

# Interim Ministry Resources

## Chapter 16 Leadership

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# Reflections and Resources

## 1) Congregation as a system

### One Body with Many Members

For just as the body is one and has many members, and all the members of the body, though many, are one body, so it is with Christ. Indeed, the body does not consist of one member but of many. If the foot would say, "Because I am not a hand, I do not belong to the body," that would not make it any less a part of the body. And if the ear would say, "Because I am not an eye, I do not belong to the body," that would not make it any less a part of the body. If the whole body were an eye, where would the hearing be? If the whole body were hearing, where would the sense of smell be? But as it is, God arranged the members in the body, each one of them, as he chose. If all were a single member, where would the body be? As it is, there are many members, yet one body. The eye cannot say to the hand, "I have no need of you," nor again the head to the feet, "I have no need of you." that there may be no dissension within the body, but the members may have the same care for one another. If one member suffers, all suffer together with it; if one member is honored, all rejoice together with it.

oremus Bible Browser: [1 Corinthians 12:12,14-21,25-26](http://bible.oremus.org/?ql=171994599)

<http://bible.oremus.org/?ql=171994599>

[Images for One Body with Many Members](#)

### Resources

#### 1 Corinthians 12:3b-13 - Commentary on the Second Reading

Perhaps what our congregants need to hear this Pentecost Sunday is an affirmation that the spirit *is* at work in each of us, that the spirit *has given* different gifts to each of us, that these gifts can and should be celebrated, but more importantly *used* for the building up of the kingdom because they are given by the spirit, not to create division but unity, for we are the community of God.

[https://www.workingpreacher.org/preaching.aspx?commentary\\_id=937](https://www.workingpreacher.org/preaching.aspx?commentary_id=937)

[Images for 1 Corinthians 12:3b-13 - Commentary on the Second Reading](#)

[http://www.workingpreacher.org/preaching.aspx?lect\\_date=6/12/2011](http://www.workingpreacher.org/preaching.aspx?lect_date=6/12/2011)

#### What Does the Bible Say About The Body Of Christ? - OpenBible.info

[https://www.openbible.info/topics/the\\_body\\_of\\_christ](https://www.openbible.info/topics/the_body_of_christ)

[Images for bible and the body of christ](#)

<https://bible.knowing-jesus.com/topics/Body-of-christ,-the-church>

<https://www.gotquestions.org/body-of-Christ.html>

<https://www.kingjamesbibleonline.org/Bible-Verses-About-The-Body-Of-Christ/>

[https://en.wikipedia.org/wiki/Body\\_of\\_Christ](https://en.wikipedia.org/wiki/Body_of_Christ)

<https://www.biblegateway.com/passage/?search=1+Corinthians+12&version=NIV>

[http://biblehub.com/1\\_corinthians/12-27.htm](http://biblehub.com/1_corinthians/12-27.htm)

[Images for 1 corinthians/12-27 body of christ](#)

Thinking of the congregation as a system has helped me to see the connections and to realize how actions affect different parts.

### Resources

#### Beating the Odds: Successfully Following a Long-Term Pastor

Another pastor I interviewed spoke of the dynamics of the congregation she served in terms of its **systems**. She understood the impact of the church's history and the need to address issues previously unresolved. In four years the congregation made significant needed changes as the pastor wisely utilized the existing systems of the church to guide the people toward a better future.

<http://www.alban.org/conversation.aspx?id=8076>

[Images for Beating the Odds: Successfully Following a Long-Term Pastor - Alban](#)

[Images for dynamics of the congregation in terms of its systems](#)

<https://alban.org/category/leadership/>

<https://alban.org/about-alban/alban-weekly/>

<https://alban.org/books/>

<https://alban.org/author/nekduke-edu/>

<https://www.facebook.com/albaninstitute/>

<http://www.elizabethpresbytery.org/Resource%20Center%20ON%20THE%20WEB/Alban%20Institute%20Resources%202012.pdf>

<https://alban.org/about-alban/congregations-magazine/>

#### Martin Luther King, Jr., Quotes

Whatever affects one directly, affects all indirectly. I can never be what I ought to be until you are what you ought to be. This is the **interrelated structure** of reality.

[http://classclit.about.com/od/kingmartinluther/a/aa\\_mlkingjr.htm](http://classclit.about.com/od/kingmartinluther/a/aa_mlkingjr.htm)

[Images for Martin Luther King, Jr., Quotes](#)

[Images for interrelated structure of reality](#)

### Perspectives on Congregational Leadership: 10 Leadership Commandments for Clergy

There is no end to spin offs and parodies on the Ten Commandments (Exodus 20). I thought I'd add to the mix by offering 10 Leadership Commandments from a **systems** theory point of view. Here is my playful list. What would be yours?

<http://perspectivesig.blogspot.com/2014/01/10-leadership-commandments-for-clergy.html>  
[Images for systems theory point of view](#)

### 10 Useful Ideas on Systems Thinking - Futurist.com

1. Everything is connected to everything else.
2. You can never do just one thing.

<http://www.futurist.com/articles-archive/10-useful-ideas-on-systems-thinking/>

[Images for 10 Useful Ideas on Systems Thinking - Futurist.com 1. Everything is connected to everything else. 2. You can never do just one thing.](#)

### What Does Teddy Bridgewater Do for the Vikings Offense?

Football is not a skills competition. We do not give points for the fastest 40-yard dash or the most reps in the bench press. It's a pedantic point made time and again between the combine and the draft, but it bears repeating if only to contrast with what football is: a **complex choreography of movement** that requires planning, memorization, adaptability, reactivity, intuition, strength, speed, aggression, precision, balance, technique, and creativity.

That means that football is at least as much a mental game as it is a physical one. In fact, after a certain physical threshold, it's mental acuity that generate additional advantages in the NFL. The best quarterbacks in the game today, and of all-time, are all well-known as extremely intelligent people with improvisational capability, lightning-quick reflexes, and the ability to process incredible amounts of information in a short amount of time.

<http://www.dailynorseman.com/2014/5/8/5697974/what-does-teddy-bridgewater-do-for-the-vikings-offense>

[Images for What Does Teddy Bridgewater Do for the Vikings Offense?](#)  
[Images for complex choreography of movement](#)

## 2) Leadership Covenant

I have used a leadership covenant in some of my assignments. I received this leadership covenant from a consultant at an assignment. One of the most important items in this covenant is the willingness to abide by the decisions of the group and not to speak against them even if there was disagreement during the deliberations.

### Leadership Covenant

We agree to:

1. Make growth in our faith a priority.  
For those whom he foreknew he also predestined to be conformed to the image of his Son, in order that he might be the first-born among many brethren. (Romans 8:29)
  - We agree to begin each meeting with a sharing of God's word.
2. Accept and respect one another.  
Welcome one another, therefore, as Christ has welcomed you, for the glory of God. (Romans 15:7)
  - We will disagree openly and avoid speaking unkindly of others. Opinions and questions are encouraged and respected.
  - We understand the importance of the congregational leadership being a unified force. We promise that we will support all majority decisions and will not speak against these decisions even if we disagreed with them during deliberation.
3. Take care of one another.  
A new commandment I give to you, that you love one another; even as I have loved you, that you also love one another. (John 13:34)
  - We seek to care for one another as Christ commanded using such forms as praying, encouraging, listening, and challenging.
4. Keep our commitments to the group.  
O Lord, who shall sojourn in thy tent? Who shall dwell on thy holy hill? He who walks blamelessly, and does what is right, and speaks truth from his heart; who honors those who fear the Lord. (Psalm 15:1-2, 4b)
  - We seek to make every effort to attend all meetings.
5. Honor confidentiality  
He who goes about as a talebearer reveals secrets, but he who is trustworthy in spirit keeps a thing hidden. (Proverbs 11:13)
  - We promise that we will not discuss confidential or sensitive matters with those outside the group.
6. Hold each other accountable.  
If your brother sins against you, go and tell him his fault, between you and him alone. If he listens to you, you have gained your brother. But if he does not listen, take one or two others along with you, that every word may be confirmed by the evidence of two or three witnesses. If he refuses to listen to them, tell it to the church; and if he refuses to listen even to the church, let him be to you as a Gentile and a tax collector. (Matthew 18:15-17)

*Provided by consultant Mike Simpson. Borrowed. Public Domain.*

## Resources

### Alban Article on Covenants for Councils – Example Covenant

Efforts to lead change are often defeated or sabotaged, not by open and honest disagreement, but by inappropriate, unhelpful, or indirect behaviors. Board members who do not say what they think while sitting at the board table but who hold their opinions only to express them freely in the parking lot after the meeting sabotage what can be done to reach agreement. Leaders who understand their role as a responsibility to fight for their own personal preferences or for the preferences of a subgroup in the congregation force discernment of the future into a win/lose proposition. Leaders who openly share their disagreement with board decisions only after the decision has been made undermine any effective leadership toward change.

