calls us to exemplify the character of Christ. Our leadership is enabled as we align with his will,

listen to his voice and gratefully receive his grace. Only through intimacy with Jesus can we aspire to develop into people who truly lead our institutions toward the reality of God's kingdom. ●

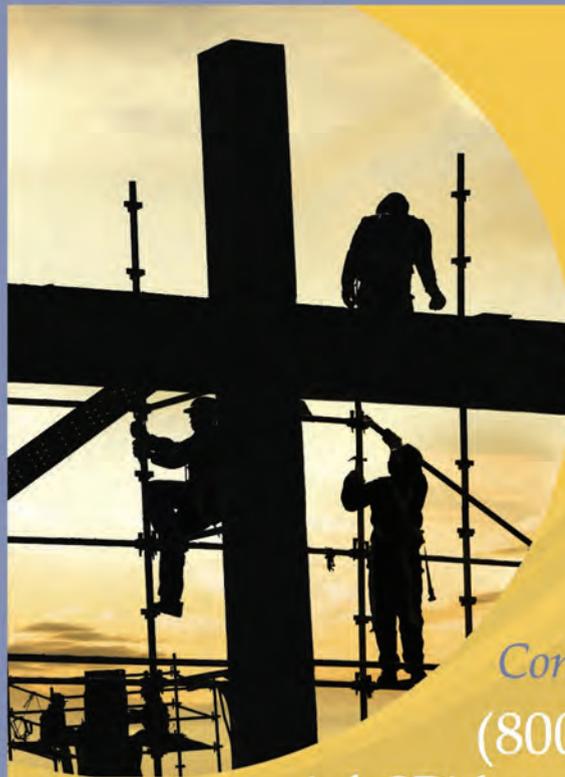
ALEC HILL is president of InterVarsity Christian Fellowship/USA and the author of *Just Business: Christian Ethics for the Marketplace* (IVP Academic, 2008). Learn more at (InterVarsity.org).



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“Blessed is the one who does not walk in step with the wicked or stand in the way that sinners take or sit in the company of mockers but whose delight is in the law of the LORD, and who meditates on his law day and night. That person is like a tree planted by streams of water, which yields its fruit in season and whose leaf does not wither — whatever they do prospers.” (Psalm 1:1-3)

Rooted in Christ

The secret of lasting fruit

By W. Scott Brown

I love the verdant scene painted in Psalm 1:1-3. It portrays a vibrant, fruitful tree with leaves that don't wither amidst heat or drought. The scene is especially poignant when one considers the arid desert-like landscape of Israel. Just imagine the wonder of seeing that flourishing fruit tree in the midst of such dryness.

The prophet Jeremiah similarly captured the importance of being rooted deeply in God: *"But blessed is the one who trusts in the Lord, whose confidence is in him. They will be like a tree planted by the water that sends out its roots by the stream. It does not fear when heat comes; its leaves are always green. It has no worries in a year of drought and never fails to bear fruit."* (Jer. 17:7-8)

Today, we lead and minister in a parched and thirsty world. Ours are tumultuous times. Wars and conflicts rage from the Middle East to Africa to Eastern Europe and beyond. And with societal ills like human trafficking, the poorest and most vulnerable are being preyed upon. In the U.S., our culture's moral values are in decline even as non-Christian forms of spirituality gain deeper foothold. The spiritually numbing effect of consumerism has also taken its toll. This is indeed a time of dryness.

And yet... hope stirs because of those who remain rooted in Christ.

That's why this edition of *Outcomes* is focused on "Spiritual Leadership." The times in which we lead are too parched for mere human planning to have any lasting impact. For fruit that lasts, we need the sustaining power that comes from God alone.

The leaders, and ministries, represented by Christian Leadership Alliance (CLA) serve as Christ's hands and feet to rescue souls and restore lives. These ministries show a thirsty world what it looks like to flourish in a time of drought. They are sharing the gospel, caring for the homeless, rescuing the orphan, protecting the unborn, alleviating poverty, fighting human trafficking, supporting the disabled, educating Christian leaders, guiding Christians into deeper walks with God, spreading Scripture worldwide

and so much more. But we can't do these things in our own strength. The impact of our work for Christ is related directly to the depth of our rootedness in Christ.

"IN" BEFORE "FOR"

I had to learn this lesson early in my own career. A high-achiever by nature, upon graduation from college I sought to make an impact for God in Washington, D.C. After an internship there, God provided opportunities to serve as an adviser to both a U.S. Senator and a U.S. Representative, among other roles. While I sought to work for God, in my intense busyness I rarely found time just to abide in Christ or rest. Ultimately God showed me that I had it backwards, putting work for him before being with him. He graciously taught me that he's more interested in who we are becoming *in him*, than in what we're doing *for him*. Our work is an outgrowth of our relationship.

My story is not unique to the confines of Capitol Hill. Even for Christian ministry leaders, the vortex of daily life pulls us toward busyness and independence. Ironically, the demands of Christian leadership can draw us away from the very source of our strength. The good news is that it doesn't have to stay that way. God's compassion and mercy are renewed each morning (Lam. 3:22-23). He longs to restore us and to breathe new life into withered leaves.

The secret to producing lasting fruit is daily living out the fruits of the Spirit: *"love, joy, peace, forbearance, kindness, goodness, faithfulness, gentleness and self-control"* described in Galatians 5:22-23. Nothing can replace the vital springs of living water provided through our daily walk with Christ.

DAVID'S FAITH

For devotions, my wife Kristin and I recently read again the story of David and Goliath in 1 Samuel 17. It's amazing how differently David saw the world than did King Saul and other Israelite warriors. David saw through spiritual rather than earthly eyes. While others

ran in fear from Goliath's taunts, David saw an opportunity for the God he knew, and trusted, to act and be glorified.

David shared with King Saul how as a young shepherd God had given him victories to protect his sheep. *"The LORD who delivered me from the paw of the lion and the paw of the bear will deliver me from the hand of this Philistine."* (1 Sam. 17: 37)

In his book *Leap Over a Wall* (Harp-erCollins, 1997), Dr. Eugene Peterson encourages us to imagine seeing David there by that brook, armed only with a sling, gathering five smooth stones and placing them in his shepherd's bag. Peterson says: "I see him kneeling – David kneeling at the brook, the one person that day who was spirit-healthy."

As he knelt there he may have reflected on times God sustained him while out alone shepherding his flock. Well before he responded to Goliath's challenge, David knew and trusted God. Even King Saul's attendants had noted this, saying: *"And the LORD is with him."* (1 Sam. 16:18)

As he faced the giant's withering taunts, David reminded his foe: *"You come against me with sword and spear and javelin, but I come against you in the name of the LORD Almighty..."* (1 Sam. 17: 45) We know the rest of the story. David was right. God came through again, giving David the victory.

So, what about us? Do we lead with that same faith in God? Do we lean on his sustaining power?

The impact of our work for Christ is related directly to the depth of our rootedness in Christ.

For fruit that lasts,
we need the sustaining
power that comes from
God alone.

A CLOUD OF WITNESSES

In Hebrews 11, we read about those like David who were deeply rooted in trusting God. Hebrews 12:1 builds upon the previous chapter by saying: “Therefore, since we are surrounded by such a great cloud of witnesses, let us throw off everything that hinders and the sin that so easily entangles. And let us run with perseverance the race marked out for us...”

I enjoy reading biographies of Christian leaders who are among that cloud of witnesses today – stories of men and women whose lives were marked by time spent with God in prayer, fasting and listening. They encourage me in my own daily walk with God.

I think of leaders like J. Hudson Taylor, founder of China Inland Mission. The life of this pioneer British missionary, who journeyed to China in 1853, was marked by dependence on God and deep prayer that sustained him through this incredibly challenging work. In his autobiography, he shares one of God’s miraculous answers to prayer, rescuing his ship from seeming certain shipwreck. Of the experience Taylor said: “Thus God encouraged me, ere landing on China’s shores, to bring every variety of need to him in prayer, and to expect that he would honor the name of the Lord Jesus, and give the help which each emergency required.” (*Hudson Taylor*, Bethany House Publishers, 1987)

His efforts bore fruit, not only in China, but beyond. In 1887, a young Irish lady named Amy Carmichael heard Taylor speak about the missionary life. His words stirred her heart, and soon she too was called to missions. She served God in India for 55 years, rescuing and restoring the lives of young girls and women, starting an orphanage, and launching the Dohnavur Fellowship to continue her work. In 1932 she wrote *Gold Cord: The Story of a Fellowship* (Christian Literature Crusade, 1992 printing) in which she highlighted the primacy of prayer and fasting to their work.

I recall others whose lives of impact were marked by deep and daily rootedness in Christ: George Mueller, who built orphanages on faith and prayer; William Wilberforce, who bravely battled the British slave trade fully dependent on God; William and Catherine Booth, who shared Christ with the poor, hungry, homeless and destitute and founded The Salvation Army; Dawson Trotman, founder of The Navigators, whose lifelong passion for Scripture still marks the organization today, and so many more.

In each generation, such Christian leaders encountered the parched landscapes of their times, and yet bore fruit lasting through many generations. It is because they were first and foremost rooted deeply in the streams of God – focusing daily on prayer, Scripture and listening to God for their sustenance.

So, what about us? Are we deeply rooted in Christ? It is the time-proven secret to impacting a world thirsty for God’s grace.

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Christian Union

Prayer, fasting and spiritual wisdom for the Ivy League



By Matt Bennett

Few things are more urgently needed today than dynamic spiritual, Christian leadership in our churches, various Christian agencies and the wider culture. My own convictions on the essential elements of Christian leadership developed in my early years of ministry while working for Campus Crusade for Christ (Cru) at Princeton University in the early 1990s. I noticed two things that profoundly shaped God's calling on my life and subsequently led to the establishment of the ministry I now lead, Christian Union.

The first was how astonishingly uninformed these brilliant students were about the most important social movement in the history of the world. Nothing has more strongly impacted world history than the life, death, resurrection of Jesus Christ and the lives of his followers. It wasn't as if the students (and for that matter the faculty and administration) had carefully weighed the evidence regarding the extraordinary life of Jesus of Nazareth and rejected it. Rather, his life and remarkable teachings were never closely examined, leaving many of the nation's most brilliant students in utter ignorance about the most important matters in life.

The second thing I noticed while serving with Cru at Princeton was the extraordinary influence of the alumni. Though Princeton is a small school of only 7,000, including undergraduate and graduate students, its alumni serve in an astoundingly wide array of influential positions. For example, each of the last three appointed U.S. Supreme Court justices are alumni.

I endeavored to discover if secularity and outsized influence of alumni characterized other Ivy League schools and found that they too shared these characteristics. Later on, I more formally researched the phenomenon of influence, discovering that 50 percent of the nation's most influential leaders in business, education, government and media attended one or more of the eight Ivy League universities. Given the presence of 2,500 four-year colleges in the United States, this concentration of influential alumni is simply astounding. Given the intense

secularity of these otherwise wonderful academic institutions, this was also very alarming. Many have wondered why so many of the "elites" of the nation propagate values contrary to the life-giving teachings of Jesus Christ, and here we have our answer.

So how do we go about making a deep spiritual impact at intensely secular, academic and influential institutions? Growing up as a Christian, I had read stories of revival and mass spiritual renewal in the nation's history, yet had much to learn about Christian leadership and the dynamics that attract the presence of God.

There is a significant lack of spiritual power and authority in the Western church, largely due to our collective neglect of seeking God with our whole hearts.

During the mid-1990s, Bill Bright, founder and president of Cru, invited Christians across the country to join him for annual 40-day fasts for prayer and repentance for the purpose of national revival. He believed that the expenditure of intense effort in seeking God played an important part in God's responsiveness to humanity's needs. The Scriptures and church history confirm his understanding. As A.T. Pierson has said, "There has never been a spiritual awakening in any country or locality that did not begin in united prayer."

