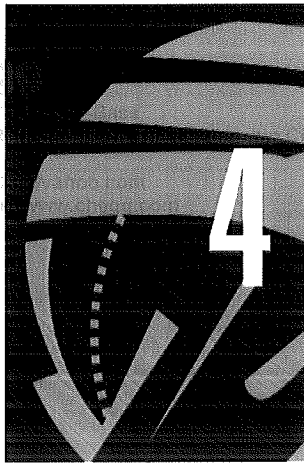




4 REFLECTIONS ON INSPIRE A SHARED VISION

David McAllister-Wilson

And it shall come to pass in the last days, saith God; I will

pour out my Spirit upon all flesh: and your sons and your

daughters shall prophesy, and your young men shall see

visions, and your old men shall dream dreams.

Acts 2:17, KJV

Where there is no vision, the people perish.

Proverbs 29:18, KJV

When I got my first job in seminary administration, I knew we had to figure out what “leadership” was. Wesley Theological Seminary was a struggling institution in the middle of Mainline Protestantism—a movement that has been declining for over a generation. I began to read those books on secular leadership you find in airport bookstores (including the first edition of *The Leadership Challenge*) for transferable concepts to save our institution and help our students become effective leaders.

I found myself looking in a mirror because these business experts were using our words! Successful entrepreneurs are called *prophets*. Good managers practice *stewardship*. Turnaround experts are *saviors*, who speak of *mission*, *spirit*, and *charisma*.

Copyright © 2003 by Jossey-Bass
Christian Reflections on The Leadership Challenge
Edition: 1
First printing 2003
Printed on acid-free paper

Copyright

Copyright © Jossey-Bass
Christian Reflections on The Leadership Challenge
Edition: 1
shortywop23@yahoo.com
Printed from www.chegg.com

It isn't just coincidence. The language and the concepts of the Christian church are part of the deeply embedded operating system of Western capitalism. Indeed, the very idea of the "corporation" in law comes from us. The root word is Latin, *corpus*, meaning "body." The church is the Body of Christ, the Corpus Christi—many who are one. The church is the first and oldest corporation. We should know something about leadership. And of all the practices we should be able to teach, perhaps the most important is the one Jim Kouzes and Barry Posner call Inspire a Shared Vision.

Vision isn't everything, but it's the beginning of everything. In the words of the Proverbs 29, "without vision, the people perish." Christianity (and our parent, Judaism) is a vision about both the present and the future, and that vision is the Kingdom of God. And the way Christian leadership inspires a shared vision of the Kingdom is a model for the way leaders who are Christian can develop their own leadership.

INSPIRATION AND VISION EMERGE FROM SUFFERING

Christian leaders draw from those times in the past when things were the toughest to find themes that will speak to the current crisis. We speak of light and dark, lost and found, slavery and freedom, sin and salvation; we speak of the Mount of Zion and the valley of the shadow of death. We draw on the biographies of biblical figures and the saints of the church as role models.

Think of the prophet Jeremiah. Israel had lost everything, Jerusalem was destroyed, and the Israelites were kicked out of the promised land. In chapter 33, God said to Jeremiah, "Call me, Jeremiah, and I will show you things you have not seen." Neither is it accidental that in the uncertain and disquieting times in which we now live, people seek more spiritual guidance. The promise that hope emerges from suffering is one of the unique contributions of our faith.

Copyright

Copyright © Jossey-Bass
Christian Reflections on The Leadership Challenge
Edition: 1
shortywop23@yahoo.com
Printed from www.chegg.com

Copyright | Jossey-Bass

Christian Reflections on The Leadership Challenge

Edition: 1

shortywp23@yahoo.com
Printed from www.chegg.com

Listen to the last lines of the last sermon Martin Luther King Jr. preached on the night before he was killed:

"Well, I don't know what will happen now. We've got some difficult days ahead. But it doesn't matter with me now. Because I've been to the mountaintop. And I don't mind. Like anybody, I would like to live a long life. Longevity has its place. But I'm not concerned about that now. I just want to do God's will. And He's allowed me to go up to the mountain. And I've looked over. And I've seen the Promised Land. I may not get there with you. But I want you to know tonight, that we, as a people will get to the Promised Land."¹

Copyright | Jossey-Bass

Christian Reflections on The Leadership Challenge
Edition: 1

Printed from www.chegg.com

For those of us raised in the church, he was talking to us in the code of the Jews and the Christians. When he spoke of seeing the promised land, all of us Sunday school kids knew what he was talking about. He was giving us a hyperlink to the story of Moses, who leads the people out of slavery, into the wilderness, finally to the banks of the river Jordan, ready to cross into the land promised to Abraham and his descendants. Moses did not live long enough to cross into the promised land, but he was able to look over and see it from the top of a mountain.