<http://swmnelca.wordpress.com/2012/09/16/alban-article-on-covenants-for-councils-example-covenant/>

[Images for Alban Article on Covenants for Councils](#)

<http://swmnelca.wordpress.com/2012/09/06/council-behavioral-covenants/>

Being clear about our shared expectations can go a long way towards healthier leadership and healthier congregations. This is the Celebration Lutheran Church Council Covenant (Sartell, MN).

“We, the members of the Celebration Lutheran Church Council, are committed to serving the Lord by regularly attending worship, connecting with our youth, focusing on personal and family devotions and being a visible presence in the life of our congregation.

We pledge to work together, respecting others and prayerfully considering our tasks. We promise to act with integrity, accountability and confidentiality. We value each member’s thoughts and opinions., yet, will stand united behind the decisions we make as a group. As a council, we will use God’s Word, our congregational mission and vision statements, and our limiting policies to guide our actions.” Created in June 2002

<http://swmnelca.wordpress.com/2011/03/25/congregational-council-covenant/>

[Images for congregational-council-covenant](#)

<http://swmnelca.wordpress.com/2011/04/08/behavioral-covenant-for-council-adoption/>

[Images for behavioral-covenant-for-council-adoption](#)

### Behavioral Covenants in Congregations: A Handbook for Honoring Differences: Gil Rendle Senior Consultant.

This down-to-earth workbook gets to the heart of modern congregational life: how to live creatively together despite differences of age, race, culture, opinion, gender, theological or political position. Alban Senior Consultant Gil Rendle explains how to grow by valuing our differences rather than trying to ignore or blend them. He describes a method of establishing behavioral covenants that includes leadership instruction, training tools, resources (visual models, examples of specific covenants), small-group exercises, plans for meetings and retreats.

<http://www.amazon.com/Behavioral-Covenants-Congregations-Handbook-Differences/dp/1566992095>

<http://www.goodreads.com/book/show/22881879-behavioral-covenants-in-congregations>

<https://rowman.com/ISBN/9781566992091/Behavioral-Covenants-in-Congregations-A-Handbook-for-Honoring-Differences>

<https://www.cokesbury.com/9781566992091-Behavioral-Covenants-in-Congregations>

<https://books.google.com/books?isbn=1566994756>

[https://books.google.com/books/about/Behavioral\\_Covenants\\_in\\_Congregations.html?id=aVn1AwAAQBAJ](https://books.google.com/books/about/Behavioral_Covenants_in_Congregations.html?id=aVn1AwAAQBAJ)

<https://alban.org/archive/covenants-of-leadership-behavior/>

<http://msd.org.au/wp-content/uploads/2010/03/Covenants-of-Leadership-Behavior-Article.pdf>

<https://www.wnccumc.org/resource/detail/9296163>

<https://albanroundtable.wordpress.com/2012/09/10/resources-and-comments-in-response-to-covenants-of-leadership-behavior/>

[Images for Covenants of Leadership Behavior](#)

<https://alban.org/category/leadership/>

<http://www.ministrymatters.com/all/author/gil-rendle>

[http://www.abingdonpress.com/gil\\_rendle](http://www.abingdonpress.com/gil_rendle)

[https://www.amazon.com/s?ie=UTF8&page=1&rh=n%3A283155%2Cp\\_27%3AGil%20Rendle](https://www.amazon.com/s?ie=UTF8&page=1&rh=n%3A283155%2Cp_27%3AGil%20Rendle)

[http://www.goodreads.com/author/show/190111.Gil\\_Rendle](http://www.goodreads.com/author/show/190111.Gil_Rendle)

[Images for gil rendle \(author\)](#)

[Images for Behavioral Covenants in Congregations: A Handbook for Honoring Differences: Gil Rendle Senior Consultant.](#)

### Covenant (biblical) - Wikipedia

Of the covenants found in the Pentateuch or Torah or the first five books of Genesis, Exodus, Leviticus, Numbers and Deuteronomy, the Noahic Covenant is unique in applying to all humanity, while the other covenants are principally agreements made between God and the biblical Israelites.

[https://en.wikipedia.org/wiki/Covenant\\_\(biblical\)](https://en.wikipedia.org/wiki/Covenant_(biblical))

[Images for Covenant \(biblical\)](#)

### [PDF] Vision, Mission, and Covenant: Congregations Creating a Future Together

Criteria for a Good Covenant Statement 58

Appendix C—Sample Covenant Statements 72

Appendix K—Uses of Vision, Mission, and Covenant Statements in Congregational Life 93

<http://www.uua.org/sites/live-new.uua.org/files/documents/congservices/visionmissioncovenant.pdf>

[Images for Vision, Mission, and Covenant: Congregations Creating a Future Together Criteria for a Good Covenant Statement](#)

## Images for Sample Covenant Statements

### What Does the Bible Say About Covenants? - OpenBible.info

<https://www.openbible.info/topics/covenants>

<https://www.openbible.info/topics/covenant>

Images for Bible and Covenants

<https://www.biblestudytools.com/dictionary/covenant/>

<https://dailyverses.net/covenant>

<https://www.crossway.org/articles/10-things-you-should-know-about-the-biblical-covenants/>

<https://www.gotquestions.org/bible-covenants.html>

<https://reasonabletheology.org/5covenants/>

<https://bible.org/question/how-many-types-covenants-are-recorded-bible>

<https://www.desiringgod.org/interviews/a-little-introduction-to-covenants>

[www.padfield.com/2004/covenants.html](http://www.padfield.com/2004/covenants.html)

<https://lifehopeandtruth.com/bible/covenants/biblical-covenants/>

Images for bible/covenants/biblical-covenants

[www.padfield.com/2004/covenants.html](http://www.padfield.com/2004/covenants.html)

<https://www.thegospelcoalition.org/reviews/covenant-gods-purpose-world/>

Images for covenant-gods-purpose-world

<https://www.compellingtruth.org/covenants-in-the-Bible.html>

<https://www.ligonier.org/learn/articles/what-covenant/>

<https://www.pinterest.com/isahisabelle/the-new-covenant/>

<https://thebibleproject.com/explore/covenants/>

<https://www.youtube.com/watch?v=arPC8M9b7Y8> The Bible and Covenant (in 90 Seconds) - YouTube

Images for Bible and Covenant - YouTube

### Writing a Covenant | UUA.org

Covenants grow out of and support any size of group. Following are several examples of covenants.

<http://www.uua.org/safe/handbook/leadership/165735.shtml>

Images for Writing a Covenant

<https://www.umcdiscipleship.org/resources/how-to-write-a-covenant-with-your-covenant-discipleship-group>

<https://www.umcdiscipleship.org/resources/everyday-disciples-writing-a-covenant>

<http://uucb.org/wp-content/uploads/2009/11/covenanthowto.pdf>

<http://storage.cloversites.com/pleasantridgechurchofchrist/documents/Small%20Group%20Covenants.pdf>

<http://www.relationshipskills.com/resources/A-Sample-Covenant-For-Christian-Communities.pdf>

Images for Sample-Covenant-For-Christian-Communities

### 3) Don't do for others what they can do for themselves

Sometimes I come into settings where responsibilities have shifted towards the pastor, especially if the pastor has served there for a long period of time. In those cases, I remember the rule of thumb, "Don't do for others what they can do for themselves."

#### Resources

##### APPROPRIATE GOALS FOR THE INTERIM PERIOD

1. Reinforce the Ministry of the Laity

Encouragement of participation and leadership by lay persons is vital. The interim period is a particularly apt time to develop lay leadership. A lay member may accompany the pastor when home communion is administered. **Many responsibilities in the congregation may be carried out by laity rather than a pastor.**

[www.rca.org/document.doc?id=73](http://www.rca.org/document.doc?id=73)

Images for APPROPRIATE GOALS FOR THE INTERIM PERIOD 1. Reinforce the Ministry of the Laity

##### Fifteen Reasons Why Your Pastor Should Not Visit Much – ThomRainer.com

1. It's unbiblical. Ephesians 4:12 says that **pastors are to train the saints or believers to do the work of the ministry.** It does not say pastors are to do *all* the work of ministry.

<http://thomrainer.com/2016/08/fifteen-reasons-pastor-not-visit-much/>

Images for Fifteen Reasons Why Your Pastor Should Not Visit Much – ThomRainer.com

Images for pastors are to train the saints or believers to do the work of the ministry

<http://thomrainer.com/2016/06/eight-indicators-pastors-expected-ministry/>

<http://thomrainer.com/2016/09/five-categorical-lies-pastors/>

#2

<http://thomrainer.com/2015/10/four-major-ways-pastors-hinder-church-revitalization/>

#1

<http://thomrainer.com/2015/04/why-pastors-often-leave-their-church-in-the-third-year-rainer-on-leadership-117/>

#7

<http://thomrainer.com/2016/08/tragic-story-hurting-pastors-wife/>

<https://www.facebook.com/Thom.S.Rainer/>

<https://www.amazon.com/Thom-S.-Rainer/e/B001IGLMVG>

[https://www.goodreads.com/author/show/27470.Thom\\_S\\_Rainer](https://www.goodreads.com/author/show/27470.Thom_S_Rainer)

<https://www.churchcentral.com/ceditors/thom-rainer/>

Images for thom rainer (author)

**Give the Work Back (The Importance of Empowering Others to Achieve Difficult Goals) Authors: Ronald A Heifetz; Marty Linsky**  
Often a leader's tendency is to take problems or challenges onto him- or herself and come up with solutions. It's much harder to empower people to develop and own solutions to the problems in the group or organization, but this is crucial in order for the solutions to work. This chapter outlines ways to effectively intervene while keeping the locus of responsibility and action where it belongs. This chapter was originally published as Chapter 6 of *Leadership on the Line*.