Fasting and praying for 40 days was difficult, intense, yet spiritually

rejuvenating, and led to an encounter with God I was not expecting. Six months after the fast, God spoke to me in a dream very plainly and powerfully, telling me to undertake another 40-day fast, after which he would bring dramatic spiritual renewal to the campus. Up to that time, God did not speak to me through dreams, but in the last 15 years this has become a relatively common occurrence. I may receive a dream from God as often as weekly, but sometimes as infrequently as monthly. Some are difficult to understand, while others are very plain in their meaning.

I obeyed the Lord by fasting for 40 days a second time, and in the ensuing few years the spiritual climate on campus changed dramatically, as God had said. The students radically increased their own emphasis on prayer, fasting and repentance, and the ministry increased in size from approximately 70 students to 400. Many came to faith in Christ and many corners of the campus were positively influenced because of the penetration of the gospel. I praise God that so many students influenced during that move of God have graduated to serve in ministry and as elders and leaders in various churches as God has led them to different parts of the globe.

In 2000 I sensed God's call to expand beyond Princeton to the other Ivy League campuses. I proposed to Cru that this new ministry be under their umbrella, but disappointingly they passed on the offer. However, today I see God's hand in it. After a year and a half in seminary at Trinity Evangelical Divinity School, I returned to Princeton and began ministering to students in the fall of 2002. For the first academic year from 2002 to 2003, we had just three students in Christian Union.

I always knew there would be a time to dramatically increase our efforts in seeking God in Christian Union, but frankly, this is difficult in a Western Christian culture that does not value dedicating extended time for fasting and prayer like the historic or international church. I knew that God would show me the way and, in 2006, God gave me another powerful dream encouraging me



to give leadership in calling Christians to seek God wholeheartedly. For a variety of reasons, it wasn't until 2009 when I sensed it was time to make a significant change. That March, we changed the prayer time allocation for our "faculty;" the name of our ministers on campus, from an hour once a week to two hours every day.

At that time Christian Union was active at two schools: Princeton and Harvard, so we held our daily two-hour prayer meetings from 9 a.m. to 11 a.m. via conference call. For many sessions during those initial weeks we were dedicated not only to prayer, but to investigating the Scriptures for the theological foundation and significance of seeking God wholeheartedly. We also began fasting together for shorter periods of time such as three to five days, and for longer periods including 40 days and longer. It was an intense, rich time and we were absolutely amazed and thrilled when God began abundantly answering our prayers as early as that August.

The ministry had always been growing, but everything changed in August of 2009. For the first time we had to cut short our beginning of the year recruiting campaign for new students, because we had filled the number of slots available for our Bible courses. We also began experiencing powerful encounters with the Spirit atypical for such academically intense environments.

Few attending Ivy League schools

are Pentecostal. Nor was Pentecostalism the background of any of our Christian Union faculty, but the Spirit of God was on the move. During some meetings the Spirit of God would fall powerfully on the room, prompting some to fall on their faces loudly praising the name of God and others loudly confessing their sins to him. Students and our faculty began experiencing visions, dreams, healings and even angelic visitations. We praise God that now a few years later, 400 students are in our Bible courses at Princeton and a total of 1,000 students are enrolled across the entire Ivy League.

Born out of the Scriptures, church history and my own experience, my conviction is that the essential foundation for Christian leadership consists

of energetically and wholeheartedly drawing near to God, and calling others to do the same. Addressing a Christian audience, James 4:8 says, "*draw near to God, and he will draw near to you.*" (ESV) There is a significant lack of spiritual power and authority in the Western church, largely due to our collective neglect of seeking God with our whole hearts. Psalm 105:4 says, "*Seek the LORD and his strength; seek his presence continually!*" (ESV) As Christian leaders we must be the ones calling others to seek God's face wholeheartedly.

In January 2014, we conducted our first 40-day fast via the web, and hundreds across the U.S. joined us in seeking God for national revival. We embarked upon another 40-day fast on Aug. 11, 2014. If you would like to join us for a part of the fast, please visit (christianunion.org) to sign up for the daily devotions. We believe God is the hope of our nation and the hope of the world. As we humble ourselves and draw near to him, God will hear and respond. He always does!

Matthew W. Bennett is founder and president of Christian Union (christianunion.org), a Christian leadership development organization with the mission to bring sweeping spiritual and cultural transformation to our nation and the world by developing and networking Christian leaders to make an impact for Christ. The eight Ivy League universities and a handful of the nation's most influential cities are its primary focus. Bennett earned B.S. and M.B.A. degrees from Cornell University and holds a Master of Divinity from Trinity Evangelical Divinity School.



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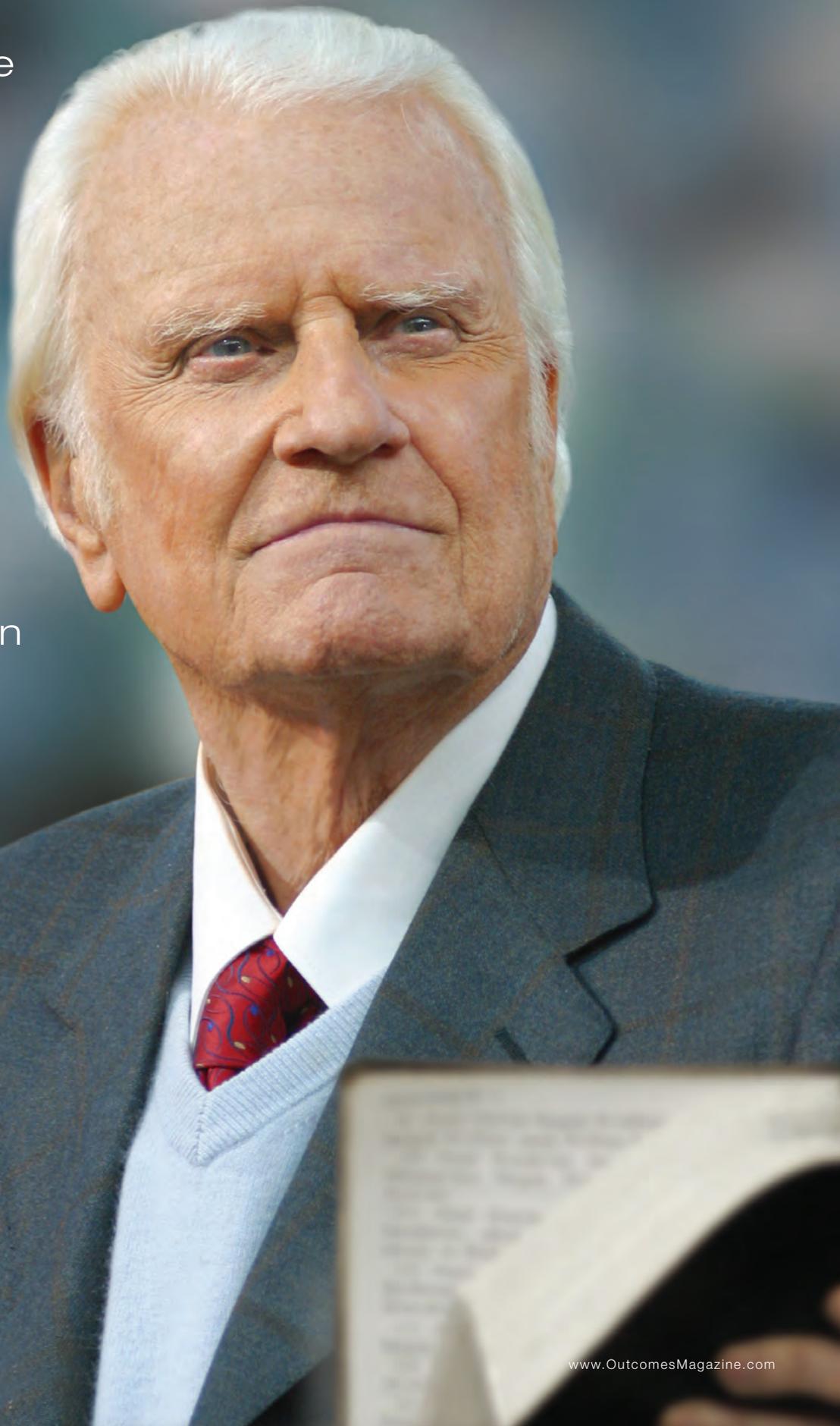


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It was less the evangelist's ability — as gifted and anointed as he is — than his availability to be used by the Lord and operate in his strength.



Billy Graham's LEADERSHIP

Humble availability to God

By A. Larry Ross

IN A WORLD WHERE SOCIAL MEDIA ENABLES individuals to selectively polish and present the narratives of their lives as a sequence of successes, it is easy to forget the innumerable failures that must be buffed out of sight. Human memory is revisionist by nature, and never more so than when it comes to commemorating the lives of the greatest among us.

As we look back at the life and career of the evangelist Billy Graham, who will turn 96 next November, it is tempting — perhaps even appropriate — to elevate the evangelist's achievements to the feats of a modern-day saint.

And yet, the lives of great leaders demonstrate that one's overall achievements are as much, if not more so, the measure of disappointments. Indeed, many have argued that failure provokes success's single most integral quality: humility.

"It has always seemed strange to me," author John Steinbeck writes in *Cannery Row* (Bantam Books, 1978) that the "things we admire in men, kindness and generosity, openness, honesty, understanding and feeling, are the concomitants of failure ... And those traits we detest, sharpness, greed, acquisitiveness, meanness, egotism and self-interest, are the traits of success. And while men admire the quality of the first they love the produce of the second."

In their book, *The Leadership Secrets of Billy Graham* (Zondervan, 2008), authors Harold Myra and Marshall Shelley addressed failure in the context of leadership. "In the sweaty arena of leadership, failures and gaffes are inevitable," they wrote. "A slip of the tongue, the wrong person hired for a key position, a regrettable decision — Billy experienced all of these and more. He knew how to take the heat and admit mistakes.

"In all cases, whatever his spiritual depth and intensity, Billy still had to deal with his emotions," Myra and Shelley added. "His response was at the opposite pole of either bitterness or revenge. He turned to the Bible's admonitions to love and forgive."

Dallas pastor Pete Briscoe recently opined, "Our identity is not the work of our behavior, but of our worth in Christ ... [it's] not based on my roles, but on the revelation that I am a child of God; it's not what we can do for God, but what God can do through us."

The Apostle Paul put it this way, "But he said to me, 'My grace is sufficient for you, for my power is made perfect in weakness.' Therefore I will boast all the more gladly about my weakness, so that Christ's power may rest on me." (2 Cor. 12:9)

Over more than 32 years serving as principal media spokesperson for Billy Graham, on countless occasions I observed his reliance on that spiritual truth as a foundational precept for his ministry. It was less the evangelist's ability — as gifted and anointed as he is — than his availability to be used by the Lord and operate in his strength.

Graham, in the introduction to his memoirs, *Just As I Am* (HarperOne, 2007) asserted, "If anything has been accomplished through my life it has been solely God's doing, not mine."

The anecdotes of Billy Graham's humility abound. The years leading up to the advent of his national and worldwide ministry were fraught with setbacks of all stripes.

In his book *Great Souls: Six Who Changed a Century* (Lexington Books, 2002), author David Aikman shares that prior to enrolling at Wheaton College, Billy Graham had already transferred schools. The fundamentalist founder of the first institution he attended told him he would "throw [his] life away," if he left to study at an interdenominational Bible school, becoming at best "a poor Baptist preacher somewhere out in the sticks."

In *Just as I Am*, we learn that during Graham's first and only pastorate in suburban Chicago, the young minister experienced some modest success through membership growth. But as more speaking opportunities at youth rallies drew him away from his preaching duties, churchgoers began to grumble. One member even suggested that they should cut Graham's marginal \$40 a week salary if he were absent much more.

