Developing Women For Leadership

WMCLB Leadership Training Conference              Ruth Vallevik, 2007

What is Leadership?

Leadership is:
1. A PERSON
2. Involved in a PROCESS
3. Of influencing and developing a group of PEOPLE
4. In order to accomplish a PURPOSE
5. By means of supernatural POWER
   --J.W. McLean and William Weitzel

   In Leadership: Magic, Myth or Method

Observe:
- Person
- Process
- People
- Purpose
- Power:

The Levels of Leadership

We can increase our influence and leadership potential if we understand the following levels of leadership:

5. PERSONHOOD
   - RESPECT: People follow because of who you are and what you represent.
   - NOTE: This step is reserved for leaders who have spent years growing people and organizations. Few make it. Those who do are bigger than life.

4. PEOPLE DEVELOPMENT
   - REPRODUCTION: People follow because of what you have done for them.
   - NOTE: This is where long-range growth occurs. Your commitment to developing leaders will insure ongoing growth to the organization and to people. Do whatever you can to achieve and stay on this level.

3. PRODUCTION
   - RESULTS: People follow because of what you have done for the organization.
   - NOTE: This is where success is sensed by most people. They like you and what you are doing. People are fixed with very little effort because of momentum.

2. PERMISSION
   - RELATIONSHIPS: People follow because of authority. This level allows work to be fun. Caution: Staying too long on this level without rising will cause highly motivated people to become restless.

1. POSITION
   - RIGHTS: People follow because they have to.
   - NOTE: Your influence will not extend beyond the lines of your job description. The longer you stay here, the higher the turnover and the lower the morale.
To become a better leader, it is helpful to understand levels of influence in order to determine where you find yourself, and to help you to see in what ways you can improve.

Levels of Leadership
John Maxwell, Leadership 101 (Nashville: Thomas Nelson)

1. **Level One: Position** - People Follow Because They Have To (Rights)
   a. Is the lowest entry level.
   b. People follow because she was elected or has special education, or a title.

   Characteristics of a “Positional Leader”:

2. **Level Two: Permission** – People Follow Because They Want To (Relationship)
   a. This is the level of relationships.
   b. She shows concern and interest in people, builds friendships with them; demonstrates caring and concern, wants to spend time with them.

   *Important: Don’t try to skip this step!*
   *It’s also important not to get stuck here!*

3. **Level Three: Production** - People Follow Because of What You Have Done for the Organization (Results)
   a. On this level, work is getting done; goals are met
   b. On level two, people get together to have fun; on this level they get together for a purpose: results.
4. **Level Four: People Development – People Follow Because of What You Have Done For Them (Reproduction)**
   a. “A leader is great, not because of her power, but because of her ability to empower others. Success without a successor is failure. A worker’s main responsibility is doing the work herself. A leader’s responsibility is developing others to do the work.” (Maxwell)
   b. This is the level of **loyalty**.

5. **Level Five – Personhood - People Follow Because of Who You Are and What You Represent. (Respect)**
   a. These individuals (and they are rare) have proven their leadership through a lifetime of service, integrity, and godliness.
   b. These people are prime targets for the evil one to target for temptation, to bring disgrace upon the Name of Christ. **Pray for them!**

**Observations:**

**Myths About Leadership**

Not only do I have lots of information about leadership – you do, too. And much of that information is myth! These are some of the most familiar myths.

**Myth #1: Leaders are ______, not made**

- Actually, they are both. Spiritual leadership blends natural and spiritual qualities.
- J. Oswald Sander’s chart in *Spiritual Leadership* demonstrates the differences:

<table>
<thead>
<tr>
<th>Natural</th>
<th>Spiritual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-confident</td>
<td>Confident in God</td>
</tr>
<tr>
<td>Knows men</td>
<td>Also knows God</td>
</tr>
<tr>
<td>Makes own decisions</td>
<td>Seeks God’s will</td>
</tr>
<tr>
<td>Ambitious (for self)</td>
<td>Humble</td>
</tr>
<tr>
<td>Creates methods</td>
<td>Follows God’s example</td>
</tr>
<tr>
<td>Enjoys command</td>
<td>Delights in obedience to God</td>
</tr>
<tr>
<td>Seeks personal reward</td>
<td>Loves God and others</td>
</tr>
<tr>
<td>Independent</td>
<td>Depends on God</td>
</tr>
</tbody>
</table>
Some ways to check for leadership potential (J. Oswald Sanders)