<http://www.amazon.com/Give-Work-Back-Ronald-Heifetz-ebook/dp/B00357PTXS>  
<http://www.amazon.com/Importance-Empowering-Others-Achieve-Difficult/dp/B000M5KR5G>  
[http://kansasleadershipcenter.org/sites/default/files/a\\_klc\\_otb\\_give\\_work\\_back\\_0.pdf](http://kansasleadershipcenter.org/sites/default/files/a_klc_otb_give_work_back_0.pdf)  
<http://www.thecasecentre.org/programmeAdmin/products/view?id=72479>  
<https://www.amazon.com/Ronald-A.-Heifetz/e/B001IGQZIG>  
[https://www.goodreads.com/author/show/122962.Ronald\\_A\\_Heifetz](https://www.goodreads.com/author/show/122962.Ronald_A_Heifetz)  
Images for Ronald A Heifetz, author  
<https://www.amazon.com/Marty-Linsky/e/B005HE2LYM>  
[https://www.goodreads.com/author/list/639297.Marty\\_Linsky](https://www.goodreads.com/author/list/639297.Marty_Linsky)  
Images for Marty Linsky, author  
Images for Give the Work Back (The Importance of Empowering Others to Achieve Difficult Goals) Authors: Ronald A Heifetz; Marty Linsky

#### **How to Delegate Work and Ensure It's Done Right by Dick Lohr (Author)**

Master the one skill that's key to your career growth! Delegation is the key to developing your people and yourself. In this program, you'll learn which projects you should delegate...which you should keep for yourself...and how to know the difference.

Develop step-by-step delegation strategies, use them, and enjoy benefits such as more time to initiate at a higher level, a challenged staff, and personal promotability.

<https://www.amazon.com/Delegate-Work-Ensure-Done-Right/dp/1933328002>  
<https://www.goodreads.com/book/show/4869917-how-to-delegate-work-and-ensure-it-s-done-right>  
<https://www.pryor.com/training-products/how-to-delegate-work-ensure-done-right/>  
Images for How to Delegate Work and Ensure It's Done Right by Dick Lohr (Author)

#### **How to Turn Bystanders into Active Disciples – The Parish Paper**

Is it true that a mere 20 percent of the congregation's members do far more than the other 80 percent? What can leaders do to encourage spiritual growth and discipleship among the other 80 percent?

[PDF]Parish Paper: How to Turn Bystanders into Active Disciples

<http://resources.mennonitechurch.ca/ResourceView/43/15398>  
<https://www.commonword.ca/ResourceView/43/15398>  
<http://winnebapresbytery.org/wp-content/uploads/2007/11/PP-5-2012-How-to-Turn-Bystanders-Into-Active-Disciples.pdf>  
<http://www.wisconsinumc.org/connections/conference-news/the-parish-paper> May 2012 - "How to Turn Bystanders into Active Disciples"  
Images for How to Turn Bystanders into Active Disciples – The Parish Paper  
<https://www.theparishpaper.com/free-resources>  
<http://www.wcucc.org/resource-center/church-management/parish-paper/>  
<http://www.hcucc.org/the-parish-paper>  
<https://www.theparishpaper.com/back-issue-index> Back Issue Index | The Parish Paper

#### **Leadership on the Line - ShearonForSchools.com**

Chapter 6: **Give the Work Back**

"By trying to solve adaptive problems for others, at best you will reconfigure it as a technical problem and create some short term relief." Page 123

"Whenever a senior authority in an organization resolves a hot issue, that person's position becomes the story. Winners and losers are created simply by virtue of authority, and no learning takes place." Page 125

"To meet adaptive challenges, people must change their hearts as well as their behavior." Page 127

To avoid taking the work away from the community, the leader should:

Make only short, simple interventions: Observations, Questions, Interpretations, Actions

[http://www.shearonforschools.com/leadership\\_on\\_the\\_line.htm](http://www.shearonforschools.com/leadership_on_the_line.htm)  
Images for Leadership on the Line - ShearonForSchools.com Chapter 6: Give the Work Back

#### **Leadership on the Line: Staying Alive through the Dangers of Leading**

**Give the Work Back**

You stay alive in the practice of leadership by reducing the extent to which you become the target of people's frustrations. The best way to stay out of range is to think constantly about giving the work back to the people who need to take responsibility.

<https://eboardsecure.dcsdk12.org/attachments/9fa8dcc2-05dd-4b73-9178-5cdf531a918.pdf> Page 16  
Images for Leadership on the Line: Staying Alive through the Dangers of Leading Give the Work Back

#### **Leading and Managing Your Church [Carl F. George, Robert E. Logan]**

The Key Word Is **Delegation**

By [Chris Dotson](#) on February 7, 2001 Format: Paperback

"When a pastor primarily does the ministry in the congregation, rather than leading others to do the ministry, growth potential remains small," contend George and Logan. It is obviously for this reason that the majority of churches never exceed the status quo. One man cannot do it all, nor was it ever intended to be that way.

The authors make four assumptions on which their book is written: (1) God wants churches to grow, (2) God gifts believers for the work of the ministry, (3) Pastors must equip the believers for the work, and (4) Ministries grow as leaders are developed. In other words, God has gifted pastors to fulfil very particular roles in the church. They should spend the majority (the authors suggest 60%) of their time on those areas, and then build a team around them to complement their gifts.

The key word is delegation. Delegation simply is a pastor identifying his responsibilities and assigning a portion of them to others, so that people are developed, and the ministry is accomplished. The authors cite two biblical examples of delegation: the Jethro Principle (Exodus 18) and the Deacon Principle (Acts 6).

<http://www.amazon.com/Leading-Managing-Your-Church-George/dp/0800715756>

<http://www.willmancini.com/blog/5-incredible-takeaways-from-behind-the-scenes-with-carl-george-a-master-church-consultant>

<https://www.amazon.com/Carl-F.-George/e/B001KHAKIY>

[http://www.goodreads.com/author/show/587072.Carl\\_F\\_George](http://www.goodreads.com/author/show/587072.Carl_F_George)

[Images for Carl F. George, author](#)

<https://www.smashwords.com/profile/view/RobertELogan>

<https://www.amazon.com/Robert-E.-Logan/e/B001KHGUPQ>

[https://www.goodreads.com/author/show/15546013.Robert\\_E\\_Logan](https://www.goodreads.com/author/show/15546013.Robert_E_Logan)

[Images for robert e. logan \(author\)](#)

[Images for Leading and Managing Your Church \[Carl F. George, Robert E. Logan\]](#)

#### One Sided Ministry: And How to Get Out of One

The answer to this dilemma is simple. Back Off! Don't do it all. Let things go.

If something goes undone, ask *someone else* to do it. This may be difficult at first, especially in a one-sided ministry where you are doing it all! Be disciplined, patient, and focused on your real ministry role. If a sermon needs preaching, preach it. But if the pipes break, call the members. If they don't respond positively, call the plumber. When they get the bill, they will see that their service to the Lord has spiritual *and* financial value.

[http://www.ministryhealth.net/mh\\_articles/223\\_one\\_sided\\_ministry.html](http://www.ministryhealth.net/mh_articles/223_one_sided_ministry.html)

[Images for One Sided Ministry: And How to Get Out of One The answer to this dilemma is simple. Back Off! Don't do it all. Let things go.](#)

#### 4) Strengths – Goals – Pauses

There are many ways facilitators lead groups through a process of discernment. An ELCA Stewardship Key Leader introduced leadership at one congregation to a *strengths – goals – pauses* process and came up with the following results, which were helpful to me that next year following the consultation.

**Strengths** – great leadership and stewardship, team, diverse congregation, lots of young children/families, enthusiastic, noisy, people; pastor who has made us aware of mission beyond our doors; great facility; Holy Spirit; out of the swamp.

**Goals** – Bring the church together; change mindset from money for a building to sharing our wealth for mission; want to raise some money to pay down the mortgage; help people recognize that everybody has a fiscal responsibility to support mission of the church.

**Pauses** – Cliques may be problematic; need for some homogenization; some holding on to the old.

#### Steward Leader - Evangelical Lutheran Church in America

Steward Leader

We are a church that is a catalyst, convener and bridge builder. These roles are fulfilled by faithful leaders serving in all expressions of the church. As steward leaders, we are accountable within our own calling and context to manage the gifts God has entrusted to us. This includes but is not limited to financial resources.