According to Aikman in *Great Souls*, just as Billy Graham was about to enter an Army chaplain-training program at Harvard Divinity School, he came down with the mumps. He was ill for more than two months, losing an enormous amount of weight and battling a life-threatening fever. Though an

Indeed, many have argued that failure provokes success's single most integral quality: humility.

Army chaplaincy undoubtedly would have temporarily satiated Graham's wanderlust, he would not have been influenced by Youth For Christ (YFC) founder Torrey Johnson had he not fallen ill. As YFC's first employee, Graham began an itinerant evangelistic career that later matured into the stadium-sized crusades for which he became internationally famous.

One of the hallmarks of Billy Graham's preaching — what made his message so universally appealing — was the simplicity, authenticity and humility through which he consistently delivered the transformative gospel of God's redemptive love.

In *Just as I Am*, Graham admits that, despite all the places he's brought the gospel and the innumerable people he has touched, he still has regrets. "I would speak less and study more, and I would spend more time with my family," he writes.

Former crusade director Rick Marshall said that, at the height of his career, the evangelist "had extraordinary gifts. He had a presence; he was great with people; he had a wonderful personality and great skills as an orator. But there was a humility despite all of those outward appearances that you couldn't explain."

Marshall further observed that while Billy Graham recognized and appreciated his giftings, he had no desire to use them for self-promotion or personal gain. Instead, his visionary leadership became a catalyst to found and fund more than 30 separate entities, including seminaries and parachurch associations and organizations. But he never expressed interest in assuming an executive role. "He didn't even want the Billy Graham name in the name of the organization; that was not his idea," Marshall said.

Billy Graham's former special adviser, Dr. John Akers, opined that people in the public eye often sacrifice their authenticity — and ultimately that of the organizations they represent — to the lures of fame and fortune. Graham has been precociously aware of the pitfalls of such promises, humbling himself with the understanding that "whatever opportunities he had — those were God-given, and weren't things that he created," Akers said. "They were there because God had opened the door."

Dr. Ralph Bell noted that the greatest spiritual lesson he learned over decades working alongside Billy Graham as an associate evangelist was the importance of one's walk with the Lord.

"His whole source of strength and blessing in his life came out of his relationship, and consistent daily fellowship, with

the Lord," Dr. Bell said. "What you do when you're away from the spotlight and TV cameras and out of the public eye is who you really are. Mr. Graham was a man who walked with the Lord daily — that's who he really was; and out of that came all of the rest that we know about him."

With characteristic authenticity and transparency, Billy Graham has never failed to acknowledge who deserved the praise for his earthly achievements, always stressing that when he gets to heaven he is going to lay any awards and rewards received in this life at the feet of Jesus.

Graham also credits the impact of his crusades and ministry to those who supported and guided him. In past interviews, he nearly always deflected journalists' compliments of his achievements from himself, invoking the individuals and organizations that helped bring successful endeavors to pass.

The prophetic voice of moderation of Graham has influenced three generations. He has been referred to by others as "God's Ambassador," "Evangelist to the World," and "America's Pastor." After he is gone, God will have to raise up another. His son, Franklin — an evangelist in his own right — continues to provide administrative leadership and spiritual direction to the ministry bearing his father's name, as he has done since being appointed CEO in 2000.

Billy Graham believes his greatest impact was in convening several international world evangelism congresses, passing the baton to emerging evangelists — more than two-thirds of whom were from the developing world. He told the 10,000 delegates gathered in Amsterdam in 1986, "People often ask who my successor will be" and after pausing briefly, he added, "You are."

At the same time, in setting up the Billy Graham Evangelistic Association (BGEA), founding Gordon-Conwell Theological Seminary and publications such as *Christianity Today* and *Decision*, to name a few, Billy Graham will leave behind a well-buttressed architecture for the future. His legacy demonstrates that, more often than not, great men and women do not seek power and prominence, but are called to it. ●

LARRY ROSS is president of A. Larry Ross Communications, a Dallas-based public relations agency that provides crossover media liaison emanating from or targeted to the Christian market. He has served as principal media spokesperson for evangelist Billy Graham over one-half of the evangelist's public ministry spanning more than six decades. Learn more at (alarryross.com).

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- Cheryl Lee Davis

Transformed Leaders

Prioritizing communion with Christ

By Cheryl Lee Davis

OVERWHELMED WITH THE PRESSURES and demands of the preceding months, I turned to my husband in desperation and asked, “How am I going to make it through this day?” Knowing what the day held, he answered, “Just put your hand in Christ’s hand and together walk through every hour.”

God’s call to every leader is first and foremost to himself.

“God is faithful, who has called you into fellowship with his Son, Jesus Christ our Lord.” (1 Cor. 1:9)

The most influential leaders in my life are not solely defined by their strategic abilities, their relational skill or even their strong vision. No, the most influential leaders show deep faith, leadership, people investment and a core awareness that Christ is preeminent.

I watched as a leader gave life to an organization even as her family experienced personal loss. A pastor forged ahead amidst betrayal from a fellow pastor. Another leader made himself accessible for encouragement and constructive feedback despite a demanding schedule. Each of these leaders displayed dependence upon God, and their lives communicated godly leadership.

Spiritual leadership springs not simply from a regular quiet time with God. Don’t get me wrong, daily and significant time spent with God is vital. I depend on it! But the depth of spiritual growth we need is often discovered in the vulnerable shaping of our lives. This chiseling produces leadership that shows every day as we walk hand in hand with Christ, where he leads. We rely on his wisdom and strength, and we become the leaders he wants us to be. Our transformation shows in how we lead, how we treat those around us. We can study, pray and know the Bible in and out, but if it does not sink in and seep out of who we are, what good is it?

As leaders in the body of Christ, we lead to help the poor, share the gospel and serve the abused and forgotten. Still, we must take great care to remember that our service to God is not the primary expression of our relationship with him. The primary expression of our relationship with him is simply our relationship with him. Indeed, our relationship with God through Jesus Christ is not a means to an end.

Our relationship with God *is* the end.

It *is* what matters.

Spiritual leaders spend time with God. Simply put, you and I need God. We need to be with the one who loves us more than any other. God awaits his leaders to spend time, lots of time, with him. He longs to reveal much to us about himself. He longs to guide us through the extremely difficult assignment we have. But we need

to be with him to find this out. We need to be alone with him, listening as he gently guides. Along the way, in the midst of challenges, he reveals more of himself to us.

Spiritual leaders acknowledge our role is not simply to strategize or advance the kingdom — all good, by the way. Our lives of leading reveal something greater to our teams and those around us. Our lives exclaim, “Jesus commands my life — yes, even my work life.”

Spiritual leaders influence the people around them to know God — and to become more like Christ. Through the work of the Holy Spirit within us, we humble ourselves, we take the back seat, we serve. When another offends us, and they will, we turn the other cheek. When another gets promoted, we rejoice with her. We forgive. We love deeply. We ask God to give us eyes to see every person as he does. We wait when everyone else seems to be chasing the next greatest thing. We stop to talk with a team member who struggles. Spiritual leadership means we look for God in every situation, even the most difficult.

God awaits his leaders to spend time, lots of time, with him.

WHY SPIRITUAL LEADERSHIP?

Our spiritually strengthened lives make Christ known. How will I truly communicate the comfort of God if I have never been on a path that requires me to be comforted by the Almighty? How will I help others see God as provider unless I have experienced such a deep well of lack that I lean on and receive his provision? And, what makes me run to God for his rich wisdom and creativity unless I have drudged through the muddy path of weak strategies and an unfulfilled mission?

Every circumstance, every season can be an opportunity to lead spiritually.

“He restores my soul. He leads me in paths of righteousness for his name’s sake.” (Ps. 23:3 ESV)

Spiritual leaders influence the people around them to know God — and to become more like Christ.

THE MOST DIFFICULT OF SEASONS

Sometimes the challenges are put on us — a boss asks us to do something immoral, a colleague regularly escapes pain through excessive food or alcohol consumption, team members slip into affairs, or a trusted leader gossips. Sometimes, we bring on the difficulty. Insecurity rules our lives and keeps us from leading with confidence. Unhealthy personal or business relationships distract from what is important, or power, control or jealousy cause us to make decisions that hurt the organization. The list is long. You fill in the blanks.

And, every day we face an enemy who wants to destroy us. He wants to distract us with menial and certainly temporal temptations. As leaders in the army of God, we must be equipped, strengthened and armored up to address the foul and fiery darts launched our way.

So how can we appreciate the convergence of the difficult issues that face us today with God's amazing plan for us? How do we view every season as a God-present space and therefore a place for us to grow and help others grow?

No pat answers — just a few thoughts to ponder:

1. Keep God as your focal point. Our life, our leadership, our everything, is brought into focus by God. One organization adjusted its once weekly prayer time to three times per week to help staff and donors experience a commitment to prayer. How can we adjust our strategic planning, our daily operations, even the culture of our organization to reflect a reliance upon God?

2. Remember that God is present. It's easy to get discouraged and distracted in the midst of the weirds and crazies. And believe me, I've seen a lot of both! But every moment of your life is in perfect view of your Creator. He is near and available. Believe that he entrusted you with these people, plans and your ministry. Believe that he will use all of it for his good. Keep leading. The enemy taunts Christian leaders to question their God-given call. Don't give up. Don't resist your current assignment. Don't deny God's activity within it. Don't despise where he placed you. You are in full view of God and you need to lead like he put you there.

3. Be diligent. Often we look for a peaceful path as if peace is the evidence of strong leadership. The truth is that leadership is complicated. Be intentional about the plans you lay out. God helped you with those plans, and he will help you carry them out.

4. Lead humbly. In my experience, the humble leaders I know traveled a singular path. They experienced humiliation. It's a difficult path but a God-ordained one. And one that specifically shapes you to serve the people around you. Have you experienced unjust treatment? Have you ever been overlooked or given an assignment that is beneath your skill? Accept it. Embrace this season as one of God's gifts to you where he shapes you into the woman or man he desires.

5. Be a surrendered leader. As leaders, we need to remove garments of entitlement, achievement, ambition and the special cloak of "I waited a long time for this and now it's my turn." A surrendered leader is one who knows who she or he serves. Submission is not a dirty word. It's an understood positioning that God is indeed above all, in all and through all. Clothe yourself with Christ.

A SELF-EXAMINED LIFE

So, how are you doing? If I asked your staff what is the primary quality they admire in you, would they say, "My supervisor walks closely with Jesus"?

Today God beckons. God calls his leaders to be world-shapers. But we cannot, we simply will not make a difference if we do not prioritize communion with him.

I am tempted to dismiss some of the most difficult seasons I've experienced in leadership. Then, Christ, in his gentle way, reminds me that my hand is in his, and we walk together. He is enough. ●



THINKSTOCK BY GETTY IMAGES

CHERYL LEE DAVIS serves as vice president of leadership development with Stonecroft — where every day women hear the gospel where they are, as they are. Cheryl is a graduate of Biola University and has served in ministry leadership for nearly three decades. Cheryl is author of *Safe Place*, a short devotional on Psalm 27.

Hey, if you're as overwhelmed as me with so much much info (blogs, periodicals, webinars, etc), but just don't have time to keep up with it all, then you've got to check out www.inspiritous.tv!



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A CHANGING DIGITAL LANDSCAPE

Introducing the new CLATV

By Gordon Marcy and Tami Heim

THIS EDITION OF *OUTCOMES* magazine focuses on spiritual leadership. Nothing can impact a ministry more than the spiritual walk of its leaders. With all the noise in today's world, it is critical that ministry leaders know how to focus their time and attention before God. Those called to lead in such a time as this must discern how to embrace what God is making possible for leadership development and his service.

