

Authentic Leadership – Presentation Notes

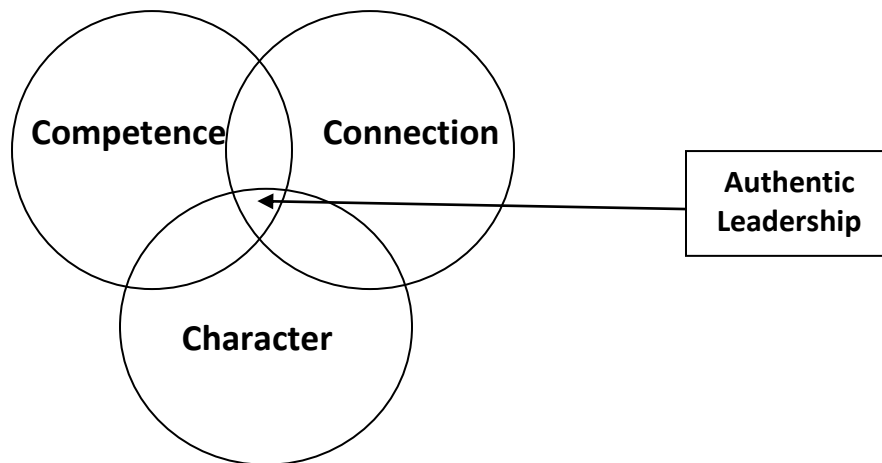
Gathering of Student Leaders with CCO in Uganda, November 2015

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Introduction

1. Leadership today is so important, yet there has never been so much available about it:
 - a. Google Hits:
 - i. Brangelina: 1,760,000
 - ii. Mick Jagger: 1,990,000
 - iii. Leadership: about 479,000,000
 - b. Books on Amazon.com: 121,000
 - c. And there are many Definitions of Leadership:
 - i. Dwight D. Eisenhower: Leadership is the art of getting someone else to do something you want done because he wants to do it.
 - ii. Ken Blanchard: The key to successful leadership today is influence, not authority
 - iii. Robert Greenleaf: Good leaders must first become good servants
 - iv. Former Prime minister Tony Blair: The art of leadership is saying no, not yes. It is very easy to say yes.
 - v. John Maxwell: Leadership is influence nothing more, nothing less
 - vi. General Colin Powell: Great leaders are almost always great simplifiers, who cut through argument, debate, and doubt to offer a solution that everybody can understand.

2. Authentic Leadership:
 - a. Leadership is critical for the Church, for our society, and for our world.
 - b. But leadership can be understood another way. Leadership is not primarily what a person does, but more “who they are”.
 - c. The development of leadership can also be thought of in terms of the development of virtue.
 - d. When we speak about virtue, it is appropriate for us to turn our eyes to Jesus.
 - i. Not only for what he did
 - ii. But for who He is
 - iii. Jesus was and is the authentic and complete model of leadership
 - iv. Today, through our presentations and discussions we hope that we might become more like Jesus in our leadership virtues.
 - e. For today’s workshop, we will share with you 3 important areas related to leadership. Each of these is an essential component of an authentic leader. An authentic Christian leader must be:
 - i. A leader of Character
 - ii. A leader of Competence
 - iii. A leader of Connection



3. Practical Overview:

- a. As we continue in this path today, we will be involving each other in our discussions
- b. There will be a presentation of each area. Then we will be having you take some time to reflect on some questions and then share your responses in POWER groups. This will be a stand up small group where you will have 5 minutes to discuss 2-3 questions with 2-3 others. It needs to be quick and concise. We hope that this will enable us to gain insight from not only us but from each other.
- c. So before we start into these three areas, we want you to take moment to create some context:
 - i. Where are you a leader or where would you like to be a leader? List these areas quickly now.
 - ii. *Give time to list them.*
- d. Keep these in mind as we look at each of the areas.

Character:

We'll start with Character because character is the foundation for leadership.

- a) Character is foundational to leadership
 - i) "No man can climb out from beyond the limitations of his own character." John Morely (UK Parliamentarian, 19th & 20th Century)
- b) What is character?
 - i) Character is who you are when no one else is looking.
 - ii) Consistency is a hallmark of good character.
 - iii) Cultivation of virtue in our lives,
 - iv) Integrity of thoughts, heart, and action - Jesus is the same yesterday, today, and forever!