As the scriptures unfold, the promised land and its capital, Jerusalem (also called Zion), represents hope for the future, the fulfillment of God's promise to gather all His lost children and bring them home. Whenever we sing of "Zion" or when we pray, "thy kingdom come," that's what we're talking about; that's what we're hoping for.

A deep understanding of the Christian faith infuses leaders with hope. We come to realize that if we take the time to look over the horizon, we will see a better tomorrow.

VISIONS HAVE A RAINBOW QUALITY

We often say, "Seeing is believing." But the deeper truth is that believing is a certain way of seeing. Ask anyone who has accomplished something great, and they will tell you that first came the vision.

Copyright | Jossey-Bass

Christian Reflections on The Leadership Challenge

Edition: 1

REFLECTIONS ON INSPIRE A SHARED VISION

57

shortywp23@yahoo.com
Printed from www.chegg.com

Copyright

Copyright © Jossey-Bass
Christian Reflections on The Leadership Challenge
Edition: 1
shortywop23@yahoo.com
Printed from www.chegg.com

Bill Shore, founder of the Share Our Strength Foundation, calls these visions “the cathedrals within.”² It took a whole region, thousands of people, and several generations to build one of those great cathedrals. What produced that sense of mission was a grand vision. The great cathedrals are in the shape of a cross, and their spires were meant to look from a distance like the silhouette of the heavenly city rising in the medieval sky.

Christian leaders believe in the power of the vision to renew institutions. Beecher Hicks is the pastor of Metropolitan Baptist Church in Washington, D.C., one of the city’s great institutions. But Pastor Hicks decided he needed to “get the church out of the church” in order to be a witness to the city. So he planned to hold Easter services on the grounds of the Washington Monument.

It took months of preparation and about \$40,000 to set up the giant tent, thousands of chairs, the outdoor propane heaters, the electric system for the lights and sound, and the remote television cameras and monitors. The church raised the money \$5 at a time, pledged by members on a weekly basis. Then the weather turned cold on Good Friday, and it snowed Saturday night. Come Sunday, it had stopped snowing, but it was very cold and overcast and an hour before the service, few people had arrived. But by the time Hicks rose in the pulpit, all the chairs were full. And in the middle of the service, the clouds parted and the sun came out. It got so warm, they turned off the heaters and lifted the sides of the tents, and the people on the streets of Washington—the homeless, the tourists, and the roller-bladers—all crowded around the tent as over five thousand people experienced the Resurrection that day. That kind of bold move is what has made Metropolitan a great institution in Washington.³

Pastors like Beecher Hicks and Christian leaders like Millard and Linda Fuller of Habitat for Humanity and Bill McCartney of Promise Keepers inspire me because they take on something big. And one of the lessons I have learned is to aim high, allowing for wind and elevation. Visions are necessarily hyperbolic, unrealistic, and irresponsible. They express goals that have a rainbow quality.

Copyright

Copyright © Jossey-Bass
Christian Reflections on The Leadership Challenge
Edition: 1
shortywop23@yahoo.com
Printed from www.chegg.com

Copyright © Jossey-Bass
Christian Reflections on The Leadership Challenge
Edition: 1
shortywop23@yahoo.com
Printed from www.chegg.com

Copyright © Jossey-Bass
Christian Reflections on The Leadership Challenge
Edition: 1
shortywop23@yahoo.com
Printed from www.chegg.com

Copyright

Copyright © Jossey-Bass
Christian Reflections on The Leadership Challenge
Edition: 1
shortywop23@yahoo.com
Printed from www.chegg.com

Learn to tell your story as an epic tale. Practice telling your story as an exciting adventure, and use the archetypal themes of being lost and found, of being in light and dark. Put yourself in the story in the form of an epic character from the Bible or other sources. Leave it open at the end, like it is the first or second episode of the *Lord of the Rings* trilogy.