Leaders must submit to Christ-centered thinking, teaching, and information and immerse themselves in it. Great discipline is required for a leader to stand steady on the strength of an unchanging God as he directs them in the midst of high-velocity change and chaos.

We all feel how the landscape is rapidly being reshaped because we have access to more people, more information and more technology. Change no longer happens in a cycle, but occurs one continuous moment after another. Technology presents spectacular opportunities every day, some which can shake up entire industries.

The Internet and digital devices are changing media consumption habits. Two trends put the rapidly shifting digital media landscape into perspective:

- 1. It's where they are.** It finally happened: A report from eMarketer finds that in 2013, Americans spent more time with digital media than any other medium, for the first time ever.
- 2. It's where they learn.** Pew Research reports that 50 percent of the public now cites the Internet as a main source for national and international news, still below television, but far above newspapers and radio.

Leaders have an extraordinary opportunity to be intentional about this change in media consumption. We know that media can be a source that amplifies God's purpose, or it can bring confusion and actually derail God's authority. It is a stewardship choice, and the kingdom outcomes and consequences of that choice have epic implications.

Many leaders struggle to reconcile rapid changes in digital media with the organization's overall mission and strategy. The challenge is complex, for four reasons:

- 1. Digital Diversity:** Digital is not a single medium where all the parts fit together squarely, like broadcasting, print, or marketing. Digital is made up of an array of different media: web-based, mobile, social, and the newly emerging and still evolving cloud variants, each characterized by rapid change.
- 2. Digital Complexity:** Though opportunity is increasing, so is the cost and complexity of creating, managing and delivering digital content. Everything is merging: text, spoken word and video. The concept of stand-alone media is nearly gone.
- 3. Digital Context:** We are quickly moving toward media that is primarily consumed via mobile devices. This means content creation will have to change and be relevant for different contexts.
- 4. Digital Change:** Finally, simply keeping up is a huge challenge. Internet video streaming is shaking up traditional entertainment and high-speed Internet access. In April 2014, 186.1 million Americans watched online content

videos, according to comScore. And research firm NPD says about 35 percent of all U.S. households now have televisions connected to the Internet.

The impact of this rapid change on the spiritual and leadership development of Christian leaders and the ministries they serve is undeniable. How are Christian leaders to contend with a rate and scope of technological change so relentless and, at times, incomprehensible?

Embrace it.

Author and futurist Richard Swenson says the process is irreversible, so it's best to just buckle up for the ride of a lifetime.

Get the right people on the bus.

It takes a lot of work to attract a large audience of highly focused online visitors. The digital revolution requires staff members with digital skills.

Shake off reluctance.

Recommit to service excellence and make sure it extends to the use of new technologies. Get to know people online. Build relationships through genuine two-way interaction. Websites that are not updated frequently with fresh images, video and relevant content quickly lose their audiences.

Stay focused on what matters most.

The Lord does not change (Mal. 3:6). The mission does not change. The urgency of the hour remains: to bring hope from the heart of God to a lost world. It is a sobering fact that nearly two billion or more individuals on the planet still do not have a personal knowledge of Christ. Today's world, more than ever, needs the unique ministry of sharing and caring to which

CLA member organizations and leaders have been called by God.

Collaborate for greater impact.

To succeed in this new digital world, ministry collaboration must be front and center. In fact, new technologies allow us not only to reach further, but also to work together more strategically than ever before. That quest for collaborative impact is what the new CLATV is all about.

Christian Leadership Alliance (CLA) is dedicated to helping its members both manage technological change and become change agents. For CLA, that means that we must lead by example. We, too, seek to be change agents, by adapting methods, while staying true to our core mission and values.

That's why on July 14, 2014, in partnership with Glorystone.tv, CLA launched CLATV, a dynamic new, content-rich, 24/7 Internet TV and radio broadcasting ministry with its own branded eStation. We believe this new venture reflects the change-embracing nature of CLA's member organizations and leaders.

Collaboration is part of the DNA at CLA. We encourage CLA members to think of CLATV as an opportunity to work together for ministry in the digital world. Already, content partners like The Salvation Army, Lead Like Jesus, Azusa Pacific University, The Colson Center, The Lausanne Movement, Life-way's Ministry Grid, Growing Leaders, and more have collaborated with CLA to provide outstanding, Christ-honoring, leadership content for CLATV.

This collaborative spirit is the secret to this platform's bright future.

- Together, through CLATV, we will offer a vital learning experience that will advance the spiritual development and leadership expertise of today's leaders.

- Together, we will make sure that the gospel is made known in the digital space.
- Together, through a partnership with Groundwire.net, we will give our viewers the ability to chat live or pray in real-time in 53 languages with trained spiritual coaches.
- Together, we will build a multi-screen communications center to help our communities lead fearlessly, work passionately and serve wholeheartedly.

Because of the CLATV platform, and the collaboration of our content providers, leaders now have access to a constant flow of streaming Christ-centered content from a single source. CLATV advances CLA's mission to equip and unite leaders as they transform the world for Christ. It is a learning experience that uses video publishing and syndication to influence the thinking and behavior of today's leaders.

CLA will aggregate and develop original content for the CLATV "Leadership Channel." The "Leadership Channel" will allow us to provide the same type of high-quality educational content that Christian leaders have come to know from CLA to eStation affiliates nationwide. CLATV also features several other Christ-centered TV and radio channels.

The infrastructure that makes CLATV possible is a groundbreaking

all-in-one radio and TV cloud-based architecture allowing us to manage, deliver, syndicate, analyze and monetize audio and video from the CLA website.

We encourage you to go to (CLATV.org) to check it out. Visit the various TV and radio channels featured there. With leadership content that is updated each week, CLATV offers you a great new place to point others for content that will help build their capacity to lead.

Where it's all headed.

We believe that technology and digital media have a critical role in the future of every organization. Today's successful leaders need to be "learning engineers," thinkers who embrace digital and emerging technologies to advance the kingdom in our dynamic, diverse and interconnected world.

GORDON MARCY is president of Capstone eMedia Group LLC, whose company (Glorystone.tv) developed the eStation Platform and Glorystone Content Network. As a broadcast and digital media specialist, former radio station executive, online missionary and blogger, he has a unique perspective on the rapidly changing world of digital media.

TAMI HEIM is president and CEO of Christian Leadership Alliance (ChristianLeadershipAlliance.org). She is co-author of *@stickyJesus: How to Live Out Your Faith Online* (Abingdon Press, 2012).

We believe that technology and digital media have a critical role in the future of every organization.

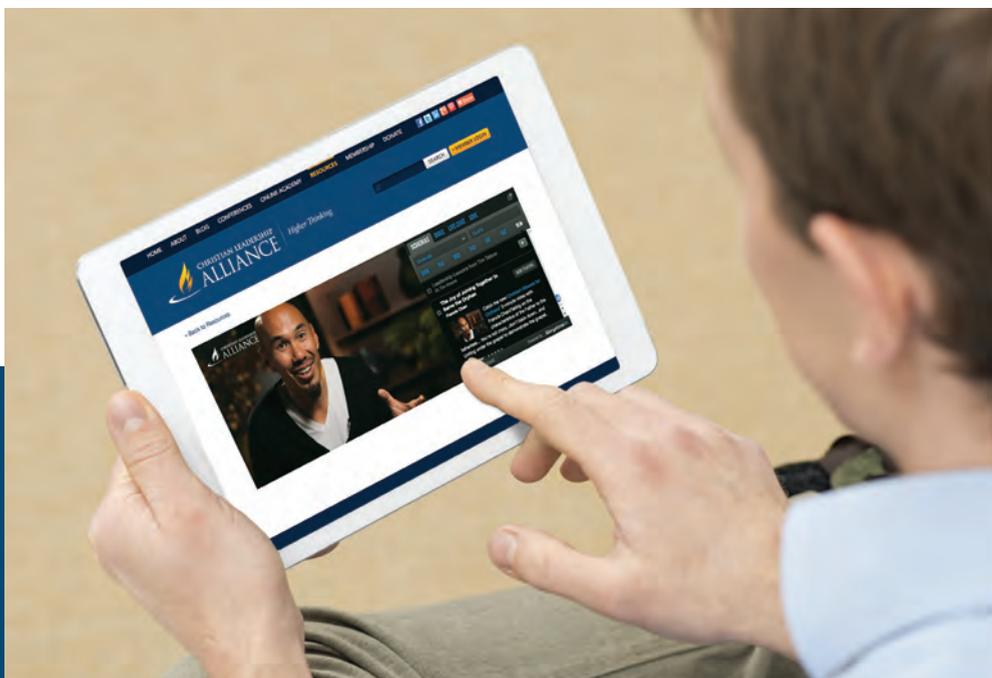




PHOTO BY DAVID MCKAY

Are You Walking With God? Francis Chan shares his heart for today's leaders.

*Excerpted from CLA Dallas 2014 video interview
with CLA President and CEO Tami Heim*

IN APRIL 2014, Pastor Francis Chan addressed Christian leaders assembled for the Christian Leadership Alliance (CLA) national conference in Dallas (CLA Dallas 2014).

Prior to going on stage to address attendees, Francis Chan sat down with CLA President and CEO Tami Heim for a CLA Talk video interview. This interview has also aired on the new CLATV (CLATV.org). We're sharing an excerpt of their discussion, as his insights fit so well with the "Spiritual Leadership" theme of this edition of *Outcomes*. Heim asked Chan what God had put on his heart to share with the 1,400 Christian leaders at CLA Dallas 2014.

This is an excerpt from his video response:

FRANCIS CHAN

What's on my heart is I'm thinking about these leaders. And having been in a position of leadership for the last 20 something years – this wrestling that I have where I just feel the enemy does

everything he can to distract me from my own walk with God. Because he knows if I walk with God... I mean, that's what we see in Scripture. Moses wasn't Moses because he was gifted or a great administrator. He just knew God. He met with God face to face. So whatever Moses did was going to succeed...

That's what you see in Scripture. People who walk with God are going to accomplish great things. And yet everything God is trying to do in my life is being thwarted by the enemy. He is trying to distract me from that. It's like: "Don't connect with God. As long as we can keep Francis busy thinking he's a brilliant leader. Let's get him strategizing, structuring. Let get him writing. Let's get him doing this, this, this, this..." Anything to keep me from praying to God. Anything to keep me from being intimate with Jesus, where I just know I walk with him, and I sense him, and he's with me, and this confidence and courage I have.

So my heart for these leaders is: "Are you walking with God?" Because, I know the enemy is going to do everything he can to keep you from being close to Jesus. And if you remember times in your past when you were closer to him, when you knew him better, when you had this connection with him, that's what got you to where you are today. You know at some point you humbled yourself and just said, "God, I need you." But then over the years you suddenly get a little success, or a little position, and people started looking up to you and you started believing you're something, rather than going back to that childlike reliance and that Davidic "This is the one thing I asked for; I just want to dwell in the house of the Lord all the days of my life."