Steward leaders are experienced disciples operating at the intersection of Christian faith and service to God's calling. The identification, growth and development of these leaders involve perspectives, practices and skills that contribute to God's work in the world today. A well-formed steward leader is grounded in biblical and theological principles, including a trust in God's abundance.

Through resources and learning events, prospective leaders are invited to engage, discern and shape stewardship ministry for their context. The following provide specific resources for various aspects of growing steward leaders:

Competencies of a Well-formed Steward, Steward Coaching, Stages of Steward Leader Development, Ventures, Stewardship Key Leader, Rekindle, Money Leadership for Thriving Congregations, Stewardship: The Way of Love.

<https://www.elca.org/en/Our-Work/Congregations-and-Synods/Stewardship/Steward-Leader>

[Images for Steward Leader - Evangelical Lutheran Church in America](#)

#### 5) Leading change

**David Lose** in a presentation on *Vibrant Congregations* as a part of the Mid-Winter Convocation 2013 *Worship in a Time of Change* at Luther Seminary in St. Paul, Minnesota asserted that one of the findings from the research on vibrant congregations is that change happens when participants want the change. A leader can create the conditions for **change** - to put a process in place, support, keep on task, equip, accompany, and so forth - but, if there is no ownership, the change will not last. One of the ways he suggested to help people to be more open to change is to invite experimentation and playfulness. In addition, it is important for someone to step forward to champion an effort.

### Adaptive and Technical Change | ...In the Meantime – David Lose

The prevailing “industry” language around these concepts isn’t transformation and tweaking, but rather adaptive and technical change, terms coined by Ron Heifetz in his outstanding book, [Leadership Without Easy Answers](#). Whereas technical change requires us to do things differently, adaptive change requires us to think differently about what we’re doing and so, as Heifetz writes, requires a change in values and beliefs as well as behaviors (p. 22).

Comment – Tom

As an interim pastor, I get to read a lot of MSPs (how’s that for inside language? Mission Site Profile), and I am intrigued by the wording that essentially continues or proposes to continue what has gone on before, but with a new and dynamic leader who will take us into the future to return us to our glory days.

I recognize that “change” is difficult. But isn’t that what we are called/baptized into? Something completely new? Doesn’t the ever faithful God draw us into a new and yet unseen future that God is bringing about? I can’t wait to share these two articles with the Congregational Council as they approach their unfolding future.

<http://www.davidlose.net/2014/02/adaptive-and-technical-change/>  
[Images for Adaptive and Technical Change | ...In the Meantime – David Lose](#)

## 6) Plan for the future *and* seize the moment

I’ve never played much chess as a game, but chess provides a metaphor for me in interim ministry by being strategic and by waiting for an opening.

### Resources

#### Chess as a metaphor of life - Scheming Mind

An abundance of myths concerning chess unveil its ancient origins and clearly shows that chess was never considered a simple pastime, but often a *metaphor* for war, human intelligence, and spiritual values. It is also important to recall the *ethical* dimension of the game of chess, with its numerous and precise rules. Compliance with these rules is an indispensable condition for proper play. Faithful obedience to these rules can develop concepts of fairness, reciprocity and can constitute a guide towards the rejection of those attitudes of impropriety and unfairness which disturb the smooth course of the game. In short, chess is a competitive game where the respect for one’s opponent and the acceptance of the result is fundamental. Finally, in order to improve one’s game it is necessary to study: “*Knowledge is the essential weapon*” proclaims an ancient Persian poem (the book of *Chatrang*), one of the oldest documents mentioning the game, and the victory is achieved with the intelligence and the knowledge. It is also said that “*Ideas are weapons*” and that in this war game the ideas are more powerful than luck or brute force.

[http://www.schemingmind.com/journalarticle.aspx?article\\_id=34](http://www.schemingmind.com/journalarticle.aspx?article_id=34)  
[Images for Chess as a metaphor of life - Scheming Mind](#)

#### Chess: As Metaphor - Site Home

WAR!

When discussing Muslim culture and chess, I claimed a connection between the time’s warrior ethos and chess. A caliph is Muslim society wished to boast of good chess players, and thus intimidate his opponents via suspected **mental prowess**. Indeed, many were employed for their chess skill alone. Chess and war are inextricably linked to the point where separating them is difficult. But I will try to show how exactly **chess mirrors war**.

Chess is a game of finite and distinct resources. A general too may have different forces at his disposal, and allocation is a difficult part of his job. The warrior’s chess is a game of simultaneously alluding and baiting the enemy. A good chess player must keep his king out of the range of possible check by an opponent. At the same time, he must FOOL his opponent by provoking him to make moves that will later prove to be wholly unfounded. It also requires the creativity to operate within a rule framework and yet sneak up on the king, thus taking by surprise when the pieces are always visible.

<http://proteus.brown.edu/13things/7300>  
[Images for chess mirrors war](#)  
[Images for chess mental prowess](#)

#### Chess Quotes - BrainyQuote

<http://www.brainyquote.com/quotes/keywords/chess.html>  
[Images for Chess Quotes](#)  
<https://www.goodreads.com/quotes/tag/chess>  
[www.wiseoldsayings.com/chess-quotes/](http://www.wiseoldsayings.com/chess-quotes/)  
<https://www.thesprucecrafts.com/great-chess-quotes-611216>  
<https://www.ichess.net/blog/chess-quotes/>  
[www.chess-poster.com/english/notes\\_and\\_facts/chess\\_quotes.htm](http://www.chess-poster.com/english/notes_and_facts/chess_quotes.htm)  
[www.chesscorner.com/quotes/chess\\_quotes.htm](http://www.chesscorner.com/quotes/chess_quotes.htm)  
<https://www.chess.com/forum/view/general/300--chess-quotes>  
<https://www.chess.com/blog/kurtgodden/best-chess-quotes-youve-never-seen>  
<https://thechessworld.com/articles/general-information/top-50-chess-quotes-of-all-time/>  
<https://www.quora.com/What-are-the-best-chess-quotes>  
[www.chessquotes.com/](http://www.chessquotes.com/)  
<https://timkr.home.xs4all.nl/chess/quotes.htm>  
[https://www.reddit.com/r/chess/comments/4c2527/whats\\_your\\_favorite\\_chess\\_quote/](https://www.reddit.com/r/chess/comments/4c2527/whats_your_favorite_chess_quote/)



[www.azquotes.com/quotes/topics/chess.html](http://www.azquotes.com/quotes/topics/chess.html)  
[https://todayinsci.com/QuotationsCategories/C\\_Cat/Chess-Quotations.htm](https://todayinsci.com/QuotationsCategories/C_Cat/Chess-Quotations.htm)  
[www.richasaking.com/chess-quotes/](http://www.richasaking.com/chess-quotes/)  
<http://georgiachessnews.com/2017/05/01/endgame-fundamentals-chess-quotes/>  
Images for endgame-fundamentals-chess-quotes  
[www.thechesspedia.com/chess-quotes/](http://www.thechesspedia.com/chess-quotes/)  
<http://exeterchessclub.org.uk/content/chess-quotes>  
<https://www.amazon.com/TheRedBaron-Chess-Quotes/dp/B0737MGM4B>  
Images for TheRedBaron-Chess-Quotes

### Chess strategy - Wikipedia

Chess strategy is the aspect of chess playing concerned with evaluation of chess positions and setting of goals and long-term plans for future play. While evaluating a position strategically, a player must take into account such factors as the relative value of the pieces on the board, pawn structure, king safety, position of pieces, and control of key squares and groups of squares (e.g. diagonals, open files, individual squares). Chess strategy is distinguished from chess tactics, which is the aspect of role playing concerned with the move-by-move setting up of threats and defenses. Some authors distinguish static strategic imbalances (e.g. having more valuable pieces or better pawn structure), which tend to persist for many moves, from dynamic imbalances (such as one player having an advantage in piece development), which are temporary.<sup>[1]</sup> This distinction affects the immediacy with which a sought-after plan should take effect. Until players reach the skill level of "master", chess tactics tend to ultimately decide the outcomes of games more often than strategy does. Many chess coaches thus emphasize the study of tactics as the most efficient way to improve one's results in serious chess play.

[http://en.wikipedia.org/wiki/Chess\\_strategy](http://en.wikipedia.org/wiki/Chess_strategy)  
Images for chess strategy

### INTJ Personality ("The Architect") | 16Personalities

INTJs are defined by their tendency to move through life as though it were a giant chess board, pieces constantly shifting with consideration and intelligence, always assessing new tactics, strategies and contingency plans, constantly outmaneuvering their peers in order to maintain control of a situation while maximizing their freedom to move about.

<https://www.16personalities.com/intj-personality>  
Images for INTJ Personality ("The Architect")  
<https://personalityjunkie.com/the-intj/>  
<http://psychologia.co/intj/>  
<https://www.popsugar.com/smart-living/INTJ-Personality-Traits-43917769>  
Images for INTJ-Personality-Traits  
<https://medium.com/@irvtrinidad/50-facts-about-the-intjs-a62030115464>  
Images for facts-about-the-intjs  
<https://www.yahoo.com/news/13-spot-traits-intj-personality-225527620.html>  
Images for spot-traits-intj-personality

### Moritz Boehringer, The Mystery German Draft Prospect | SI.com

"It (football) is very tactical, like chess, but it is also with big bodies and fast bodies."

