

## Leadership Development Discussion Group – Week 1

### Who we are?

- Introductions – a little bit about yourself
- Where are you in your personal journey?

### My motives behind this group - Why are we here?

- Personally I am on a journey to “press on to take hold of that for which Christ Jesus took hold of me...and press on toward the goal to win the prize for which God has called me heavenward in Christ Jesus” (Philippians 3:12-14 NIV). I want to discover that purpose and take hold of that for which Christ took hold of me.
- I have a personal passion for young adult women to provide encouragement, and help them discover who they are and their God given passions and calling.
- I want to fill a void and the lack of leadership development for women in the church.
- I want to develop this particular group for leadership in their personal and professional settings as well as for ministry.
- I want to use them as we grow in the area of Creative Arts, Worship and Outreach at Grace.

### Our framework – What will we be doing?

- We will be using True North as the basis for our discussions.
- This is not a “how to” leadership book.
  - “Abilities are important in leadership – you’ve got to know what you are doing – but what distinguishes the great leaders from the mediocre are the personal inner qualities – qualities that are hard to define but essential for success, qualities that each of us must develop for ourselves, and qualities that are often gained only through experience.”
- "90 % of what leaders learn they learn by leading. You need to get in the rough and tumble trenches, and get dirty and bruised and messed up to get better as a leader. Leaders who have the most to say are not those who sat in a class and listened to someone else teach it but they were the ones in the trenches."
- Premise of the book
  - “Leaders are defined by their unique life stories and the way they frame their stories to discover their passions and the purpose of their leadership”
  - As I examine my unique life story and set it on the backdrop of my passions and values, and consider my strengths and weaknesses, I begin to discover the purpose of my leadership.
  - To set out on this journey of discovery, both personally and professionally, is ultimately pursuing my God given call.
- Bill George refers to this as my True North,
  - “the internal compass that guides you successfully through life”
  - “By pursuing your True North, your calling becomes clear. If you follow your compass, you can become an authentic leader who will change the world and leave behind a legacy to all those who follow in your footsteps”
- This is not a “Christian” leadership book. We are going to take this leadership development material and all along the way we will be incorporating our faith.
- In leadership and particularly ministry, your personal spiritual growth is of highest priority. I am going to assume that you are all engaged in the spiritual growth process. If you want some personal help with that, let’s meet separately.
  - Bill George’s concept of a True North, is “the internal compass that guides you successfully through life”

- I would equate your spiritual life and your relationship with God with magnetic north. The compass guides you but relies on magnetic north for its orientation. That is the fixed point.
- Chris' reference to "True North" – Our relationship with God and the fact that He loves us and has formed us for His purposes is a homing beacon for our soul. In realizing that we have been chosen we realize that we are not valuable because of what we do but we intrinsically possess value.

### **Our process – How will this work?**

- I am NOT the teacher. I will act as the group facilitator. It is up to you guys to do your preparation and come prepared to participate and contribute.
- Leadership Development Discussion Group – this becomes a place to help you process your thoughts and ideas from the reading and workbook.
- We can help each other work through the process of discovering our True North and helping discern how God is working in our lives.
- Things we need to agree on:
  - Openness
  - Trust
  - Confidentiality
  - Differences
  - Tolerance
  - Feedback
  - Challenges

### **Your expectations**

- What were your thoughts when I first mentioned this to you?
- What are you hoping to glean from this group?
- What are you hoping to contribute?

### **Our plan**

- Meet once a week to start out.
- Next week we will do the introduction in the book and the workbook.

**Leadership Development Discussion Group – Week 2**  
**True North – Introduction**  
**True North Workbook - Introduction**

**Devotional thoughts**

- Read Proverbs 2:1-11
- Handbook to Leadership - Week 1, Day 1 - Character

**Thoughts from the reading:**

- Leaders are defined by their unique life stories and the way they frame their stories to discover their passions and the purpose of their leadership.
- By constantly testing themselves through real-world experiences and by reframing their life stories to understand who they are, these leaders unleashed their passions and discovered the purpose of their leadership.
- The challenge is to understand ourselves well enough to discover where we can use our leadership gifts to serve others.
- 5 dimensions of an authentic leader
  - pursuing **purpose** with passion
  - practicing solid **values**
  - leading with **heart**
  - establishing enduring **relationships**
  - demonstrating self-**discipline**
- Discovering your authentic leadership
  - you have to understand yourself
  - you must take responsibility for your own development

**Questions for discussion:**

1. Could you identify leaders, past or present, that you admire?
  - What specific examples of leadership stand out in your mind for each of those leaders?
  - What was it about them that you admired the most?
  - Which of these leaders do you consider to be authentic leaders?
  - How is the context of these leaders differ from what you face in my life today?
2. Thinking back over all your leadership experiences in your lifetime, which ones are you proudest of?
3. Think about the basis for your leadership and the kind of leader you would like to be.
  - What qualities do you bring to leadership?
  - What leadership qualities would you like to develop further?
4. Assess yourself against the five dimensions of an authentic leader:
  - Do you understand your purpose?
  - Do you practice your values?
  - Do you lead with your heart?
  - Do you establish connected relationships?
  - Do you demonstrate self-discipline?
5. Are you consciously developing your leadership abilities at this time?