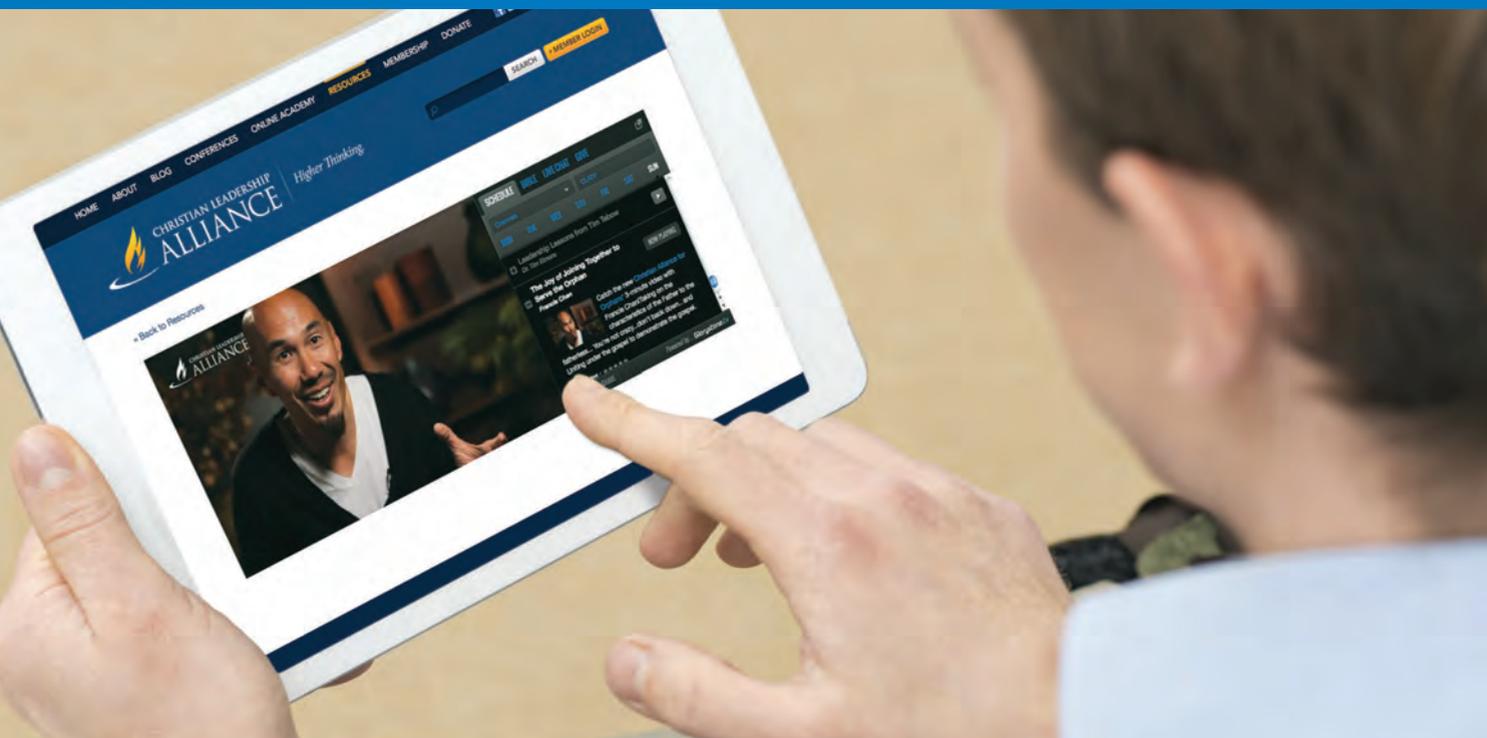
Man, is that still you? "God, just the fact that I know you, that's what makes my life amazing. That's my joy! That's my everything!" And once you lose that, you're just talking *about* him. You know, there was Moses on that mountaintop. He's right there with the burning bush and then there's everyone at the base of the mountain, like onlookers. Which are you? Are you one of these people down here (at the base) going, "Okay, God is like this," or are you right there in the fire touching him?

I had the most amazing time with God this morning... And it was just wonderful. It was like, "Ah, I needed this, I needed this, Jesus. I don't want to leave."

I don't know. I slip in and out. And I know as leaders a lot of you do too. And once you get disconnected and rely on other things, it's going to be to your downfall. You can still have the appearance of success. But as we're talking about kingdom outcomes, and fruit that lasts, that comes from abiding in the Vine. Jesus knows when I'm on that stage if I'm really connected to him or not.... ●

To view Christian leadership insights like these, be sure to watch CLA's new 24/7 leadership e-channel CLATV (CLATV.org). You can also purchase this and other behind-the-scenes video interviews of CLA Dallas 2014 keynote speakers, general session presentations, and more than 40 unique 12 to 15 minute faculty video presentations at (ChristianLeadershipAlliance.org/DigitalPass).

CLA Launches CLATV!



In July 2014 Christian Leadership Alliance (CLA) launched CLATV!

CLA launched this new Internet TV & radio eStation in partnership with Glorystone.tv. It offers you powerful Christian leadership content 24/7. CLA's goal is to educate, inform and inspire you along your leadership journey. CLATV does just that by providing you with compelling new leadership programming each week.

CLA produces the CLATV "leadership channel" featuring insights from CLA and from other Christian ministry leaders.

Plus CLATV offers you much more!

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- Special features including a personalized live chat tool for spiritual coaching in 53 languages
- A library of leadership resources from more than 100 content providers
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Check it out today!



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Ancient Paths

Uncovering foundations of spiritual leadership

WHEN SURVEYING THE LANDSCAPE and mining the data regarding people in positions of spiritual leadership, two things become apparent. The first is ever-increasing reports of leaders imploding and struggling through moral failures. But the second observation may be even sadder. We no longer find it shocking, appalling or even discouraging that this happens. We have heard so many reports of leadership crashes that we have become dull to the virtual epidemic surrounding us.

Upon deeper reflection and examination, we could come up with a laundry list of reasons for the crisis in leadership today, but Gordon MacDonald, in his recent book *Building Below the Waterline* (Hendrickson Publishing, 2013) may have discovered ground zero. In his insightful introduction, he quotes from David McCullough's book, *The Great Bridge* (Simon & Schuster, reprint edition, 2012). McCullough tells of the building of the Brooklyn Bridge in the latter half of the 19th century. It took 17 years to build this engineering marvel. Midway through construction, the chief engineer was criticized for how long the project was taking. His response was epic. He said that during the previous four years, the most important work was being done below the waterline, where no one could see it. Daring construction workers were risking their lives to do the hard work of foundation building. He explained that if the important work below the waterline was not done with excellence, everything built above would fail to stand the test of time. Today, more than 130 years later, the Brooklyn bridge stands strong, a testament to this vital foundational work.

Today, far too many churches and organizations spend the majority of their time building above the waterline. They are building wonderful "bridges" of ministry but have forgotten the most important and strategic work, the foundation below the waterline.

Today, far too many churches and organizations spend the majority of their time building above the waterline.

Lance Witt in his book *Replenish* (Baker Books, 2011) offers insight into this dilemma. He said many of us in ministry were seminary trained. We were taught how to exegete Scripture and preach a three-point sermon; however, we were lost when it came to spreadsheets, budget forecasts, business plans and vision statements. So we all began feasting on the latest management book or theory that came down the pike. In some circles, Jim Collins and *Good to Great*

(HarperBusiness, 2001) were being quoted as often as Scripture. Witt observes that we needed this focus on leadership excellence to help fill in the necessary gaps in our training and education. I agree with him, but somewhere along the way we may have lost our soul.

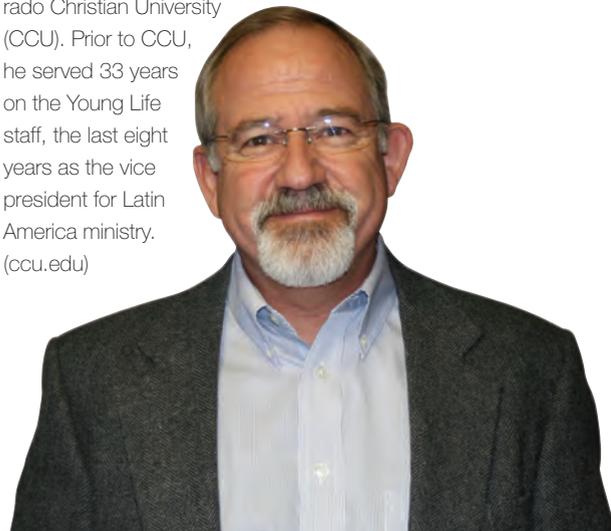
Spiritual leadership is just that. It is *spiritual* first, and then it is *leadership* second! The order is critical. The spiritual component cannot be an add-on at the end. It is foundational to everything that will be built upon it. So what is the work that needs to happen below the waterline of a leader's life? The prophet Jeremiah sheds some light on this for us. "Thus says the LORD: 'Stand by the roads, and look, and ask for the ancient paths, where the good way is; and walk in it, and find rest for your souls. But they said, 'We will not walk in it.'" (Jer. 6:16 ESV)

Spiritual leadership is just that. It is spiritual first, and then it is leadership second!

The ancient paths and good way that Jeremiah speaks of are not some cryptic, top-secret code. These ancient paths and good way are embedded in Scripture and have been practiced through the centuries by saints of the faith. They include keeping the Sabbath and cultivating a life of rhythm and rest, learning to read Scripture for formation and not just information, and exploring the depths of prayer and engaging in regular times of silence and solitude. These are but a few examples of those ancient paths. But Jeremiah said they did not walk in it.

Could this be the epicenter of the fallout in Christian leadership today? Our leaders are choosing to focus their time and attention above the waterline rather than pursuing the ancient paths and good way of building the foundation of soul care below the waterline. Maybe it is time for you and me to re-discover these ancient paths and walk in them. Jeremiah says it is there that we will find rest for our souls. ●

JOE WALTERS is dean of spiritual formation at Colorado Christian University (CCU). Prior to CCU, he served 33 years on the Young Life staff, the last eight years as the vice president for Latin America ministry. (ccu.edu)



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Do You Lead with Joy?

Facing the truth as leaders

I“IF ‘THE JOY OF THE LORD IS YOUR PRESENCE,’ then please inform your face!”

Ellie Lofaro’s words resonated deeply with me as I listened to her keynote speech at the 2013 Christian Leadership Alliance national conference. It raises a question for me and for you: Do we lead with joy?

Leadership is hard work. Long hours, disappointing results, difficult decisions and unseen obstacles are simply part of the journey for a leader. Leadership is also important work. In our churches and ministries, we have an opportunity to partner with God to make a profound difference in the lives of others. It’s a calling that we should take seriously. But does the seriousness of your calling keep you from smiling?

I served for 11 years as an executive pastor, and have been a coach to many other leaders. Those in the “first chair” role (senior pastor, executive director) often feel the weight of the organization, as if success or failure rests solely on their shoulders. Second chair leaders also carry a huge responsibility, and they are often asked to do the “dirty work” so the first chair can be the “good guy with the white hat.” In either case, joy can be elusive.

Perhaps your leadership context is different. Regardless, the questions about joy remain. Is there joy in your leadership that starts in your soul and overflows to the people that you are leading? Or do you somehow believe that this particular fruit of the Spirit does not apply to leaders?

Does the seriousness of your calling keep you from smiling?

When I think back to different leadership roles that I had in business and in ministry, I wish that I had led with more joy. What would that have looked like? For starters, I would have been less upset when things didn’t turn out the way I expected.

Our church became a multi-site congregation during my time on staff. The new campus got off to a great start. The excitement was so contagious that a number of people who were not part of the core launch team “migrated” to the second campus during the first year. As a result, the once thriving main campus lost momentum. In my customary style, I

rolled up my sleeves and worked extra hard to address this problem. And as I did so, I smiled a lot less. If I had given my best effort, but also trusted that God’s hand was on our church, my leadership might have exhibited more joy.

Leading with more joy would have also changed the way I managed staff. It would have been better for me to slow down a little, focusing more on people and less on tasks. Even though I spent a lot of time with staff members, it was usually devoted to specific projects or problems. Those activities always bring out my serious face. If I had spent more time listening to their hearts and celebrating their successes, we might have all experienced greater joy.

Several years ago, another executive pastor told me about their staff’s quarterly “fun days.” On these, the

When I think back to different leadership roles that I had in business and in ministry, I wish that I had led with more joy.

staff did something fun (and often crazy or unexpected) together, with no agenda other than celebration and team building. I remember thinking, “That’s a great idea,” but then I didn’t implement it. A long “to do” list got in the way of what could have been even longer-lasting joy.