1. Have you ever broken a bad habit? To lead others, you must master your appetites.
2. Do you keep self-control when things go wrong? The leader who loses control under adversity forfeits respect and influence. A leader must be calm in crisis and resilient in disappointment.
3. Do you think independently? A leader must use the best ideas of others to make decisions. A leader cannot wait for others to make up his or her mind.
4. Can you handle criticism? Can you profit from it? The humble person can learn from petty criticism, even malicious criticism.
5. Can you turn disappointment into creative new opportunity?
6. Do you readily gain the cooperation of others and win their respect and confidence?
7. Can you exert discipline without making a power play? True leadership is an internal quality of the spirit and needs no show of external force.
8. Are you a peacemaker? A leader must be able to reconcile with opponents and make peace where arguments have created hostility.
9. Do people trust you with difficult and delicate situations?
10. Can you turn disappointment into creative new opportunity?
11. Can you accept opposition to your viewpoint or decision without taking offense? Leaders always face opposition.
12. Can you make and keep friends? Your circle of loyal friends is an index of your leadership potential.
13. Do you depend on the praise of others to keep you going? Can you hold steady in the face of disapproval and even temporary loss of confidence?
14. Are you at ease in the presence of strangers? Do you get nervous in the presence of your superior?
15. Are the people who report to you generally at ease? A leader should be sympathetic and friendly.
16. Are you interested in people? All types? All races? No prejudice?
17. Are you tactful? Can you anticipate how your words will affect a person?
18. Is your will strong and steady? Leaders cannot vacillate or cannot drift with the wind.
19. Can you forgive? Or do you nurse resentments and harbor ill-feelings toward those who have injured you?
20. Are you reasonably optimistic? Pessimism and leadership do not mix.
21. Do you feel a master passion such as that of Paul, who said “This ONE THING I do!” Such a singleness of motive will focus your energies and powers on the desired objective. Leaders need a strong focus.
22. Do you welcome responsibility?

Do not be overwhelmed by this list! No one, not even the most gifted, perfectly fulfills all of these character traits. But you can learn! Becoming aware of them is the first step in that process.
Myth #2: Everyone can be a leader if ____________ enough.

Myth #3: You need to wait to be asked to serve; to ______________ is not spiritual.

- Two verses seem to create a tension:
  - I Tim. 3:1
  - Jeremiah 45:5
- The key difference is motivation. Jeremiah addresses self-interest – seeking great things for yourself. When Paul wrote to Timothy, leadership was hardly a position of honor and prestige! It often involved hardship, persecution, misunderstanding, great responsibility, denying of self – even death.

Myth #4: You can’t lead if you don’t have all the ____________

- Sanders: The Bible shows us that when God does find a person who is ready to lead, to commit to full discipleship and take on responsibility for others, that person is used to the limit. Such leaders still have shortcomings and flaws, but despite them, they become spiritual leaders. Such were Moses, Gideon, and David. And in the history of the church, Martin Luther, John Wesley, Adoniram Judson, William Carey, and many others.” (Spiritual Leadership, p 17)

Myth #5: Leading means doing it all yourself and ______________

- This is often the voice of pride, that thinks no one else can or will do it as well as I can, and I cannot trust anyone else to carry through when I’ve delegated the task.
- One answer to fatigue is to develop a team for ministry – just as Jesus did and the disciples did. Identify the gifts of the members of the team by having them answer four questions, and then concentrate on the gifts of each working together.
  - What are the strengths I bring?
  - What are the weaknesses I bring?
  - What is my major concern for this group?
  - What is my major dream for the group? (Marlene Wilson)
Myth #6: Leadership and ______________ don’t go together
- This comes from the misunderstanding that leadership is strong, but servanthood is weak.
- Sanders: “…this master principle must be squarely faced: True greatness, true leadership, is found in giving yourself in service to others, not in coaxing or inducing others to serve you. True service is never without cost. Often is comes with a painful baptism of suffering. But the true spiritual leader is focused on the service he and she can render to God and other people, not on the residuals and perks of high office or holy title. We must aim to put more into life than we take out.”