Understanding our story in epic terms is like the very small church near my home in the poor part of town that has a sign out front advertising that "the Kingdom of God is being built here." At Wesley, in order to find the way out of the malaise of Mainline Protestantism, we have adopted the vision that "we will play a key role in the revitalization of the church." I know we cannot, but I believe we will, and this audacious belief will take us farther toward that vision than we would otherwise go.

As a Christian, your leadership will begin and end with your faith. Sometimes it is appropriate to be very open about your faith; sometimes it isn't. But you can draw on its strength as an example of visionary leadership. You know that in the end, what matters is not your personal success or the success of your organization. Put the future in God's hands, and you will be the kind of nonanxious presence people will look to for comfort and hope.

Text

Text

Text

Copyright

Copyright © Jossey-Bass
Christian Reflections on The Leadership Challenge
Edition: 1
shortywop23@yahoo.com
Printed from www.chegg.com

FISH WITH A NET

The ability of a leader to articulate a bold vision is only half of what it takes to practice a leadership that inspires a *shared* vision. Christianity is a group activity. We are the people of God, the tribe of Abraham and Moses, the descendants of the twelve disciples on a spiritual journey to the promised land. The *church* is a plural noun, and Christian leadership is like fishing with a net or being a shepherd of a flock; it is about gathering people together and enlisting them in a movement toward a shared vision.

Articulating this shared vision isn't all about preaching. I didn't think I would ever say that because preaching is so important, but

Copyright | Jossey-Bass | Christian Reflections on The Leadership Challenge | Edition: 1 | shortywop23@yahoo.... Printed from shortywop23@yahoo.com

preaching alone is ineffective and can be dangerous to Preachers can often spend their whole ministry in the pulpit with their thoughts in front of them like a golfer hitting into a green without having no idea whether their ideas are on-target. They can think that they are themselves the source of divine wisdom, overlooking their vision for God's. That's why in the secular world an ineffective leader delivers a one-way, top-down harangue, instead of listening to as "preaching."

Moses stuttered, and Paul considered himself unskilled in speaking. George Whitfield was a better preacher than John Wesley, but Wesley produced a successful and enduring movement. Whitfield's oratory died with him. Successful churches, organizations, and communities are more like choirs than soloists. Christianity is the ability to encourage everyone to sing off the same hymn sheet.

John Derrick is chairman of Pepco Holdings, Inc., and CEO of Potomac Electric Power Company. He is one of the most successful visionary leaders I know, even though his work has been in a highly regulated and constrained environment. He has taught Sunday school all his life. PEPCO employees have a high degree of ownership in the company's mission. In the words of the corporate slogan, "We are connected to you by more than just power lines." John is a quiet leader, and he demonstrated the power of sharing a vision during a severe snowstorm in Washington in 1993. The mayor shut down all government offices and called on employers in the District of Columbia to release all "non-essential" personnel. John made his way through the snow to faithful employees for a meeting at the Seminary that morning, and I asked him how he was releasing employees. He was a little miffed with the company. Everyone was given the opportunity to go home if they needed. But he said, "I will not send the message to the people who work for PEPCO that anyone is 'nonessential.'" I think he teaches that in Sunday school, too.

My wife, Drema, is pastor of a church located two exits south of the highway from the Pentagon. On the evening of September 11, 2001, she was the only one in the church who was not a member.

Copyright | Jossey-Bass | Christian Reflections on The Leadership Challenge | Edition: 1 | shortywop23@yahoo.... Printed from shortywop23@yahoo.com

Copyright | Jossey-Bass | Christian Reflections on The Leadership Challenge | Edition: 1 | shortywop23@yahoo.... Printed from shortywop23@yahoo.com

Copyright | Jossey-Bass | Christian Reflections on The Leadership Challenge | Edition: 1 | shortywop23@yahoo.... Printed from shortywop23@yahoo.com

Copyright | Jossey-Bass | Christian Reflections on The Leadership Challenge | Edition: 1 | shortywop23@yahoo.... Printed from shortywop23@yahoo.com

Copyright | Jossey-Bass | Christian Reflections on The Leadership Challenge | Edition: 1 | shortywop23@yahoo.... Printed from shortywop23@yahoo.com

Copyright | Jossey-Bass | Christian Reflections on The Leadership Challenge | Edition: 1 | shortywop23@yahoo.... Printed from shortywop23@yahoo.com

Copyright | Jossey-Bass
Christian Reflections on
The Leadership
Challenge
Edition: 1
shortywop23@yahoo.com
Printed from
www.chegg.com

held a prayer service and people came to church the country, looking for spiritual leadership. The promise of deliverance. Everyone was afraid and : Some had been injured, and many had friends : were killed or missing. It was like a flood of emot like the Army Corps of Engineers, gently helping way safely back to the sea.