God used two things to shift me toward more joy in my ministry. First, he led me to a great group of people with whom to share the journey. All were in similar roles but came from outside of my church. They were valuable advisers and confidants. Along the way, I discovered that most ministry leaders are incredibly lonely. It’s difficult to lead with joy if you don’t have healthy ways of dealing with the inevitable frustrations and disappointments.

Second, God prompted me to be alert to negative attitudes and to be much more intentional in encouraging others. In the process, I was reminded of the truth from Proverbs 11:25: “A generous person will prosper; whoever refreshes others will be refreshed.” So what about you: Do you need to lead with more joy? What steps will you take to move in that direction? ●

MIKE BONEM is a consultant and coach, and the author of *Leading from the Second Chair* (Jossey-Bass, 2005), *In Pursuit of Great AND Godly Leadership* (Jossey-Bass, 2012) and more on ministry leadership. You’ll find his leadership blogs and more information at (mikebonem.com).



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— *Cary E. Vaughn, CCNL, CEO/President, Love Worth Finding Ministries*

"One of the most powerful and impacting courses I have taken, in any educational platform, is Dr. Randal Dick's CLA Online Academy module on governance. I use it every day. It taught about aligning mission, vision and values with what you're doing. That is critical for good leadership."

— *Billy Burnett, CCNL, Executive Vice President and Chief Financial Officer, Joni and Friends*

"The online leadership learning opportunities I've received through CLA have been one of the most helpful of all leadership trainings I have attended."

— *Andrea Stuart, CCNL, Statewide Director, Contracts, Arizona Baptist Children's Services*

To register or learn more visit www.ChristianLeadershipAlliance.org/Academy

Wounded Leader?

Let's get to the root of it.

AS LEADERS, do you ever find yourself afraid, abused, broken, fearful or feeling hopeless and insignificant? Do you at times feel lonely or rejected? Have you been in a place where the enemy has whispered a lie into your spirit? Did you believe the lie as truth? Let's get to the root of it. Jeremiah 8:22 asks the rhetorical question, "Is there no balm in Gilead? Is there no physician there?" The answer, of course, is that healing is available to those who seek the Great Physician.

As a Christian leader, ordained pastor, wife of a senior pastor and someone who formerly served on a ministry executive team, I have been wounded. I believed the lie that as a leader I needed to suppress how I felt. I hid behind the mask that all was well. Sometimes as leaders we may wear masks to hide our true emotions and feelings. When this happens you may continue to be wounded and the wounds can grow deeper and deeper until they become debilitating.

In my book, *Who Told You That?: The Truth About the Lies*, I share that as leaders we may find ourselves wounded at times. There are times when leaders wrestle with the lies versus the truth. This is when it is imperative to ask, "Who told you that?" This shines a light on the lies that have been spoken. Lies create wounds, but light gives room for healing.

Sometimes leaders withdraw and enter into a place of isolation. This happens because we believe the lie that no one needs to know we are faced with a challenge. But God created community so that we can actually commune with others. The enemy wants nothing more than to get us in a place where we isolate ourselves from others. There he can keep us in a cycle of feeling defeated. In my "transformational prayer" workshops, I say, "Isolation leads to darkness, darkness leads to secrets, and secrets could lead to spiritual death." We never want to become so shackled by lies and our wounds that we find that we are spiritually dead.

Here are beginning steps you can implement on your road towards healing:

- 1. Admit that something is wrong.** Like all journeys, the path to healing begins with admitting there is a problem. Deal with the fact that you have been wounded. It is our choice to own the wound or avoid it. At some point we have to say, "Okay I've been wounded, now what am I going to do about it?" Only once we decide to own our wound can we participate in the fullness of the life that God has for us as leaders.
- 2. Realize that apart from Jesus you may find yourself in a web of deception.** No matter what we try to do on our own to get through our place of being wounded, we must seek God, the author and the finisher of our faith, and his will in dealing with the wound.

3. Believe God. Don't simply believe in God, but believe him. No matter how dark the circumstance or disabling the pain, with God there is a way to wholeness and healing.

4. Allow the Holy Spirit to be our guide. It's about being Christ-centered and not self-centered. Ask the Holy Spirit to walk you through the process of healing by dealing with the source of your pain. This is beyond what you feel. This position will allow you to receive from the Lord. You may not like what you see, but it's necessary to get through your wound to a place of healing.

5. Express your honest feelings to Jesus. It's time to lament! "God, why?" How long? Why are people doing this to me? Tell God, "I've done everything you called me to do! I've been obedient! I've been faithful! "What did I do wrong?" Lamenting is good. This helps move you from your wound to your healing.

6. Finally, forgive. Forgiveness is necessary. This involves a certain degree of risk. Forgiveness is not forgetting, and it is not excusing. However, it is setting you free from the prison you have built around yourself. Failing to forgive, and that includes forgiving yourself, will lead to personal torment.

I realize that this is a difficult road to travel, but you will be glad to have embarked on a journey of healing wounds that have damaged you, your family, your ministry and maybe even your relationship with Christ. ●

GAIL E. DUDLEY finds joy in helping others become "ministry-minded, ministry-equipped, ministry-motivated and ministry-engaged." She was ordained as a pastor in March 2009 and serves alongside her husband in a church plant in Columbus, Ohio. Gail is an international speaker, Christian life coach, transformational prayer facilitator and author of several books. Her newest is *Who Told You That?: The Truth About the Lies*. (2011). Purchase a copy at (gaildudley.com). Follow her on Twitter: @GailDudley.





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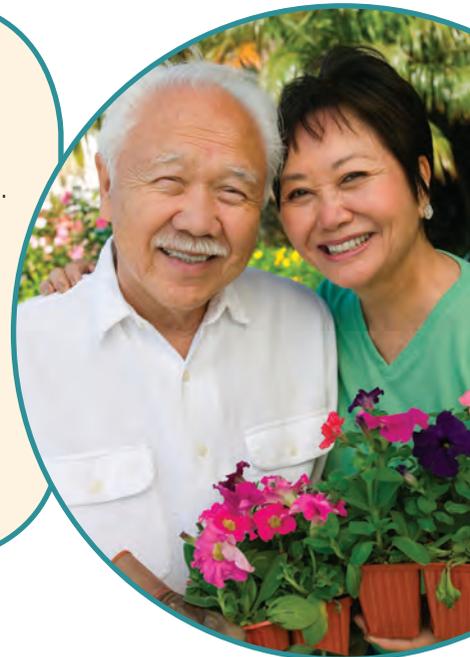
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TODAY'S Christian LIVING



Rest for the Soul

You can't lead well without it.

“AS THE LEADERSHIP GOES, so goes the organization. And, more importantly, as the soul of the leader goes, so goes the leader.” This has been the mantra at Leadership Transformations since the day we opened our doors in July 2003.

Churches and Christian ministries are filled with leadership teams that spend nearly 100 percent of their time talking about everything but the care of the soul. It's far more invigorating to gather around boardroom tables and discuss matters of finance, marketing, programming and strategic plans for the next big thing. Issues of soul care simply aren't on the priority list.

What will it take to move the care of the soul up the food chain and even to the top of the pyramid for today's leadership team? It begins with acknowledging the reality of the soul today. Frankly, the soul is the most neglected part of the person.

Consider the reasons we neglect the soul: First of all, the enemy of our soul wants us busy doing other things. We must be aware that disrupting our spiritual growth is on the top of the enemy's list. So, the battle that rages within us isn't man-made. Instead, its origin is the fiery darts of the evil one seeking to slay anything that looks like nourishment of the soul.

The most powerful antidote to the neglect of the soul is an activity we've long ignored: Sabbath rest.

Alongside the work of the enemy come other “lesser” reasons for not feeding our souls. Busyness is likely our number one culprit. But there is also the pride of the sovereign self which whispers in our ears that we don't need anyone else in our lives. And what about technology, now considered by many as a “new limb?” These and many other idols of the heart grab our attention, separate us from our first love and create an environment for a neglected soul. What could you add to this list from your own experience?

The most powerful antidote to the neglect of the soul is an activity we've long ignored: Sabbath rest. No means of grace is more productive for the deeper spiritual life than rest. And that's only possible when we reclaim Sabbath as a day and as a lifestyle.

Spiritual disciplines for the Christian life are plentiful. No matter which spiritual disciplines you practice,

the essential ingredient for the care of the soul is creating life-giving space to be in the Scriptures, prayer and reflection. Sabbath rest is the most fertile context for these basic disciplines. “My soul finds rest in God alone” writes the psalmist. Those seven words will change your life!

Rest is hard to find in this fast-paced, hard-working, high-demand, and noisy Christian ministry world. Adding even one minute of silence at the front of a meeting agenda feels like a waste of time. Instead, we opt for a perfunctory Bible reading and an opening prayer. But we've seen over and over again how that one minute of silence can transform a meeting. In fact, I'd love to see a tithe of the time scheduled for our meetings. That time would be devoted to silence and soul care. Imagine the impact of that radical idea.

“My soul finds rest in God alone” writes the psalmist. Those seven words will change your life!

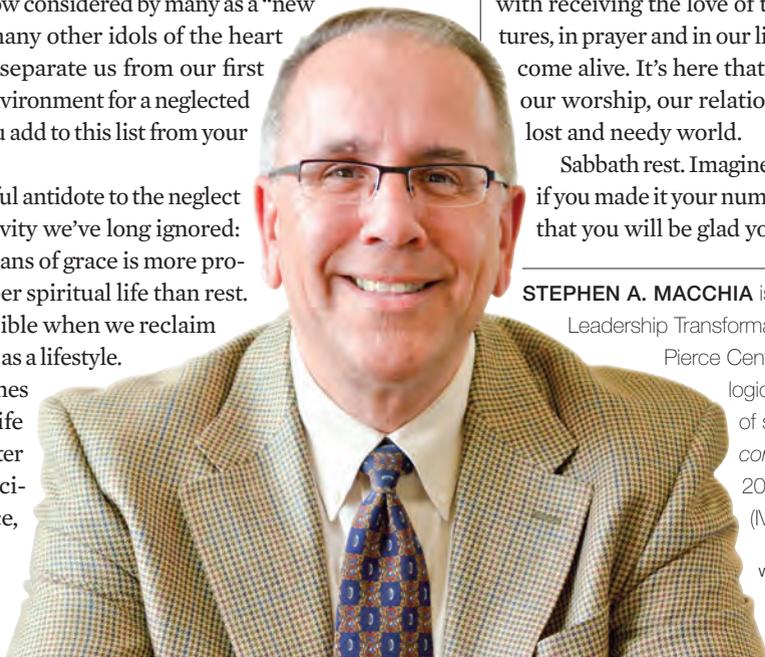
But, none of this will happen without the leader choosing first to personally prioritize Sabbath rest. Rest itself was God's idea. He practiced it first, on the heels of creation (Gen. 2:2). He paused and rested in the beauty of his handiwork of creation. In Exodus 20 he invites his people to join in the sacrament of rest and worship via the Ten Commandments. And, among this list of commands, he uses the most words to describe remembering the Sabbath Day (Ex. 20:8). So, why do we treat it as optional?

At Leadership Transformations, and among our work with seminary students, we've discovered that Sabbath rest is the turnkey to the deeper life with God. As we discover the joy of rest in God, we delight in experientially knowing the depth of the rest of God.

Rest that is spacious and adrenaline-free, combined with receiving the love of the triune God in the Scriptures, in prayer and in our life reflection, makes the soul come alive. It's here that we find deeper meaning in our worship, our relationships and our service to a lost and needy world.

Sabbath rest. Imagine what your life would be like if you made it your number one priority. I guarantee that you will be glad you did. ●

STEPHEN A. MACCHIA is founder and president of Leadership Transformations and director of the Pierce Center at Gordon-Conwell Theological Seminary. He is the author of several books, including *Becoming A Healthy Church* (Baker, 2003) and *Crafting A Rule of Life* (IVP/Formatio, 2012).