<https://www.si.com/mmqb/2016/04/13/nfl-draft-2016-who-german-prospect-moritz-boehringer>  
Images for Moritz Boehringer, The Mystery German Draft Prospect | SI.com  
Images for It (football) is very tactical, like chess, but it is also with big bodies and fast bodies.

### Sacrifice and Initiative in Chess: Seize the Moment to Get the Advantage [Ivan Sokolov]

The sacrifice is one of the most beautiful, rewarding and complex aspects of chess. During a game, the decision to give up material in order to get an advantage is probably the most difficult one a player has to take. Often, you have to burn your bridges without being able to fully calculate the consequences. Risks and rewards are racing through your mind, fighting for precedence while the clock keeps ticking. Now is the moment, because after the next move the window for this opportunity may be closed. In this book, Ivan Sokolov presents a set of practical tools that will help you to master the art of sacrifice. By concentrating on the aim you are trying to achieve, rather than on the opening you are playing or the piece you might be going to sack, he teaches you how to come to a reasonable risk assessment and how to trust your intuition. There is a separate part on seizing the initiative without actually giving up material. Ivan Sokolov has written an entertaining and instructive guide, packed with useful advice and lots of practical examples.

<http://www.amazon.com/Sacrifice-Initiative-Chess-Moment-Advantage/dp/9056914316>  
[https://books.google.com/books/about/Sacrifice\\_and\\_Initiative\\_in\\_Chess.html?id=Q444mwEACAAJ](https://books.google.com/books/about/Sacrifice_and_Initiative_in_Chess.html?id=Q444mwEACAAJ)  
<https://www.scribd.com/document/407034954/SOK-Sokolov-I-Sacrifice-and-initiative-in-chess-pdf>  
<http://www.thechessmind.net/blog/2013/11/27/a-quick-review-of-ivan-sokolovs-sacrifice-and-initiative-in.html>  
[https://www.newinchess.com/en\\_US/catalog/product/view/ignore\\_category/1/id/601/s/sacrifice-and-initiative-in-chess/](https://www.newinchess.com/en_US/catalog/product/view/ignore_category/1/id/601/s/sacrifice-and-initiative-in-chess/)  
[https://www.maydaybooks.com/products/category/67/-/product\\_author\\_desc](https://www.maydaybooks.com/products/category/67/-/product_author_desc)  
<https://www.chessbooks.online/attacking-chess/>  
[https://en.wikipedia.org/wiki/Ivan\\_Sokolov](https://en.wikipedia.org/wiki/Ivan_Sokolov)  
Images for Ivan Sokolov, author  
Images for Sacrifice and Initiative in Chess: Seize the Moment to Get the Advantage [Ivan Sokolov]

## 7 Things I've Learned about Life from Playing Chess – Return Of Kings

Moreover, chess is a mirror of life, rich in metaphors for human experience. It is a pitched battle to the finish between opposing armies, yet completely non-violent, with no injuries ever reported from playing. It is a testing ground where we can experiment and act out personal dramas with no consequences other than wiping the board clean and starting over. A blend of primitive instinct and sophisticated calculation, it lets a player directly engage the mind of another human being—learning from experience, memorizing common patterns, methodically building a position, setting traps, analyzing variations, and finally moving in for the kill. And it is a canvas whereupon great players create masterpieces, like famous paintings, that can be enjoyed by generations to come.

<http://www.returnofkings.com/8134/7-things-ive-learned-about-life-from-playing-chess>

[Images for 7 Things I've Learned about Life from Playing Chess – Return Of Kings](#)

### The Magnus Effect Grips Norway

Norway's chess superstar Magnus Carlsen has done it again. Aside from taking victory in the recent 2018 World Chess Championship, and being the world's top ranked chess player since 2013, he's managed to accomplish the incredible: making chess popular.

Carlsen's continued success has sparked fascination in the game all over Norway, with many calling it The Magnus Effect. The effect can be seen everywhere and describes the many cultural changes associated with his victories. The game has become entrenched in clubs and bars, and some even play a version on their phones while riding the tram. Podcasts on the subject of chess are among the most downloaded throughout the country, and millions have integrated the game into their daily lives. In a country of just over five million people, the Norwegian Chess Federation claims nearly half a million Norwegians play chess regularly online.

By Sons of Norway / February 8th, 2019 – E-Post For all who embrace Norwegian culture



Carlsen at the 2016 Chess Olympiad

[The Magnus Effect Grips Norway : Sons of Norway](#)

<https://www.sofn.com/blog/the-magnus-effect-grips-norway/>

[Images for Magnus Carlsen at the 2016 Chess Olympiad The Magnus Effect Grips Norway : Sons of Norway](#)

This metaphor helps me to be measured in my actions and to seize the moment at the right time. A chess master knows how to plan ahead move by move for a game *and* how to make the right move at the right moment.

### Resources

[51 best seize the moment quotes images on Pinterest](#)

<https://www.pinterest.com/e963e086/seize-the-moment-quotes/>

[Images for seize the moment pinterest](#)

<https://www.pinterest.com/sandybianco/seize-every-moment/>

<https://www.pinterest.com/cisman/quotes-seize-the-day/>

[Jesus Says Seize the Moment - Rick Warren](#)

The Bible warns us over and over about presuming upon tomorrow. I'm not guaranteed a tomorrow, and neither are you.

Jesus said, "No procrastination. No backward looks. You can't put God's kingdom off till tomorrow. Seize the day" (Luke 9:62 MSG).

<http://pastorrick.com/devotional/english/jesus-says-seize-the-moment>

[Images for Seize the Moment](#)

[Quotes About Future Plans \(135 quotes\) - Goodreads](#)

<https://www.goodreads.com/quotes/tag/future-plans>

<https://www.goodreads.com/quotes/tag/planning>

[Images for plan for the future quotes](#)

<https://www.brainyquote.com/topics/planning>

<https://www.workzone.com/blog/project-planning-quotes/>

<http://awakenthegreatnesswithin.com/35-inspirational-quotes-on-planning/>

[Images for inspirational-quotes-on-planning](#)

### 7) Meticulous calculations

A pop-up article on the Twitter feed of news stories caught my attention – "Analysis: Even Top Aides See Huge Risk in 'Rocket Man' Rhetoric." This article contained a phrase that popped out at me - "meticulous calculations."

### Is Trump All Talk on North Korea? The Uncertainty Sends a Shiver

Analysis: Even Top Aides See Huge Risk in 'Rocket Man' Rhetoric

By JULIE HIRSCHFELD DAVIS - The New York Times - Sunday, September 24, 2017

Mr. Trump's willingness to casually threaten to annihilate a nuclear-armed foe was yet another reminder of the steep risks inherent in his brute-force approach to diplomacy. His strengths as a politician — the ability to appeal in a visceral way to the impulses of ordinary citizens — are a difficult fit for the **meticulous calculations** that his own advisers concede are crucial in dealing with Pyongyang.

<https://www.nytimes.com/2017/09/24/us/politics/trump-north-korea-kim.html?mcubz=3>

[Images for meticulous calculations](#)

#### Resources

##### meticulous - Wiktionary

Sense of "characterized by very **precise, conscientious attention to details**" is from French *méticuleux*.

<https://en.wiktionary.org/wiki/meticulous>

[Images for precise, conscientious attention to details](#)

##### Calculation - Wikipedia

A calculation is a deliberate process that transforms one or more inputs into one or more results. The term is used in a variety of senses, from the very definite **arithmetical** calculation of using an **algorithm**, to the vague **heuristics** of calculating a strategy in a competition, or calculating the chance of a successful relationship between two people.

For example, **multiplying** 7 by 6 is a simple algorithmic calculation. Estimating the fair price for **financial instruments** using the **Black-Scholes** model is a more complex algorithmic calculation.

**Statistical estimations** of the likely election results from opinion polls also involve algorithmic calculations, but produces ranges of possibilities rather than exact answers.

To *calculate* means to determine mathematically in the case of a number or amount, or in the case of an abstract problem to **deduce the answer using logic, reason or common sense**.<sup>[1]</sup> The English word derives from the **Latin** *calculus*, which originally meant a small stone in the gall-bladder (from Latin *calx*). It also meant a pebble used for calculating, or a small stone used as a counter in an **abacus** (Latin *abacus*, **Greek** *abax*). The abacus was an instrument used by Greeks and Romans for arithmetic calculations, preceding the **slide-rule** and the **electronic calculator**, and consisted of perforated pebbles sliding on iron bars.

<https://en.wikipedia.org/wiki/Calculation>

[Images for deduce the answer using logic, reason or common sense](#)

#### 8) Know the other to anticipate moves

It doesn't do me any good to anticipate what someone else would do by asking, "What would I do in such a situation?" I am much better advised to learn as much as possible about the other to anticipate what the other might do.