She didn't preach at all. Instead, she led in t from our common vision. She read the ancient sc spoke of comfort and hope; she selected old hy over death, and she guided our prayers. And th for spontaneous prayers. People prayed for thos ing, for family members, for firefighters, for the .

And then, we heard the voice of our lay lea Brian is a U.S. Army officer who had lost frien asked for forgiveness of the enemy.⁴ In these p sound of a shared vision, for they were all really p thing out of the same hope, captured in the Lo: words "thy Kingdom come, thy will be done." I that night with a vision and the calm courage th

Visions like that may be harvested in crisis "prophetic moments" — but they are planted in the church. The sermon is not the sole opportu any more than is the big speech at the stockholde talk at the annual staff picnic, or the memo attac profit report. How Christian leaders plant the practice of inspiring a shared vision.

KEEP YOUR EYE ON THE HORIZON

The question I hear so often from frustrated de "How can I get things going?" I think much of tl tion comes from organizational disorientation. to pilots, the advice is to keep your eye on the h

REFLECTIONS ON INSPI

Copyright | Jossey-Bass
Christian Reflections on
The Leadership
Challenge
Edition: 1
shortywop23@yahoo.com
Printed from
www.chegg.com

Copyright | Jossey-Bass
Christian Reflections on
The Leadership
Challenge
Edition: 1
shortywop23@yahoo.com
Printed from
www.chegg.com

Copyright | Jossey-Bass
Christian Reflections on
The Leadership
Challenge
Edition: 1
shortywop23@yahoo.com
Printed from
www.chegg.com

the ,
for

Copyright | Jossey-Bass
Christian Reflections on
The Leadership
Challenge
Edition: 1
shortywop23@yahoo.com
Printed from
www.chegg.com

Copyright | Jossey-Bass
Christian Reflections on
The Leadership
Challenge
Edition: 1
shortywop23@yahoo.com
Printed from
www.chegg.com

Copyright | Jossey-Bass
Christian Reflections on
The Leadership
Challenge
Edition: 1
shortywop23@yahoo.com
Printed from
www.chegg.com

Copyright © Jossey-Bass
Christian Reflections on The Leadership Challenge
Edition: 1
shortywop23@yahoo.com
Printed from www.chegg.com

Copyright © Jossey-Bass

Christian Reflections on The Leadership Challenge

Edition: 1

shortywop23@yahoo.com

Printed from www.chegg.com

moving through time, developing a shared sense of destiny is the way to focus on the horizon, to get a fix on the North Star.

The prophet Daniel interpreted handwriting on King Belshazzar's wall (Daniel 5). For me, the "writing on the wall" was the mission statement of Taco Bell, Inc., which was hanging in the lavatory next to the sign reminding employees to wash their hands. (They could ponder their corporate mission while they scrubbed.) I can't remember what the sign said, but what struck me was the use of the word *mission* and the fact that everyone in the corporation was expected to know it. I was trying to identify what had been lost in so many churches and in the denomination I serve, and when I saw that sign I realized it was a sense of mission. I'm talking about the absence of a corporate spirit that those of us who constitute the church—congregations, pastors, laity, and the seminary—are actually involved in this grand and holy project in history. I'm talking about the pure and urgent sense of divine call captured in the movie "Blues Brothers," when Jake and Elwood stand in their black suits, white socks, and porkpie hats and announce with deadly seriousness, "We're on a mission from God."

Mission is a shared sense of destiny that requires a leadership that is systemic in nature. Jim Kouzes and Barry Posner describe it as a teaching process. "Teaching a vision—and confirming that the vision is shared—is a process of engaging constituents in conversations about their lives, about their hopes and dreams."⁵ Christian leaders know all about that. They called Jesus "Rabbi," which is Hebrew for "teacher." They called themselves "disciples," which is Greek for "pupils." When Jesus gave the great commission, he said, "make disciples (students) of all nations" (Matthew 28:19, NRSV).