Myth #7: A good leader is rewarded by power, prestige, popularity and ____________
- Most often, there is great cost and suffering in leadership. Jesus Himself is our greatest example of that, as well as the disciples who followed Him.
- There is JOY in ministry because we are fulfilling His call on us, but there may not be happiness, which depends on circumstances and other people – all of which may disappoint and frustrate us.

Myth #8: Leadership should be ______________. You campaign for it, or you pass it around.

Myth #9: If you’re doing it right, there will be greater _____________________.

Leadership’s Limitations: Even the strongest leaders can’t do everything.

People limitations
- I cannot lead people longer than they’re willing to follow.
- I cannot lead people farther than they’re willing to go.
- I cannot lead people faster than they’re willing to change
- I cannot lead people higher than they’re able to climb.

Personal limitations
- I cannot lead people beyond my leadership skills.
- I cannot lead people above my level of trust.
- I cannot lead people past my level of commitment.
- I cannot lead people around my undisciplined lifestyle.
- I cannot lead people without my willingness to serve. –John Maxwell
What Makes a Good Leader?

Clues for Good Leader: (Sheryl Fleischer, at Multnomah WM Conference)

F – Faithful/committed to you and the church/member of church/good character
A – Available – willing to make and take the time/ also Affinity (need to LIKE her)
(my example of woman writer: I have many who can do that; only one you)
I – Influence – Do people listen to and watch her?
T – Teachable – eager and hungry to learn and grow
H – Honest; a person of known integrity

To get them firmly in your mind, write the key word here:

F _______________
A_________________
I__________________
T_________________
H_________________

Qualities to Look For In a Leader (John Maxwell in Equipping 101)

1. Character
   - Warning signs to watch for:
     i. A person’s failure to take responsibility for his actions or circumstances
     ii. Unfulfilled promises or obligations
     iii. Failure to meet deadlines

2. Influence (Remember the five levels of influence!)

3. Positive Attitude

4. Excellent People Skills
   - “People may admire a person who has only talent and ability, but they will not follow him – not for long.”

5. Evident Gifts
   - Four types of “wanna be” leaders
     i. Never be. They simply lack the ability to do a particular job.
     ii. Could be. Has the right gifts and abilities but lacks self-discipline.
     iii. Should be. Has raw talent but few skills for harnessing that ability. Needs training
     iv. Must be. Has the right gifts, right skills, right attitude, but doesn’t have the opportunity
6. **Proven track record**

7. **Confidence**
   a. “A good leader has the ability to instill within his people confidence in himself. A great leader has the ability to instill with in his people confidence in themselves.”

8. **Self-Discipline**
   - Two areas to look for:
     i. discipline of emotions
     ii. discipline of time

9. **Effective Communication Skills**

   Good communication involves:
   - A genuine concern for the person she’s talking to
   - The ability to focus on the responder
   - The ability to communicate with all kinds of people.
   - Eye contact with the person she’s speaking to
   - A warm smile

10. **Discontent with the Status Quo**

John Mott describes these tests of a potential leader: (quoted by B. Matthews in *John R. Mott*)
   - Does she do *little things* well?
   - Has she learned to *focus* on priorities?
   - Does she use *leisure* well?
   - Does she have *intensity*?
   - Does she know how to exploit *momentum*?
   - Is she *growing*?
   - Can she overcome *discouragement and difficulties*?
   - Does she understand her own *weaknesses*?
Wrapping it up: Now what?

Back to the meal example when we began – you eat a meal in order to have energy for the body to function. So what actions can and will you take to put this meal to use?

1. **Define your mission**

2. **Look for a mentor**, if you feel called to lead but need a helper

3. **Commit to QUIET** (digest the meal!)

4. **Get going!** Search out opportunities to serve. Exercise your spiritual muscles!

5. **Share what you’ve learned**

6. **Expect opposition.**

7. **Report back!** We at WMCLB have prayed diligently about this ministry of training. Let us know how you’ve been affected, and together we’ll praise the Lord!

Actions I intend to take, by God’s grace:

_________________________________________________________________

_________________________________________________________________

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