## **Devotional thoughts**

- Read 2 Peter 1:5-8
- Handbook to Leadership - Week 1, Day 3 - Character

## **Thoughts from the reading:**

- Authentic leaders consistently say they find their motivation through understanding their own stories.
- All the leaders interviewed found their passion to lead through the uniqueness of their own stories.
- The leaders did not define themselves by their characteristics, traits or styles.
- The leaders viewed themselves as people who wanted to make a difference and inspired others to join them in pursuing common goals.
- The difference with authentic leaders lies in the way they frame their stories.
- Reframing our stories enables us to recognize that we are not victims at all but people shaped by experiences that provide the impetus for us to become leaders.
- We can use our stories to provide the inspiration to create our futures.

## **Questions for discussion:**

6. Looking at our life stories, were you able to see it as a knowledgeable bystander instead of a hero or victim?
7. Starting with your earliest memories, which experiences marked key turning points in your life?
8. In which experiences did you find the greatest inspiration and passion for your leadership?
9. Looking at patterns from your early life story, what people, events, and experiences have had the greatest impact on you and your life?
10. What were some of the leadership experiences you recalled?
  - Were these positive or negative experiences for you?
  - What made them that way?
  - How did they impact you?
11. What are some of the qualities you have brought to these experiences?
12. If you could go back and give yourself some advice (be your own mentor) what would you say?
13. Has there been an instance in your life where you have felt like a victim?
14. Do the failures or disappointments you experienced earlier in your life constrain you, even today, or have you been able to reframe them as learning experiences?

**Leadership Development Discussion Group – Week 4**  
**True North – Chapter 1 pp. 15 - 26**  
**True North Workbook – Exercise 1.3, 1.4**

**Devotional thoughts**

- Read 2 Corinthians 4:16-18
- Handbook to Leadership - Week 13, Day 3 – Purpose / Passion

**Thoughts from the reading:**

- Leadership is a marathon journey that progresses through many stages until you reach your peak leadership.
- Be flexible and venturesome in stepping up to unexpected opportunities.
- Leadership is a journey with many ups and downs.
- Phases of leadership:
  - Phase 1 – Preparing for Leadership
    - Struggles and tough experiences ultimately fashion you
    - Don't worry about the challenges. Embrace them. Go through them even if they hurt.
    - Every challenging experience develops your core of inner strength, which gets you through those storms.
    - Nothing worth doing in life is going to be easy.
  - Phase 2 – Leading
    - You will have an accumulation of leadership experiences, including a crucible, which is a difficult period that tests you to the core.
    - The result is a transformation of your understanding of what your leadership is all about.
    - You need the experiences to learn the lessons that will help prepare you for challenges later on. It is the difficult experiences that prepare you to lead your organization through the challenges you will face.
  - Phase 3 – Giving Back
- Every leadership experience you have will enable you to grow and to discover your authentic leadership.
- Authentic leaders perform at superior levels because they are intensely focused on a powerful purpose for their leadership. They are also able to stay grounded through success or failure.

**Questions for discussion:**

15. Do you currently view your life and leadership as a destination to a certain point or as a journey in which you seek to maximize your learning and experiences?
16. How do you think being authentic will affect your leadership?
17. Could you identify with the phases of leadership? Where are you at?
18. What people, events and experiences have had the greatest impact on your life?
19. Let's examine our leadership journeys through the chapters of our lives. (table on p. 13)

Looking at your story as a whole:

20. Where do my inspiration and passion for leadership appear first in my story?
21. How have they developed over time?
22. Who has had the greatest influence on my leadership?
23. How have your major leadership experiences influences my leadership?
24. How did the events, experiences, transitions, crises, and success within each chapter affect you as a person?

## Leadership Development Discussion Group – Week 5

### True North – Chapter 2

### True North Workbook – Chapter 2

#### Devotional thoughts

- Read Romans 12:1-8
- The Leaders Role – the role of leaders is not to get others people to follow them but to empower others to lead.
- Bill Hybels - in talking about the spiritual gift of leadership he says, “Please understand, it’s not that I believe the gift of leadership is more important than other gifts. It’s simply that people with the gift of leadership are uniquely equipped to come up with strategies and structures that provide opportunities for other people to use their gifts most effectively. Leaders see the big picture and understand how to help others find their place of service within that picture.”

#### Thoughts from the reading:

- Fundamental questions you should ask before you take on leadership roles:
  - What motivates me to lead?
  - What is the purpose of my leadership?
- We need to have a deeper desire to serve something greater than oneself. I call this God purposed leadership.
- If emerging Leaders are aware of the hazards and willing to devote sufficient time to their personal development, they will be less likely to become enmeshed in destructive patterns and more likely to persevere and emerge as authentic leaders.
- Five types who lose sight of their True North, they lose their way:
  - Imposters
  - Rationalizers
  - Glory Seekers
  - Loners
  - Shooting Stars
- The role of leaders is not to get others people to follow them but to empower others to lead.
- We are the mosaic of all of our experiences.
- It is much more about owning where you have gone off track and learning from your experience.