##### Kim Jung Un's Insane Quest for Power? | Armstrong Economics

One thing my father taught me is NEVER judge people by your own thinking. **Always try to understand their point of view for only then will you understand their next move.**

My father was a colonel with General Patton. Indeed, Patton read a book on tactical warfare written by Rommel.

Understanding how he would react allowed Patton to defeat him. It was not about trying to come up with a better strategy.

It was to anticipate what he would do and neutralize it.

<https://www.armstrongeconomics.com/international-news/north-korea/kim-jung-uns-insane-quest-for-power/>

[Images for Kim Jung Un's Insane Quest for Power? | Armstrong Economics](#)

<https://www.armstrongeconomics.com/international-news/north-korea/the-insanity-in-korea-but-is-it-logical/>

<https://www.armstrongeconomics.com/international-news/north-korea/can-the-sanction-work-on-north-korea/>

<https://www.armstrongeconomics.com/world-news/war/kim-jong-un-the-kid-whose-father-never-spanked-why-2017-is-the-crisis-year-for-korea/>

<https://www.armstrongeconomics.com/tag/north-korea/>

#### 9) Make adjustments

A coach draws up a plan for the game, but also advises assistants to make adjustments along the way. Half time allows occasion to make adjustments from the first half to the second half. The best coaches are those who can make necessary adjustments.

#### Resources

##### Halftime adjustments prove key for Arizona Cardinals

As any coach would, Arians would prefer not to have to adjust drastically during halftime, but he works with what he's given.

And most importantly, he has a staff that's able to not just adjust and do it quickly, but it makes the right corrections to fix the Cardinals' issues.

[http://espn.go.com/blog/arizona-cardinals/post/\\_id/1927/halftime-adjustments-prove-key-for-cards](http://espn.go.com/blog/arizona-cardinals/post/_id/1927/halftime-adjustments-prove-key-for-cards)

[Images for halftime adjustments by football coaches](#)

##### Making adjustments key to good coaching - Human Kinetics

The coaching staff has many responsibilities during the game. Two important things to pay attention to and be prepared for are the need to adjust the game plan when things don't go as planned, as well as coach and player conduct. As your team plays,

take time (or appoint an assistant coach or other person) to analyze the game so that you are prepared to make adjustments to your game plan at halftime, if necessary.

<http://www.humankinetics.com/excerpts/excerpts/making-adjustments-key-to-good-coaching>

[Images for making adjustments key to good coaching](#)

**Patriots never practiced offensive package that led to winning TD – ProFootballTalk on NBCSports.com**

After their 13-3 victory over the Rams was in the books, Patriots head coach Bill Belichick praised offensive coordinator Josh McDaniels for making an **adjustment** to the personnel the team was working with on offense.

<https://profootballtalk.nbcsports.com/2019/02/04/patriots-never-practiced-offensive-package-that-led-to-winning-td/>

[Images for Patriots offensive package that led to winning Super Bowl TD](#)

**What Does the Bible Say About Adjusting? - OpenBible.info**

<https://www.openbible.info/topics/adjusting>

[Images for Bible and Adjusting](#)

<https://sermons.faithlife.com/sermons/45493-adjusting-your-life-to-god>

[Images for adjusting-your-life-to-god](#)

<https://www.sermoncentral.com/sermons/making-the-adjustments-charles-salmon-sermon-on-faith-74630>

[Images for sermons/making-the-adjustments](#)

## 10) Leadership with older and younger generations

Effective leadership must relate to the older generation who remembers how life was in time past as well as the younger generation who rejoices in the new foundation.

Worship Restored at Jerusalem

When the builders laid the foundation of the temple of the LORD, the priests in their vestments were stationed to praise the LORD with trumpets, and the Levites, the sons of Asaph, with cymbals, according to the directions of King David of Israel; and they sang responsively, praising and giving thanks to the LORD, "For he is good, for his steadfast love endures forever toward Israel." And all the people responded with a great shout when they praised the LORD, because the foundation of the house of the LORD was laid. But many of the priests and Levites and heads of families, old people who had seen the first house on its foundations, wept with a loud voice when they saw this house, though many shouted aloud for joy, so that the people could not distinguish the sound of the joyful shout from the sound of the people's weeping, for the people shouted so loudly that the sound was heard far away.

**oremus Bible Browser: Ezra 3:10-13**

<http://bible.oremus.org/?ql=139303369%20>

[Images for Worship Restored at Jerusalem Ezra](#)

Bishop Richard Graham of the Metropolitan Washington, D.C. Synod presenting at the 2013 Northwest Synod of Wisconsin Fall Ministry Retreat on 9/15-17/2013 pointed out that effective leadership must relate to the older generation who remembers how life was in time past as well as the younger generation who rejoices in the new foundation. He went on to say that those congregations that flourish have strong pastoral leadership. He added that strong interim pastoral ministry is important. He also encouraged leaders to be "brave, bold, and courageous even though they may not feel like it." He reminded those present of the 12 step programs who use the phrase "fake it until you make it."

## 11) Be adaptive

Laurie Skow-Anderson provided a paper on Adaptive Church Leadership in the 21<sup>st</sup> Century at the 9/21/2017 meeting of the Dairyland Conference at Evangelical Lutheran Church in Black River Falls, WI. Skow-Anderson, who was the Director of Evangelical Mission in the **Northwest Synod of Wisconsin | Our Staff** at the time, stated in her paper:

Tackling these challenges requires a different style of leadership – adaptive leadership. Here are some of the practices that adaptive leaders make their norm:

- Get on the balcony – remove oneself mentally from the situation to listen, observe, and discern what is going on from every angle.
- Examine yourself – what part do you play? What is your investment in the problem? In maintaining status quo? Where is it emotional for you and why?
- Discover investment in status quo – not only your but everyone involved.
- Determine what's essential to keep, what is expendable (to make room for new things) to make room for what's emerging
- Keep the heat turned up – the bit of pressure is needed in any complex and risky situation in order to affect deep change.
- Otherwise, the "system" will naturally want to preserve the status quo.
- Connect to purpose – vision, and hope are the things that will keep people involved in a change process.
- Step into the land of incompetence – because there will be new skillsets involved, leaders must be comfortable to stepping into an unknown territory. Leaders must be willing to make mistakes.
- Design experiments – rather than making big expensive changes when you don't know if they will fix the problem, design little tests that will help you determine if you're on the right track.

[lskow-anderson@nswwi.org](mailto:lskow-anderson@nswwi.org)

[info@nswwi.org](mailto:info@nswwi.org)

She also recommended the following books:

[TEACHING FISH TO WALK](#) by Peter L. Steinke (Author)

[The Agile Church: Spirit-Led Innovation in an Uncertain Age](#) by Dwight J. Zscheile (Author)

[The Great Spiritual Migration: How the World's Largest Religion Is Seeking a Better Way to Be Christian](#) by Brian D. McLaren (Author)

She used a PPT on Adaptive Change to lead a conversation.

For a time like this – Esther 4:14

The book of Esther tells the story of how Queen Esther and her cousin Mordecai saved the Jewish people from the plot of the wicked Haman, who was advisor to the Persian King Ahasuerus and who tried to have the Jews destroyed. [slide 4]

You have been baptized, confirmed, called, ordained, commissions, sent, *for just a time like this*. [slide 5]

Adaptive Change.pptx by Rev. Dr. Laurie Skow-Anderson

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[info@nswi.org](mailto:info@nswi.org)

## Resources

### [A New and Right Spirit: Creating an Authentic Church in a Consumer Culture \[Rick Barger\]](#)

In a postmodern culture shaped by consumerism, it's little wonder that there is confusion about what the church is supposed to be in the 21st century. In *A New and Right Spirit*, Rick Barger argues passionately for congregations to reexamine what it means to be an "authentic church" in a culture where authenticity is hard to come by. He demonstrates the pitfalls of technical solutions to congregational problems and shows the way to making **adaptive** change. Recognizing the spiritual needs of a success-oriented society, he exhorts leaders to turn away from the story of our culture and to return to the story of the church that is grounded in Christ and the resurrection.