- c) John Maxwell's Law of Solid Ground: Without character, there is no trust. With no trust, there is no influence. With no influence, no leadership.
- i) If you are not a trustworthy person, an ethical person, a person of integrity, then people will see through your fronts and actions and not trust your intentions or actions.
 - ii) If people trust your intentions, you can have influence in their lives – will follow you to castle on the hill.
 - iii) When you have influence, then you will have leadership.
- d) As a Christian leader, nothing matters more than this – if we can't live with integrity and consistency in our lives, then people won't take the claims of the gospel that we make seriously
- i) We all know of examples of Christian leaders who have fallen and lost all credibility
 - ii) Many people have turned away from the Church not because of disagreements over doctrine or practice of the faith. Many have turned away because they see a lack of character in the Church, a lack of integrity between message and practice.
 - iii) God has given each of us all that we need to succeed in life, to be able to "finish well". It's up to us to build our character and build trust with others. If we build on the "Law of Solid Ground" consistently, we will see an increase in our influence on others
- e) Jesus shows us the ultimate example of character in the Garden of Gethsemane
- i) Willing to give up everything to do God's will, even when it isn't necessarily his own desire
 - ii) Shows great courage in the face of danger
 - iii) When apostles want to attack the guards with swords, Jesus shows his integrity and consistency in refusing that path.
 - iv) Who he is never changes in the midst of the worst possible fate
 - v) His character was not made here – the character he had developed for 33 years was shown here – he built upon the "Law of Solid Ground"
 - vi) Champions are not made in the ring, they are only shown there – Teddy Roosevelt (get full quote)
- f) Practical Tips:
- i) Be Consistent
 - Integrity is often used to define character
 - Be who you are no matter where you are or who you're with
 - John Maxwell: If people don't know what to expect from you as a leader, some day they won't look to you for leadership
 - ii) Make and Keep Promises
 - In our world today, a spoken promise or a handshake doesn't mean much, we always want it in writing.
 - Nothing builds up trust more than making a promise and keeping your word.
 - Never make a promise you can't or don't intend to keep
 - Under promise and over deliver
 - The key: Keep every promise you make, and you will gain influence.

iii) Cultivate Virtue in your lives

g) Questions:

- i) What is one example of a leader who you have seen lead through their character?
- ii) In addition to what has been presented, why do you think character is important for authentic Leader?
- iii) What character trait of Jesus to admire most?

Competence:

a. Introduction:

1. Competence is understood as the skills, abilities and knowledges needed to perform leadership tasks.

b. But in order to simplify it for our discussion, I would describe competence as 2 things:

- i. Doing things right.
- ii. Doing the right things.

1. A leader who is competent “Does things right”:

- i. Doing things right involves 2 things: Preparation and Execution. In order to do things right we need to prepare well and execute well.
- ii. Example: CCO’s first WYD Rome experience:
 1. Went ahead to scout things out
 2. Looked for problems
 3. Different meal times, heat, logistics
 4. We were mentally ready
- iii. In a certain sense, this seems intuitive, if a leader doesn’t do things right, people will quickly no longer follow them.
- iv. So I want to focus more on the second aspect of competence. But before departing from this point, I want to give you one tip on being effective in this area from one of my favourite leadership authors Dr. John C. Maxwell.
- v. He says that it is always important for a leader to PLAN AHEAD:

Predetermine a course of action

Lay out your goals

Adjust your priorities

Notify Key Personnel

Allow time for acceptance

Head into action

Expect problems

Always point to successes

Daily review your plan

I have found it to be an excellent reminder of the important steps in doing things right.

2. But the second aspect of competent leader is “Doing the right things. This is one that I believe can be more of a struggle:
 - i. Doing the “right” things means being able to Discern Priorities and take time for Reflective thought.
 - ii. How do we discern leadership priorities?
 - iii. 80/20 principle:
 1. A little secret I learned after Psychology 110 – there was so much material for the first mid term, I tried to re-read it all and I spent hours and hours studying. I got an OK mark, but felt like I seemed waste a whole bunch of time. Then my approach became to try to discern which of the material was really the important parts (where would I be tested) and to focus on that area for study.
 2. And in the midst of this I heard of this thing called the 80/20 Rule which seemed to affirm it.
 3. The 80/20 Rule means that in anything a few things (20 percent) are vital and many things (80 percent) are trivial. It is a tool for assisting in determining priorities.
 4. 20% of your priorities will give you 80% of your results.
 5. For example:
 - a. Only 20% of your class notes are vitally important and will result in 80% of what you will be tested on.
 - b. Therefore if you can invest 80% of your time into that 20% you will find success.
 - c. It is also true in leadership with people. Every leader in whatever their context should invest 80% of their time into the key 20% of the people in their organization.
 6. What is also means is that 20% of the things we do in life will give 80% of the result
 7. The key is to find out: what are the critical 20% in the given matter.
 8. What are the things which are vitally important? In order to discover these, it requires the second part: reflective thought.
 - iv. Taking time for reflective thought –
 1. We are so busy in these days that we need to consciously take time away to slow down, be reflective and evaluative in one’s life
 2. Winston Churchill – “The farther backward you can look, the further forward you can see.”
 3. It doesn’t have to be complicated. I recommend that young leaders start by taking ½ hour at the start of each week to assess: what are my priorities for this week, what are high, middle, and low priorities.

c. Let's look at examples of Jesus' Competence:

Jesus Foretells His Death - Matthew

21^(AE) From that time Jesus began to show His disciples that He must go to Jerusalem, and^(AF) suffer many things from the elders and chief priests and scribes, and be killed, and be raised up on the third day.