LISTEN DEEPLY

Part of the art of leadership is putting shared vision into words. The test of a vision is, finally, "Does the vision ring true?" As Lovett Weems reminds us, "Our best leaders tell us what we are thinking; our best

Copyright © Jossey-Bass

Christian Reflections on The Leadership Challenge

Edition: 1

shortywop23@yahoo.com

Printed from www.chegg.com

Change

Copyright © Jossey-Bass
Christian Reflections on
The Leadership
Challenge
Edition: 1
shortywop23@yahoo.com
Printed
www.chegg.com

leaders tell us what we are feeling.”⁶ When Irving Kuralt said, “He eavesdropped on the American people, heard his songs, we knew, ‘That’s us.’”⁷ In turn, he is lifted and challenged by the congregation. In Russell, “Your image of me is what I hope to be.”

And so, we listen deeply to others. Like a carpenter and a fine piece of wood, there is a grain to every grocer, and every leader reads the grain.

In the African American church community of “call and response.” During the sermon, the pastor “calls” back, affirming, encouraging, or withholding a spontaneous spoken response to the message.⁸ In the symbiotic relationship with the priesthood of a prophet in the middle of the sermon.

We do this because we believe everyone has a role to play in God and because we believe everyone has a role to play in the world. We use the word *minister* sometimes to refer to the clergy, but we believe that all baptized Christians have some form of ministry. The churches I know that are becoming more deeply engaged in mission are those in which members discover their call and cultivate their spiritual gifts.

Betty Beene, one of the nation’s leading experts on diversity, came to the presidency of the United Way of America in 1991, a time when the United Way brand had been seen as a scandal (see Chapter Two). With morale collapsed and the organization up, I’m sure Betty often used her favorite prayer: “Lord, have mercy on me. Make haste to help me.”

Betty spent her first year crisscrossing the country, meeting local United Way volunteers and staff. In cities, towns, urban, suburban, and rural settings, she heard first-hand the damage to the organization. It was clear that the national standards for local United Way operations were not ensuring the consistent enactment of sound management and the restoration of the credibility of the United Way.

REFLECTIONS ON INSPIRATION

Change

Copyright © Jossey-Bass
Christian Reflections on
The Leadership
Challenge
Edition: 1
shortywop23@yahoo.com
Printed
www.chegg.com

Change

Copyright © Jossey-Bass
Christian Reflections on
The Leadership
Challenge
Edition: 1
shortywop23@yahoo.com
Printed
www.chegg.com

Change

Copyright © Jossey-Bass
Christian Reflections on
The Leadership
Challenge
Edition: 1
shortywop23@yahoo.com
Printed
www.chegg.com



Copyright © Jossey-Bass
Christian Reflections on The Leadership Challenge
Edition: 1
shortywop23@yahoo.com
Printed from www.chegg.com

The temptation was there to draft a set of standards and deliver them like a pair of stone tablets to the chapters, in a decisive leadership style. Instead, Betty convened representatives of local staffs, boards of directors, donors, and leaders of agencies funded by the United Way from around the country. It was their task to develop the corporate (national) Standards of Excellence for local United Way operations. Meeting these standards would be required in order to use the United Way name and logo, as well as receive the benefits of national service, like joint promotions with the National Football League.

This participatory decision-making process took longer but generated confidence in the outcome by the majority of local United Ways, despite significant political opposition. Both the decision-making process and the end product redirected anger about the misdeeds of a few and transformed apathy about the future into energy. Betty applied the same approach to leadership she had always found true in fundraising. As she tells me often: "People support what they help to create."