<http://www.amazon.com/New-Right-Spirit-Creating-Authentic/dp/1566993067>

[http://www.goodreads.com/book/show/1516871.A\\_New\\_and\\_Right\\_Spirit](http://www.goodreads.com/book/show/1516871.A_New_and_Right_Spirit)

<https://www.barnesandnoble.com/w/new-and-right-spirit-rick-barger/1102655369>

[https://www.thriftbooks.com/w/a-new-and-right-spirit-creating-an-authentic-church-in-a-consumer-culture\\_rick-barger/470580/#isbn=1566993067](https://www.thriftbooks.com/w/a-new-and-right-spirit-creating-an-authentic-church-in-a-consumer-culture_rick-barger/470580/#isbn=1566993067)

[http://www.transformingchurch.com/resourcetoolbox/2005/10/a\\_new\\_and\\_right.php](http://www.transformingchurch.com/resourcetoolbox/2005/10/a_new_and_right.php)

<https://books.google.com/books?isbn=1566994594>

<https://www.youtube.com/watch?v=JU49elqejKM> Interview with Pastor Rick Barger – YouTube

<https://www.youtube.com/watch?v=1F-oFMynvXE> Rick Barger Presidential Address and Morning Worship – YouTube

<http://www.tlsohio.edu/about-trinity/introduction/barger-rick-bio>

<https://books.google.com/books?isbn=0415889111>

<https://www.amazon.com/Rick-Barger/e/B001K8OEVc>

[Images for Rick Barger, author authentic church](#)

[Images for A New and Right Spirit: Creating an Authentic Church in a Consumer Culture \[Rick Barger\]](#)

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## Adaptive Interim Ministry

Keith Copeland

An engaging conversational workshop on adaptability in interim ministry. Training teaches us the five focus points, and we all have tools in our tool belts. Interim ministry leads us on a journey that can involve very different congregational dynamics along with varied judicatory policies and transitional processes. How do we adjust our plans to accomplish the overall goals while considering the unique circumstances and expectations of the congregation and judicatory we serve? When is it ok to say no to an interim because accomplishing the goals is impossible?

- Discover the importance of goal setting and contract work
- Explore creative ways to adjust the approach of interim to the unique needs of the congregation and judicatory.
- Share best practices and best lessons learned from experience
- Identify important questions to ask upon entering to adjust process and timelines
- Learn to utilize these questions and observations to create a helpful article to be published.



[IMN | 2017 Annual Conference - Interim Ministry Network](#)

<http://imnedu.org/wp-content/uploads/2017/01/Keynote-Workshop-Descriptions.pdf>

[Images for Adaptive Interim Ministry Keith Copeland](#)

<https://imnedu.org/2017-annual-conference/2017-conference-workshops/workshop-topic-area-practical-transition-application/>

<https://www.youtube.com/watch?v=8ukldxlqw6c> The Golden Moment Introduction - YouTube

<https://www.youtube.com/watch?v=BgMvDvIDuO8> The Golden Moment Website - YouTube

<http://thegoldenmomentblog.blogspot.com/>

<http://www.thegoldenmoment.org/leadership.html>

<https://www.blogger.com/profile/04695402256994604442>

<https://www.linkedin.com/in/keith-copeland-99527212>

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### adaptive leadership framework | The Innovative Instructor

Case-in-point supports learning over teaching, struggle over prescription, questions over answers, tension over comfort, and capacities and needs over deficiencies. It is about embracing the willingness to be exposed and vulnerable, cultivating persistence in the face of inertial pushbacks, and self-regulating in the face of challenge or open hostility. Why? Because this is what leadership work looks like in the real world. In the process, students and the facilitator learn to recognize their default responses, identify productive and unproductive patterns of behavior, and test their stamina, resilience, and readiness to change the system with others.

<http://ii.library.jhu.edu/tag/adaptive-leadership-framework/>

[Images for adaptive leadership framework | The Innovative Instructor](#)

### Adaptive Leadership | Leadership - Free Management Library

Heifetz et al believe that leadership is, at its essence, about **influencing change that builds and enables the capacity of individuals and organizations to thrive**. Specifically, that leadership is the practice of mobilizing groups of people to tackle tough challenges and thrive. The bottom line is that leaders need to understand the importance of adaptation and are able to employ the relevant processes and tools to build the adaptive capacity of organizations.

<http://managementhelp.org/blogs/leadership/2010/07/07/adaptive-leadership/>

[Images for influencing change that builds and enables the capacity of individuals and organizations to thrive](#)

### Careers | Top 10 Soft Skills in Demand | LiveCareer

4. **Adaptability**: Don't underestimate the **ability to adapt to changes and manage multiple tasks**. In today's technology driven and rapidly evolving business environment, the ability to pick up on new technologies and adjust to changing business surroundings is important. Display your relevancy in the workforce by referencing an example of how you adapted to a sudden change at work in your resume.

<http://www.livecareer.com/career-tips/career-advice/soft-skills-in-demand>

[Images for Careers | Top 10 Soft Skills in Demand | LiveCareer 4. Adaptability](#)

[Images for ability to adapt to changes and manage multiple tasks](#)

### Complex adaptive leadership - Wikipedia

Complex adaptive leadership (CAL) is a complementary approach to leadership based on a polyarchic assumption (i.e. leadership of the many by the many), rather than based on an oligarchic assumption (i.e. leadership of the many by the few). Leadership in this theory is seen as a complex dynamic involving all, rather than only a role or attribute within a hierarchy. The theory calls for skills, attributes and roles which are additional to the demands of traditional leadership.<sup>[1]</sup> The theory draws from complexity science and from [complex adaptive systems theory](#).

The underlying philosophy of complex adaptive leadership is not new, and the roots of the theory's approach to leadership can be traced as far back as the writings of Lau Tzu's [Tao Te Ching](#) (c. 500BC) where Lau Tzu wrote of the best leader: "when the task is done, the people will say we did it ourselves".<sup>[2]</sup> More modern roots include the [situational leadership theory](#) of Hersey and Blanchard,<sup>[3]</sup> Greenleaf's [servant leadership](#),<sup>[4]</sup> the emergent strategy and shared leadership approach of [Mintzberg](#),<sup>[5]</sup> the adaptive leadership of Heifetz and others,<sup>[6][7]</sup> as well as the more recent distributed leadership of Spillane.<sup>[8]</sup>

[https://en.wikipedia.org/wiki/Complex\\_adaptive\\_leadership](https://en.wikipedia.org/wiki/Complex_adaptive_leadership)

[Images for complex adaptive leadership](#)

### [PDF] Congregational Leadership in Anxious Times -Peter L. Steinke - Rockhay

3. **Adaptive** change. For leaders to act on the courage of their convictions rather than on the power of their feelings takes time. Yet courage enables leaders to resist those who insist on immediate relief or who want to take care of things in order to excuse themselves from making a tough decision.

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[http://rockhay.tripod.com/cohort/Congregational\\_Leadership\\_in\\_Anxious\\_Times.pdf](http://rockhay.tripod.com/cohort/Congregational_Leadership_in_Anxious_Times.pdf)

[Images for Congregational Leadership in Anxious Times -Peter L. Steinke 3. Adaptive change.](#)

### In learning new faces, Zimmer aims to adapt coaching to player needs – SKOR North

On Friday, 66 players in Minnesota Vikings jerseys were on the field at TCO Performance Center. Head coach Mike Zimmer and the Vikings' coaching staff have almost no experience with them aside from NFL Combine interviews and All-Star games like the East-West Shrine game and Senior Bowl. That means Zimmer will be taking this week to figure out how his new players learn and react to coaching. Zimmer said he adapts to them, not the other way around.

<https://www.skornorth.com/vikings-2/2019/05/in-learning-new-faces-zimmer-aims-to-adapt-coaching-to-player-needs/>

[Images for In learning new faces, Zimmer aims to adapt coaching to player needs – SKOR North](#)

### Interim Ministry Process

Intentional Interim Ministers **adapt** well to a congregation's context and particular needs, are highly relational, and provide pastoral leadership and management for a season of ministry. IIMs possess many of the following characteristics and may share in some of the following scenarios:

Problem-Solver: Pastors with enough self-differentiation to engage technical and adaptive work without getting stuck along the way. With a new set of eyes, new directions for the church can be proposed.

<http://www.ntclearingfromthecenter.org/interim-ministry>

[Images for Intentional Interim Ministers adapt well to a congregation's context](#)

[https://www.youtube.com/channel/UCq5kVE5JTzWF4QQk\\_s8ATtq](https://www.youtube.com/channel/UCq5kVE5JTzWF4QQk_s8ATtq) NT Center Leadership Development - YouTube

### Johnson prepares for free-agent reality - 247 Sports

Johnson's career has been marked by playing for high-character, low-key coaches – Tony Dungy and Frazier. When he looks at a head coach, whether it's with the Vikings or another team, there are traits as a player that Johnson is looking for and thinks most of his teammates would share a similar sentiment. Whether a high-strung emotional “rah-rah” type, a taskmaster, or a “players’ coach,” he sees certain qualities that are needed to be successful.

“I just want a coach that can lead a team,” Johnson said. “Someone who has a plan in place, and he knows how to convey that plan and get the team to follow him. That’s all you can ask for. You want someone who is confident with that plan and believes it is the way to go. You also need a coach that is willing to listen to his team also – not too staunch in his beliefs that you can **adapt or adjust** a little bit, take that feedback and use it.”

<https://247sports.com/nfl/minnesota-vikings/Article/Johnson-prepares-for-free-agent-reality-105064451/>  
[Images for adapt or adjust](#)

### Leadership 2.0: Learn the secrets of adaptive leadership by Travis Bradberry (Author), Jean Greaves (Author), Tom Parks (Reader)

In today's fast-paced world of competitive workplaces and turbulent economic conditions, each of us is searching for effective tools that can help us adapt and strike out ahead of the pack.