22 Peter took Him aside and began to rebuke Him, saying, "God forbid it, Lord! This shall never happen to You."

23 But He turned and said to Peter, "Get behind Me, ^(AG)Satan! You are a stumbling block to Me; for you are not setting your mind on God's interests, but man's."

i. Doing the right things:

1. Discerning Priorities and Reflective thought – Jesus spent time alone in prayer.
2. Discerning priorities: He knew what his priorities were

d. Tips to grow in Competence:

- i. Plan Ahead
- ii. Determine Priorities – look for 80/20 in your life
- iii. Practice Reflective thought

e. Questions about Competence:

1. What is one example where you have seen a leader display a lack of competence?
2. Who are some people you regard as competent leaders? Why?
3. Can you think of any other examples in Jesus' ministry in which he displayed competence? Any other leaders in faith?

Connection:

- a) Law of Connection – first have to touch a person's heart before you ask for a hand
 - i) People don't care how much you know until they know how much you care
 - ii) Leadership isn't just about having people follow you. The goal of a leader is to add value to the people he leads. To do that, you must connect with your people, establish a relationship with them.
- b) "Coaches who can outline plays on a blackboard are a dime a dozen. The ones who succeed are those who get inside their players and motivate them." ~ Vince Lombardi

Uncover the passions inside those you lead by asking questions about each person's dreams, values, and strengths. Accept and appreciate the fact that every individual is different, but

constantly search for common ground to serve as a point of connection

c) Charm vs Charisma

- i) Charm: make other people feel good about you
 - Politicians and political campaigns are often like that
 - Stars, athletes etc
 - No emphasis on adding value to those following – it's all about the leader
- ii) Charisma: make other people feel good about themselves
 - People trust a charismatic leader because there is a relationship
 - When you trust someone, if they speak and make a mistake, you give them the benefit of the doubt because you trust them; makes communication a lot easier
 - That trust doesn't come without connection
- iii) We have a whole lot of charming people out there today, but not enough charismatic leaders.
 - Political campaigns all about creating persona, about the person
- iv) Real leaders don't just want to impress people; they want to make an impact in their lives!
- v) The Church needs charismatic leaders for evangelization!

d) Lastly, this connection doesn't happen on its own. A leader must initiate the connection. It doesn't fall on others to develop a relationship with you, but the leader must take the first step and set the tone for the relationship

e) Jesus and Connection: Washing the Feet – John 13

- i) Jesus sets the standard for connection
- ii) He takes the initiative here; he didn't need to do this, but he wanted to show his apostles how much he cared for them, to give them an explicit example to follow.
- iii) Jesus makes the apostles feel good about themselves; he serves them (charismatic move)
- iv) Would you not be ready to do anything for him in that moment?
- v) A leader who recognizes Jesus' words here and follows his example will establish a connection because he will show that he is no greater than anyone else and is here to serve you, to add value to you. When people know that, they will trust you because they know your intentions. When they know your intentions, and you ask them to follow you anywhere, they will go not because of fancy words or because of great ideas or fear, but first and foremost because of the *relationship* that has been established.

f) Questions:

- i) Have you ever met/seen charming leaders? What impact have they had on your life?
- ii) Have you ever been around a charismatic leader before? How did you respond to their leadership?
- iii) Why do you think connection is important for Christian leaders?

Conclusion:

1. Servant Leadership – the culmination of living out these 3 areas of virtue is that you will be a servant leader
 - a. These 3 areas of virtues must go together. With one or more lacking, you can't be a servant leader.
 - i. Character + Competence but no Connection = Uninspiring
 - ii. Connection + Competence but no Character = Corruption
 - iii. Character + Connection but no Competence = Ineffective
 - iv. Character + Connection + Competence = Authentic Leadership
 - b. As we mentioned at the beginning, Leadership is not primarily what a person does, but more “who they are”
 - c. Therefore our desire in growing in authentic leadership is that we would be transformed into the image and likeness of Christ.
 - d. At the turn of the millennium, JP II wrote about this call for us to grow in leadership by reflecting the image of Christ in his pastoral letter Novo Millennio Inuente:

“16. “We wish to see Jesus” (Jn 12:21). This request, addressed to the Apostle Philip by some Greeks who had made a pilgrimage to Jerusalem for the Passover, echoes spiritually in our ears ... Like those pilgrims of two thousand years ago, the men and women of our own day – often perhaps unconsciously – ask believers not only to “speak” of Christ, but in a certain sense to “show” him to them. And is it not the Church’s task to reflect the light of Christ in every historical period, to make his face shine also before the generations of the new millennium?

e. Today, more than ever the world needs authentic leaders to show them Christ! And each of you has been called by the Lord.
f. Above all remember that leadership develops daily, not in a day. It is a process!
2. How to grow in leadership — See Leaders Must Be Learners (www.jefflockert.com/leaders-must-be-learners)
3. Concluding personal reflection – before we open it for questions, we want you to take 5 minutes to reflect and answer the following 3 questions:
 - a. What is 1 way that you feel you could grow in your character as a leader?
 - b. What is 1 way that you feel you could grow in your competence as a leader?
 - c. What is 1 way that you feel you could grow in your connection as a leader?
4. Open Questions & Answers