SACRIFICE IS THE SOUL OF LEADERSHIP

A few years ago, on the Sunday after Hurricane Andrew struck Florida, the subject of relief efforts came up during the children's sermon. All of a sudden, five-year-old Loren Davis started talking. Loren was the shiest girl in the church, and everybody knew it. But this time, she spoke up. She had been thinking about the hurricane that left many children without a home. And then she said, "I have been given so much money and so many toys, I want to give those children my money and my toys." Of course, she was talking about a combined value of fifty dollars or so. But later, when the regular offering was taken up, there were all sorts of envelopes and checks with "hurricane" written on them. Fifty dollars produced \$5,000, and the rest of the offering was nearly a record day in the history of that church.⁹

Loren's equation, "I have been given so much. . . . I want to give," is the fundamental dynamic of Christianity. We experience all the



Copyright © Jossey-Bass
Christian Reflections on The Leadership Challenge
Edition: 1
shortywop23@yahoo.com
Printed from www.chegg.com

Copyright © Jossey-Bass
Christian Reflections on The Leadership Challenge
Edition: 1
shortywop23@yahoo.com
Printed from www.chegg.com

Copyright

Copyright © Jossey-Bass
Christian Reflections on The Leadership Challenge
Edition: 1
shortywop23@yahoo.com
Printed from www.chegg.com

gifts from God, which we call “Grace,” and especially the gift of Christ. And our response is gratitude—a source of new life and new possibilities.

What does this have to do with leadership? The central theme of the Christian faith is sacrifice, which is the redemptive power. It is what makes our history more than nostalgia and makes our teachings more than philosophical speculation. It is what the Cross is all about. Christians of all times and places gather around the sacrificial table to share in the body and the blood. It is how we become the Body of Christ in the world. This is what separates us from the world: we proclaim Christ crucified.

St. Paul says this message of the Cross is “foolishness” to everyone else (1 Corinthians 1:23, NRSV). And yet that foolishness is rooted in a fundamental fact of human existence and is a deep lesson for all leaders: sacrifice is at the soul of leadership. Jesus himself spoke of this: “This is my commandment, that you love one another as I have loved you. No one has greater love than this, to lay down one’s life for one’s friends” (John 15:12–13, NRSV). Great leadership we have known, in battle or in peace, is sacrificial in nature. It is as if the height of the vision must be proportional to the depth of the sacrifice. It is the fundamental act of believing in the future.

Shortly before she was assassinated, Indian Prime Minister Indira Gandhi was asked what she and other Hindu figures (like Mahatma Gandhi) thought was the main contribution of the faith tradition of Mother Theresa. Gandhi thought it is our concept of a God who sacrifices himself. “People are dying to give their lives away,” she said.¹⁰

People sense that the great question in life is not between life and death. We are all going to die. The question is: What are you living for? Or what are you dying for? It is the same question.

GIVE LIFE TO YOUR VISION

Leaders teach vision constantly, sometimes with words and sometimes through rich nonverbal and symbolic forms of communication.



Copyright © Jossey-Bass
Christian Reflections on
The Leadership
Challenge
Edition: 1
shortywop23@yahoo.com
Printed from
www.chegg.com

Christians were learning long before they could read or even understand the Latin of the mass. We are taught through the rituals of the church, especially baptism and holy communion. We are taught the symbols: the cross, the sign of the fish, the shields of the saints, the shroud on Good Friday, the flowers at Easter. In different traditions from various denominations, we learn through all the sights, sounds, and tastes of the church: the sight of a flame, the sound of the bells, the taste of communion, the smell of incense, and the feel of the prayer bead.

When we use words, it is most often in story so that we might find our personal stories in the larger story. We tell the stories of the Old Testament, which are the epic stories of destiny. We tell the stories that Jesus told—the parables. The parables are essentially the same; they are all designed to teach about the Kingdom of God, many beginning: “The Kingdom of God is like. . . .” The parables are structured like a joke (picture Jesus smiling as he tells them) containing that surprise change in perspective as the world today is compared with the way it can be.

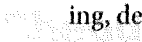
Humans are creatures of habit, so much of Christian life should provide opportunities to form habits of the mind and heart. Our visions come to life through spiritual disciplines like prayer, fasting, devotional reading, and service. These disciplines usually involve memorization, which forms the infrastructure for the vision. Children learn to recite the Lord’s Prayer, the Apostles’ Creed, the 23rd Psalm long before they know what they mean and before they need to know.

And we teach by our actions. People hold their leaders to a high moral standing. And they should. As Christians, we have to “practice what we preach.” Jesus taught the Kingdom vision by washing the feet of the disciples. The Pope taught it when he kissed the would-be assassin—and kissed him.