FAITH-BASED RETIREMENT PLAN SURVEY™



Christian Leadership Alliance and Envoy Financial have partnered again this year to offer an in-depth **Faith-Based Retirement Plan Survey™**. It will provide leaders with the latest information on ministry retirement benefits trends.

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2014 COMPENSATION SURVEY REPORT FOR CHRISTIAN ORGANIZATIONS

Christian Leadership Alliance (CLA) and Compensation Resources Inc. (CRI) have teamed up once again to deliver the all-new 2014 Compensation Survey Report for Christian Organizations. This new report incorporates many of the changes our members have requested. You'll appreciate the convenient and streamlined data that can be used to focus, attract, retain, and motivate staff through the use of well-designed compensation programs!

Here are a few key findings from 2013's information-rich survey:

- ▶ 88.7 — percentage of respondents who use published surveys to establish market value for jobs
- ▶ 83.5 — percentage of responding organizations that do not have a bonus/incentive plan in place
- ▶ 2.9 — percentage that salaries increased for CEO/COO/CFO positions between 2011–2013
- ▶ 2.2 — percentage projected for merit increases for all positions in 2013

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Book Discussion:

The Leader's SEECret Author Skip Garmo on leading with agape love

Outcomes editor-in-chief W. Scott Brown recently interviewed Dr. Skip Garmo, author of *The Leader's SEECret* (Morgan James Publishing, 2014), a parable on ministry leadership. Brown spoke with Garmo about this new book and the vital importance of spiritual leadership.

In *The Leader's SEECret*, Rev. John (Skip) Garmo Ph.D. shares insight from his background as a pastor, corporate president, university professor and CEO of an international nonprofit organization. He is currently in his 15th year as CEO of the Mission to Children (MTC), an organization that cares for and cultivates Christlike character in children — particularly children at risk. In 2003, Garmo also founded Character Solutions International (CSI), an MTC subsidiary. The Cultivating Character lesson series, edited for CSI by Garmo, has been presented to more than one million people on five continents.

Garmo's career includes five years as president of Ministry Partners Investment Corporation, and nearly seven years as vice president of MAF Foundation, a ministry of Mission Aviation Fellowship. He is a graduate of Moody Bible Institute, Biola University, California State University at Los Angeles, and the University of Washington. Other books by Garmo include *Lifestyle Worship* (Thomas Nelson Publishers, 1993), and *Effective Leadership* (Character Solutions International, 2011).

What is your hope for *The Leader's SEECret*?

That's a very *Outcomes*-focused first question, Scott! I have two hopes for *The Leader's SEECret* that I'll express through the eyes and words of some of the individuals who reviewed this book.

You and I live in a global, spiritual battlefield. Many ministry leaders are "standing firm" in the field, asking the right questions, and pursuing the right outcomes. I hope those firmly standing

leaders will, as Jerry White, international president emeritus, *The Navigators*, suggests in his review, "Be careful not to just say, 'I knew that' without significant introspection." He continues: "It challenged me in my personal life and leadership One of the best endorsements I can give a book is that it made me think and to examine my own life."

But that spiritual battlefield is also swarming with other Christian leaders who are more focused on what they are doing than on what they are accomplishing. Using terms made famous by Warren Bennis, author of *On Becoming a Leader*, their attention is drawn more to doing things the right way than to doing the right things. This is laudable on one hand, but tragically lamentable on the other.

Paul Nyquist, president of Moody Bible Institute, notes of the book: "Ministry leaders are required to wear many different hats. However, as they juggle the endless list of duties, they can easily lose sight of what is truly their top priority." And Cru Vice President Paul Eshleman adds that: "[*The Leader's SEECret*] nails one of the primary causes of leadership failure: falling in love with the *process* instead of the *outcome*."

I hope *The Leader's SEECret* will help those well-intentioned men and women discern that difference, recognize the distracting, deceitful tactics of our enemy, and embrace the *SEECret* as my main character "Timothy" does in the book.

In your book's prelude, you discuss a Christian leader's three crucial needs. What are those?

In today's climate of constant change, a Christian leader has at least three non-negotiable needs. First, he or she needs a clear vision of the leadership outcome that matters more than anything else to God.

Second, the leader dare not assume that such insight and vision comes automatically to followers. The leader needs to communicate that vision — and the path to that vision — intentionally and systematically.

Third, the Christian leader needs to set the example as a person who stands firmly, walks wisely and finishes well. Albert Einstein got it right on this, too: "Setting an example is not the main means of influencing others, it is the only means."

Can you share a bit about the journey of "Timothy," the main character in this fictional tale?

Timothy is a gifted pastor in the first half of his ministry life. He enjoys and embraces his role as a spiritual leader in his community and to his congregation. Then, one evening at a regular board meeting, the unexpected happens. Timothy is describing to the board what he believes to be an excellent plan for the church's annual outreach event. Suddenly he gets ambushed. Midway through his presentation, a board member respectfully but firmly raises a crucial and unexpected question that stuns Timothy — and turns the meeting upside down.

Timothy is conflicted. He questions his basic principles, priorities and ultimate leadership impact. Timely conversations with two other ministry leaders prod Timothy to candidly reexamine

and perhaps overhaul his vision and understanding of Christian leadership effectiveness.

He humbly and boldly takes that challenge. It leads him on a journey of personal study and transforming discovery. It also impacts the lives of two other leaders in his congregation, one a parachurch ministry president and the other a business owner. Through those three, the *SEEcret* is eventually no longer a secret in that community.

How has your personal spiritual walk influenced your own ministry leadership?

I cannot overestimate the effect of my pilgrimage with the Spirit upon my almost 15 years as head of the Mission to Children.

The ministry was founded about 45 years ago by a radio pastor. When I became its third chief executive, it included a modest weekday broadcast to Christians in North America. As a follower of Jesus Christ, my greatest ongoing need was, and is, to walk in a manner worthy of my calling. As a radio pastor, my constant personal need became my predominant public message. I challenged and encouraged Christian listeners: “Walk in a manner worthy; make your worship of God a way of life.”

We were also an international outreach to orphans and other needy children in about 15 countries worldwide. We were essentially two ministries under one roof — and only had resources to solidly support one or the other of those.

Long story short, after leading both ministries for three years, I recommended to our board that we set aside radio. It was a dramatic moment for this ministry. Imperfect though they know me to be, the board soberly and unanimously supported that recommendation. I can’t imagine that the board would have agreed if they had questioned my commitment to walking in the Spirit and providing appropriate spiritual leadership for the ministry.

We then focused intently upon the transcultural needs of destitute children. What emerged from God’s leading was a clear mandate for us to focus on the key outcome God wants in us more than anything else: Love for the Father, enabled by walking in the Spirit, resulting in the character values of the Son. That led to our formation of a critical new ministry, Character Solutions International.

You say that from the start with Mission to Children that God asked “which means more to you: size or impact?” How has that question guided you?

The world system pays homage to size and status. Egos rise and fall on the size of one’s house, income, staff, biceps or number of blog followers.

God calls us away from that. Romans 12:2 says, “Do not conform any longer to the pattern of this world, but be transformed by the renewing of your mind.” Jesus rejected those artificial standards in his ministry. He challenges us to do likewise.

My conformity in this regard was tested 15 years ago. While serving as president of a good and growing company with a team I greatly enjoyed, I was approached and asked to consider leading a waning ministry so small that I’d never even heard of it before. I politely declined.

Then God began speaking to my heart. It seemed he was asking: “Are you willing to let go of size and status? Will you risk trusting me, even if it brings humble anonymity? Which is more important to you: size or impact?” Eventually, he led me back to basics: A devoted follower of Christ plays to an audience of only one.

Graciously, the board asked me a second time. This time, I accepted with anticipation. And — as only God can do — He seemed to smile and surprise me beyond my expectations. Having placed me in the smallest ministry I had ever led, He blessed me with the greatest impact I have ever had.

As you know, Scott, it is actually his impact — not mine. It’s his story of unfolding grace. My role is to be a responsible steward of the privilege to provide any spiritual leadership he entrusts to me.

As for fame or status, most of the one or two million people influenced to date through this blessing do not know my name. But I’m in good company: Who knows the name of the boy whose lunch of fish and loaves became a feast for thousands in the hands of Jesus?

How do leaders — and those they lead — develop and exhibit the character of Christ?

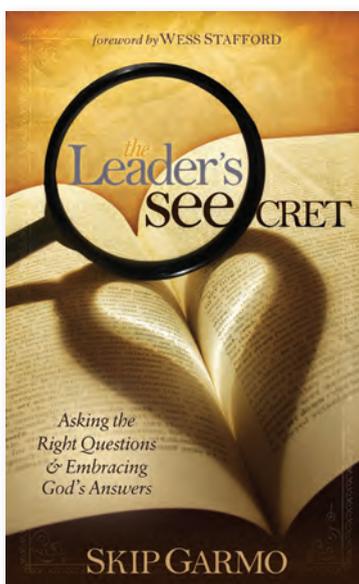
First, we who are Christian leaders need to envision “agape” love as it is presented in the Scriptures. Henry Drummond, in his classic 19th century brochure “*The Greatest Thing in the World*,” paints an amazing and colorful word picture of agape.

He likens God’s agape love shining through us to a light beam shining through a glass prism. As the light beam passes through the prism, it refracts into consistent hues of red, yellow, green,

blue and violet. As God’s agape flows through a devoted follower of Jesus Christ, it refracts into consistent values such as kindness, patience, humility, self-control and truthfulness. These and other character values comprise what we call “Christlikeness.”

Second, we need to communicate this to those we serve and those we influence. It will be more effective if we do it intentionally and systematically. Character Solutions International is helping make that happen across cultures. It’s the heartbeat of discipleship.

Third, we need to walk our talk. We have to embody these values ourselves — for our sake, for others’ sake and for God’s pleasure and honor. Only then can we stand firmly, walk wisely and finish well. ●



Learn more at (MissiontoChildren.org)

CHRISTIAN LEADERSHIP ALLIANCE FOUNDERS COUNCIL

Platinum Level Members

Christian Leadership Alliance (CLA) salutes the CLA Founders Council. These Platinum level members help CLA pursue its vision of a world where all Christian leaders steward their life, resources, and calling with Christ-honoring excellence, influence and impact.

These dynamic organizations help create CLA lifelong learning resources, offering expertise to CLA's education and training programs. The leaders of these organizations believe in CLA's mission, and support the development of the Christian leaders we represent. They often sponsor key CLA events and services, and their leadership is central to everything CLA does.

Please take a moment to review this special section, and learn more about these influential ministries and businesses, dedicated to excellence in Christian leadership.