#### Questions for discussion:

25. Have you seen leaders lose their way or worked with someone who fits any of the archetypes particularly well?
26. What are the behaviors and warning signals you have seen in others at risk of losing their way?
27. Let’s walk through each of the five types and take a good look at ourselves and discover where we might be most vulnerable as a leader.
  - Imposter
  - Rationalizer
  - Glory Seeker
  - Loner
  - Shooting Star
28. Did you identify particular follow-up chapters that you want to pay particular attention to?

**Leadership Development Discussion Group – Week 6**  
**True North – Chapter 2 (con't)**  
**True North Workbook – Chapter 2 (con't)**

**Devotional thoughts**

- Read 1 Kings 3:5-14
- Handbook to Leadership - Week 18, Day 3 – Wisdom
- Solomon – what was it that he asked for and what was God's response?
- What are we seeking?

**Thoughts from the reading:**

- Fundamental questions you should ask before you take on leadership roles:
  - What motivates me to lead?
  - What is the purpose of my leadership?
- Early on many leaders appear to be on a quest to be the all-conquering hero with the primary focus being on themselves, their skills, performance, achievements, and rewards.
- The hero's job – doing impressive deeds, facing challenges alone, and gaining notice – may initially seem the best route to success. But acting as a hero is only a temporary, but necessary stage that authentic leaders move through on their journey to authentic leadership.
- What causes leaders to lose their way?
  - losing touch with reality – focusing on external gratification instead of inner satisfaction
  - having the fear of failure –
  - craving success
  - what do you do with your failures – turning them into successes
  - loneliness within
- We can turn destructive behavior into healthier responses (Table 2.1 p. 20)
  - Imposters ----- Self-led leaders
  - Rationalizers ---- Straight shooter
  - Glory Seekers ----“We” focused leader
  - Loners ---- Team-leader
  - Shooting Stars ---- Rising Star

**Questions for discussion:**

29. Can you relate to any of these hazards:
- self-doubt
  - fearing failure and therefore rationalizing behavior
  - craving success or recognition
  - being a loner – doing it on your own
  - over-achieving and then burning out
30. Let's walk through each of the five types and take a good look at ourselves and discover where we might be most vulnerable as a leader.
- Imposter
  - Rationalizer
  - Glory Seeker
  - Loner
  - Shooting Star
31. Did you identify particular follow-up chapters that you want to pay particular attention to?

## Leadership Development Discussion Group – Week 7

### True North – Chapter 3

### True North Workbook – Chapter 3

#### Devotional thoughts

- Read Psalm 139 – highlighted thoughts
- Jeremiah 1:4-8
- God has walked every step of our journey with us, even when we were unaware that He was there. Psalm 139: 17-18 “Like an open book you watched me grow from coception to birth; all the stages of my life were spread out before you, the days of my life all prepared before I’d even lived one day.” (The Message)

#### Thoughts from the reading:

- Most leaders have had transformative experiences on their journeys that enabled them to recognize that leading was not about their success but the success they could create by empowering others to lead.
- Transformations for many leaders result from going through a crucible.
- Your crucible also shapes your passions to lead.
- The skills required to conquer adversity and emerge stronger and more committed than ever, are the same ones that make for extraordinary leaders.
- Passing through the crucible or reframing it years later with the benefit of hindsight, you will see the world differently and thus you will behave differently as well.
- When people find a mentor they deeply respect, the relationship can have a transformative effect and open up their vision of what they can become as leaders.
- Understanding our crucible can help you move from an “I” to a “We” orientation, which is critical for your development as an authentic leader.
- When you become a leader, your challenge is to inspire others, develop them, and create change through them. If you want to be a leader, you’ve got to flip that switch and understand that it’s about serving the folks on your team.

#### Questions for discussion:

32. Describe our greatest crucible:
  - How did you feel at the time?
  - Why was this experience so challenging for you?
  - What was the most stressful, challenging and hard to endure time in your story?
  - What resources did you call upon?
  - Have you been able to resolve the impact of your crucible experience?
  - How did you resolve the issues?
  - How did it shape you and your views about the world?
33. How has your crucible experience enable you to discover your passion for making a difference in the world?
34. Have you had any relationships, such as those with mentors, that have had a transformative effect on you?
35. Describe any other experiences that triggered significant leadership development.
  - What did you learn?
  - How did they help you grow?
36. How can you use these experiences to reframe your life story and to understand yourself and your life more fully?
37. Are there ways in which these experiences are holding you back today?
38. What steps are you taking to utilize and reframe your life story and too look at leadership from a different perspective?



**Leadership Development Discussion Group – Week 8**  
**True North – Chapter 3 (con't)**  
**True North Workbook – Chapter 3 (con't)**

**Devotional thoughts**

- Jeremiah 1:5-8
- Exodus 3:11 - 4:17
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