Leaders give life to a vision by making it tangible through the process of reverse engineering. Leaders ask, “What would success look like?” and “How can we organize to achieve these results?” (



Copyright © Jossey-Bass
Christian Reflections on
The Leadership
Challenge
Edition: 1
shortywop23@yahoo.com
Printed from
www.chegg.com



Copyright © Jossey-Bass
Christian Reflections on
The Leadership
Challenge
Edition: 1
shortywop23@yahoo.com
Printed from
www.chegg.com



Copyright © Jossey-Bass
Christian Reflections on
The Leadership
Challenge
Edition: 1
shortywop23@yahoo.com
Printed from
www.chegg.com

Change

Copyright © Jossey-Bass
Christian Reflections on The Leadership Challenge
Edition: 1
shortywop23@yahoo.com
Printed from www.chegg.com

also ask, "What would success look like to God?" Most of the time, when a church goes through a round of strategic planning, someone ends up in the gospel of Matthew and finds the nineteenth verse of the twenty-eighth chapter: "go make disciples." And we look to the twenty-fifth chapter to find out what discipleship in the Kingdom looks like.

The disciples asked Jesus about results. They asked, "What will the signs be?" And he began again to teach about the Kingdom. And he told a story of those who would be judged successful. "Come and inherit the Kingdom, for I was hungry, and thirsty; I was a stranger, I was naked and I was in prison and you did something about it. They asked, when did we do this, and Christ answered, when you did this to the least of these my children, you did it to me."

Leadership is the ability to move people, to change their minds and hearts and actions. The Greek word for that kind of change is *Metanoia*; you find it translated in the Bible as "repent," as in, "Repent, for the Kingdom of Heaven is at hand" (Matthew 3:2, NKJV). Christians believe that kind of transformation is a gift from God. It isn't just a one-time, all-or-nothing change; it is synonymous with life itself, the turning from death to life. God works this transformation through the Holy Spirit. For us, it is the animating force, the change agent of human existence. And it is as close to us as our next breath, for *Spirit* is a word for *breath*. Others borrow this concept when they use that word with a small "s" as in the phrase *team spirit* or in the words *inspiration* and *aspiration*.

Christian leadership is more like being on a sailboat than a row-boat. Christian leaders are not the source of Spirit; they are more like respiratory therapists. They are ushers, servants, midwives, spokespersons, and witnesses to the presence of the Holy Spirit at work in the world.

Leadership that is spiritual (with a small "s") takes seriously that there is a force at work in every organization. The energy for change is not a function of how hard the leader pushes. There is something

Change

Copyright © Jossey-Bass
Christian Reflections on The Leadership Challenge
Edition: 1
shortywop23@yahoo.com
Printed from www.chegg.com

Change

Copyright © Jossey-Bass
Christian Reflections on The Leadership Challenge
Edition: 1
shortywop23@yahoo.com
Printed from www.chegg.com

REFLECTIONS ON INSPIRE A SHARED VISION

87

Copyright

Copyright © Jossey-Bass

Christian Reflections on

The Leadership

Challenge

Edition: 1

shortywop23@yahoo.com

Printed from

www.chegg.com

else at work that transcends the time-management char
performance indicators. It's the difference between the
the vocation—the calling.

Questions for Reflection

1. When have my organization and I struggled and sur
What is the story of my struggle? What are the teach
lessons from this story?
2. What time of day and where am I most free from th
tyranny of the present? Could I use that time for pra
and Bible study, especially those passages that speak
God's promise for the future? What could I do that
be a great adventure? What is the future state of affa
desire and aspire to for my organization or neighbor
or family? What is pulling me forward?
3. What good news from my organization would get o
members of my team on the front page of the news?
What would amazing success look like? What could
that would help make us all proud to have worked h
4. What images breathe life into my vision? How can I
mate my vision and share it with others, using storie
hope and transformation?
5. When is the last time I prayed for those I lead? How
do I understand the stories, hopes, and aspirations o
those around me? How can I create a future that we
together our common aspirations?

Copyright

Copyright © Jossey-Bass

Christian Reflections on

The Leadership

Challenge

Edition: 1

shortywop23@yahoo.com

Printed from

www.chegg.com

Copyright

Copyright © Jossey-Bass

Christian Reflections on

The Leadership

Challenge

Edition: 1

shortywop23@yahoo.com

Printed from

www.chegg.com

Copyright

Copyright © Jossey-Bass

Christian Reflections on

The Leadership

Challenge

Edition: 1

shortywop23@yahoo.com

Printed from

www.chegg.com