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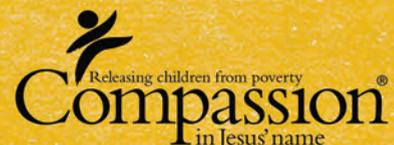
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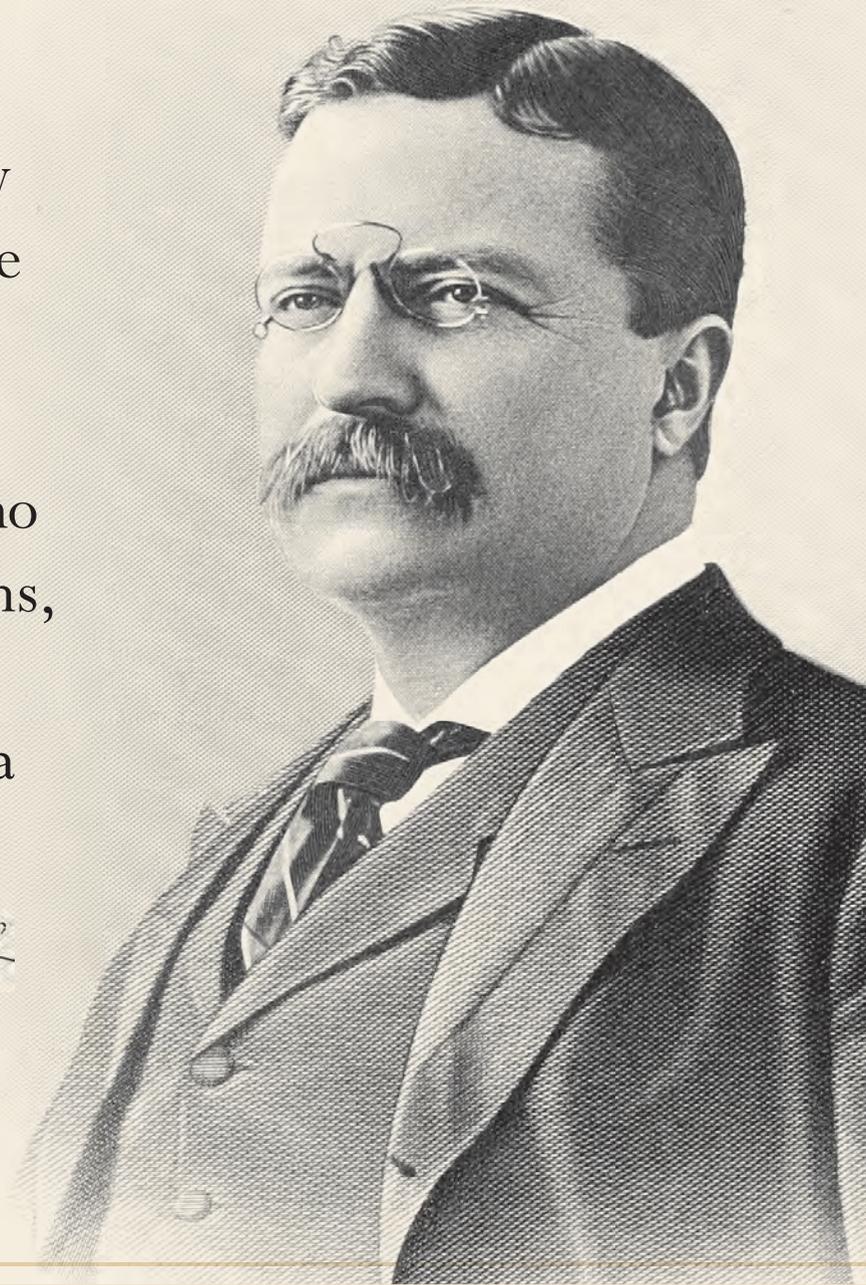
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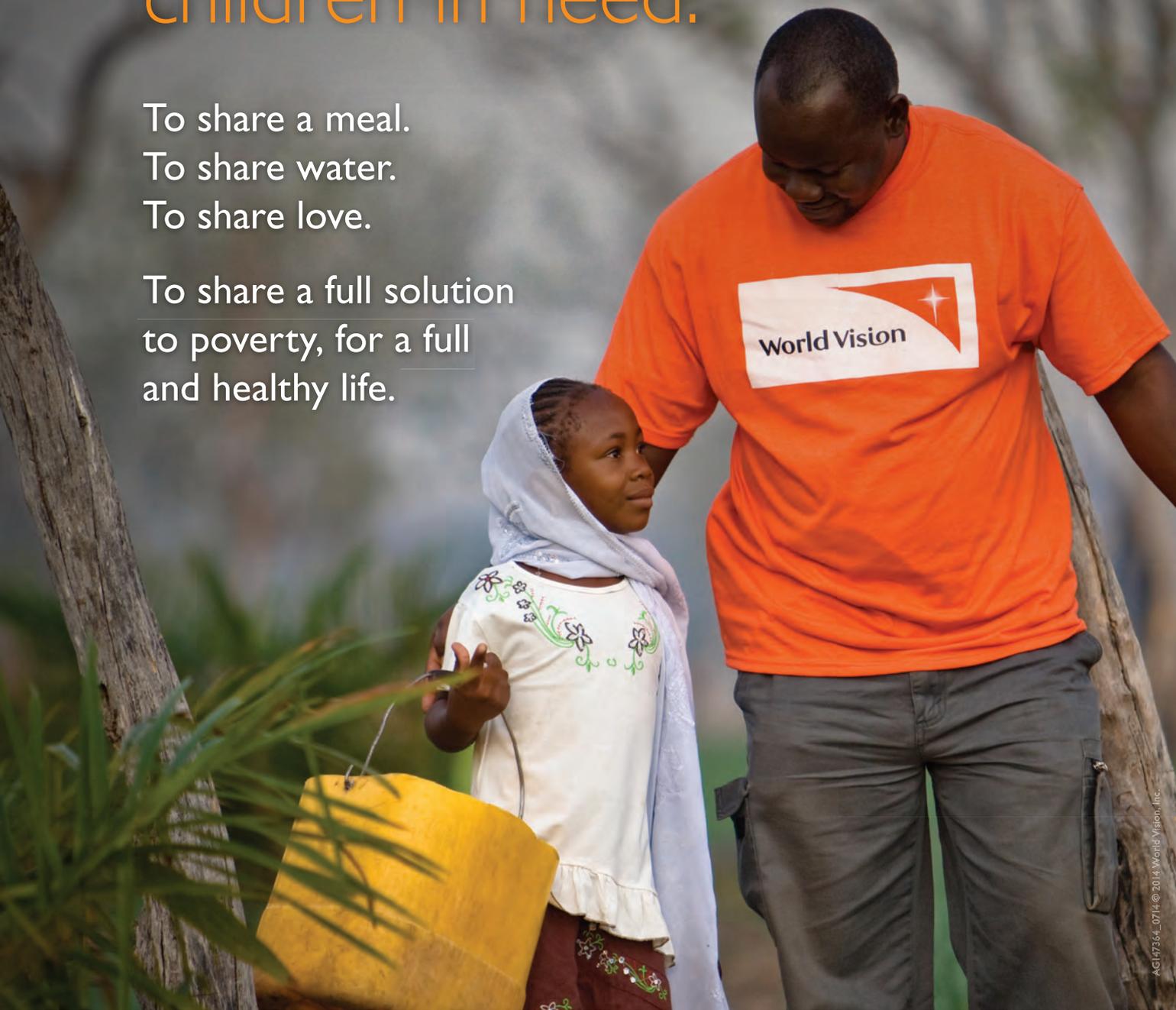
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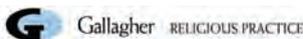
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Remember

Three key truths for spiritual leaders

THE SUMMER FOLLOWING THIRD GRADE, I was invited to go to a two-week camp. The promise of tennis lessons, games, Bible studies, campfires and s'mores sounded wonderful. The "cost" for camp was memorizing 300 Bible verses by school year's end. I completed the assignment! When it was time to leave for camp, I suddenly recalled that I had never been away from home and that no one else in my class was going. After three days, I was so homesick I asked my mom to come get me. She convinced me to stay one full week.

I was grateful when my parents came, yet frustrated that I had not received my full reward. What I didn't realize is that my real reward was a new-found love for God's Word. This experience began a passion for understanding the full context and culture of the written Word.

The Bible is full of Jewish colloquialisms. In the first century, Jews practiced "remez," which is a "hint" to remember what you know. Jewish boys memorized the first five books of the Bible, and girls memorized Leviticus, Deuteronomy, Psalms, and Proverbs. Jesus used short phrases that would remind his hearers to remember what God had said. The "hint" encouraged a deeper look at what was happening.

As spiritual leaders we too must practice remembering:

1. Remember whose we are and who we are.

Remembering that I am loved and live in grace changes everything. This position has everything to do with what Jesus has done for me. Scripture tells me I am his — bought with a price. I am clothed in righteousness, part of a chosen people and royal priesthood and am given everything I need for life and godliness.

Remembering that I am loved and live in grace changes everything.

Knowing whose I am, and who I am, brings me to God's perspective regarding those I lead. My commitment in hard places of leadership is to do the work of love, helping people move from where they are to where God would have them go, even if that means having tough conversations. I'm convinced when we stand before Jesus, he will ask, "Did you learn to love?" These truths are hard to grasp when I am at the end of my leadership endurance, so I must remember the truth of whose I am and who I am.

2. Remember what we believe about God.

Many passages in the Old Testament declare that God's people will "know" that he is the Lord. In Exodus, 6:7b, "Then you will know that I am the LORD your God, who brought you out from under the yoke of the Egyptians." In Exodus 7:17a, "This is what the LORD says: 'By this you will know that I am the LORD'" God continually confirms that he is God, and that he wants his people to know what they believe about him.

Romans 8:28 is an amazing promise, for it reads, "And we know that in all things God works for the good of those who love him, who have been called according to his purpose." It is in those first three words "And we know" that our faith stands up!

Knowing whose I am, and who I am, brings me to God's perspective regarding those I lead.

Our calling is to invite everyone in our spheres of influence closer to God's plan for them. The place we are to lead others is the place we must be ourselves. God is as concerned about the work he is doing in us as he is about the work he is doing through us. Our beliefs about God are paramount to how we lead others.

3. Remember we have God's constant presence with us.

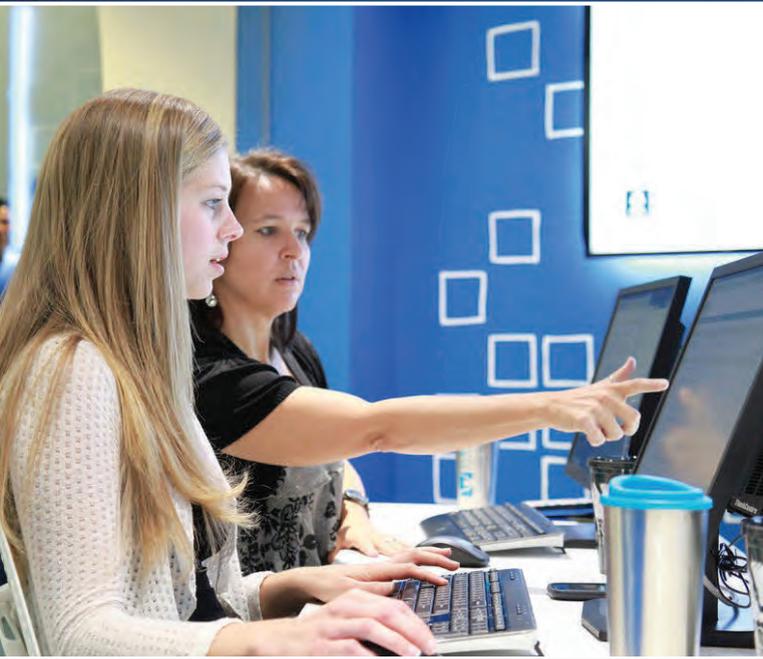
Our connection to the Father transforms our heart, informs our thinking, and changes our behavior. You can't do this on your own. In John 15:5, Jesus says, "Apart from me, you can do nothing." We are dependent on his Spirit. We must remember that we are not alone on those days when we feel lonely, when life does not look like we thought and the path forward is full of barriers.

Remembering these three points only happens through an ongoing connection with the Father practiced in solitude, prayer, study of Scripture, supportive relationships and wrapped tightly in accepting and abiding in God's love. Jesus modeled these perfectly, so when I forget to remember all these things, the one thing I must remember is to look to Jesus and run toward him. ●

PHYLLIS HENDRY, is president and CEO of Lead Like Jesus. Since 2002, under her capable leadership, Lead Like Jesus (leadlikejesus.com) has had global impact. She is a sought-after keynote speaker and a frequent contributor to Christian magazines. Phyllis is a graduate of Southern Wesleyan University.



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