Sharing discoveries from a groundbreaking study that separated the leadership skills that get results from those that are inconsequential or harmful, Leadership 2.0 introduces a new paradigm of leadership.

Leadership 2.0 delivers a step-by-step program for increasing 22 core and adaptive leadership skills. Core leadership skills (those that get people into leadership positions) will sharpen your saw, and adaptive leadership skills (those that set great leaders apart) will make you into the leader you've always wanted to be.

For the first time ever in a book, Drs. Bradberry and Greaves unveil TalentSmart's revolutionary leadership program to help you identify your skill levels, build your skills into strengths, and enjoy exemplary performance in the pursuit of important objectives.



<https://www.amazon.com/Leadership-2-0-Travis-Bradberry/dp/1491513934>

<https://www.barnesandnoble.com/w/leadership-2-0-travis-bradberry/1111766608?type=Audiobook>

<http://www.talentsmart.com/products/leadership-2-0/>

<http://www.forbes.com/sites/travisbradberry/2012/11/09/leadership-2-0-are-you-an-adaptive-leader/>

<https://www.pinterest.ie/pin/56435801552419952/> Pin by Cathy Kelly on Books Worth Reading | Leadership 2.0: Travis Bradberry, Jean Greaves, Tom Parks

<https://www.amazon.com/Travis-Bradberry/e/B001H6N83M>

[https://www.goodreads.com/author/list/15463.Travis\\_Bradberry](https://www.goodreads.com/author/list/15463.Travis_Bradberry)

[Images for Travis Bradberry, author](#)

[Images for Leadership 2.0: Learn the secrets of adaptive leadership by Travis Bradberry \(Author\), Jean Greaves \(Author\), Tom Parks \(Reader\)](#)

### 9 best Adaptive leadership images on Pinterest | Leadership

<https://www.pinterest.co.uk/boszda/adaptive-leadership/>

[Images for Adaptive leadership on Pinterest](#)

<https://www.pinterest.com/opendeck/adaptive-leadership/>

<https://www.pinterest.com/tdahlborg/adaptive-leadership/>

<https://www.pinterest.com/nicholasellem/adaptive-leadership/>

### [PDF] Rethinking Transitional Ministry - Amazon Web Services

He emphasizes **adaptive** leadership training is an important component along with skills at reading the congregation and community context using ethnography, generational and immigration theory. “Instead of simply working through processes and tasks, the interim needs to take stock of what exactly a congregation needs.”

[http://macucc.s3.amazonaws.com/71BBE2C7B9B049B0883D51809D9A1E82\\_Rethinking%20Transitional%20Ministry.pdf](http://macucc.s3.amazonaws.com/71BBE2C7B9B049B0883D51809D9A1E82_Rethinking%20Transitional%20Ministry.pdf) Page 7

[Images for adaptive leadership training](#)

### Shurmur pulls all the right strings in first full season as Vikings OC – Star Tribune

Sam Bradford has known Pat Shurmur through eight years, three NFL cities and countless tweaks to a chameleon offense that's shocking the NFL by helping the Vikings steamroll into the playoffs as their \$18 million starting quarterback misses his 14th game of the season on Sunday.

“One of the things I like about Pat is just his willingness to **adapt**,” Bradford said by phone Friday, two days before the Vikings' regular-season finale at U.S. Bank Stadium.

“There are guys in the league, they learn a system, it's the system they were brought up in and that system never really deviates. And then there are guys like Pat, who look at his players, look at trends in the league and have the ability to use new things to create offenses that are a little bit more dynamic and more complex for defenses to stop.”

<http://www.startribune.com/pat-shurmur-pulls-all-the-right-strings-in-first-full-season-as-vikings-offensive-coordinator/467341433/>  
[Images for Shurmur pulls all the right strings in first full season as Vikings OC – Star Tribune](#)

### TEACHING FISH TO WALK: Church Systems and Adaptive Challenges by Peter Steinke

With massive shifts in society, the American church has come upon adaptive challenges.

<https://squareup.com/store/new-vision-press/>

<http://www.goodreads.com/book/show/32705925-teaching-fish-to-walk>

<https://newvisionpress.wordpress.com/products/>

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<http://imnedu.org/2017-annual-conference/2017-conference-workshops/> Teaching Fish to Walk: Church Systems and Adaptive

Challenge Peter L. Steinke

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<https://www.facebook.com/events/new-horizon-presbyterian-church/teaching-fish-to-walk-church-systems-and-adaptive-challenge/235346843538199/>

<https://justalittlebitmorebook.com/2016/10/13/teaching-fish-to-walk/>

<https://www.amazon.com/Peter-L.-Steinke/e/B001JS2ZJG>

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[Images for Peter Steinke, author](#)

[Images for TEACHING FISH TO WALK: Church Systems and Adaptive Challenges by Peter Steinke](#)

### The Agile Church: Spirit-Led Innovation in an Uncertain Age by Dwight J. Zscheile (Author)

In today's dynamic cultural environment, churches have to be more than faithful—they have to be agile. That means embracing processes of trial, failure, and **adaptation** as they form Christian community with new neighbors. And that means a whole new way of being church.

Taking one page from the Bible and another from Silicon Valley, priest and scholar Dwight Zscheile brings theological insights together with cutting-edge thinking on organizational innovation to help churches flourish in a time of profound uncertainty and spiritual opportunity. Picking up where his recent bestseller, *People of the Way* left off, Zscheile answers urgent and practical questions around how churches become agile and adaptive to meet cultural change.

Cutting-edge leadership theory, approaches, and techniques for churches

Skillfully addresses both academic and church audiences

Study guide included

<https://www.amazon.com/Agile-Church-Spirit-Led-Innovation-Uncertain/dp/0819229776>

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[Images for Dwight J. Zscheile \(Author\)](#)

[Images for The Agile Church: Spirit-Led Innovation in an Uncertain Age by Dwight J. Zscheile \(Author\)](#)

### The Great Spiritual Migration: How the World's Largest Religion Is Seeking a Better Way to Be Christian by Brian D. McLaren (Author)

The Christian story, from Genesis until now, is fundamentally about people on the move—outgrowing old, broken religious systems and embracing new, more redemptive ways of life.

It's time to move again.

Brian McLaren, a leading voice in contemporary religion, argues that— notwithstanding the dire headlines about the demise of faith and drop in church attendance—Christian faith is not dying. Rather, it is embarking on a once-in-an-era spiritual shift. For millions, the journey has already begun.

Drawing from his work as global activist, pastor, and public theologian, McLaren challenges readers to stop worrying, waiting, and indulging in nostalgia, and instead, to embrace the powerful new understandings that are reshaping the church. In *The Great Spiritual Migration*, he explores three profound shifts that define the change:

- Spiritually, growing numbers of Christians are moving away from defining themselves by lists of beliefs and toward a way of life defined by love
- Theologically, believers are increasingly rejecting the image of God as a violent Supreme Being and embracing the image of



God as the renewing Spirit at work in our world for the common good

· Missionally, the faithful are identifying less with organized religion and more with organizing religion—spiritual activists dedicated to healing the planet, building peace, overcoming poverty and injustice, and collaborating with other faiths to ensure a better future for all of us

With his trademark brilliance and compassion, McLaren invites readers to seize the moment and set out on the most significant spiritual pilgrimage of our time: to help Christianity become more Christian.

<https://www.amazon.com/Great-Spiritual-Migration-Religion-Christian/dp/1601427913>

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<https://www.youtube.com/watch?v=qCPnHdzfJJo> Brian McLaren on "The Great Spiritual Migration" and a Better Political Discourse – YouTube

[Images for Brian McLaren on "The Great Spiritual Migration" and a Better Political Discourse – YouTube](https://www.youtube.com/watch?v=qCPnHdzfJJo)

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Images for brian d. mclaren (author)

Images for The Great Spiritual Migration: How the World's Largest Religion Is Seeking a Better Way to Be Christian by Brian D. McLaren (Author)

**The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World [Ronald A. Heifetz, Marty Linsky, Alexander Grashow]**

When change requires you to challenge people's familiar reality, it can be difficult, dangerous work. Whatever the context—whether in the private or the public sector—many will feel threatened as you push through major changes. But as a leader, you need to find a way to make it work.

<http://www.amazon.com/The-Practice-Adaptive-Leadership-Organization/dp/1422105768>

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<https://www.youtube.com/watch?v=QfLLDvn0pI8> Ronald Heifetz: The nature of adaptive leadership - YouTube

Images for Ronald Heifetz: The nature of adaptive leadership - YouTube

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[http://www.goodreads.com/author/show/122962.Ronald\\_A\\_Heifetz](http://www.goodreads.com/author/show/122962.Ronald_A_Heifetz)  
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<https://www.youtube.com/watch?v=NcRk8RBFxeY> Marty Linsky: Risky leadership - YouTube  
<https://www.youtube.com/watch?v=af-cSvnEEeM> TEDxStCharles - Marty Linsky - Adaptive Leadership-Leading Change-YouTube  
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<https://www.faihandleadership.com/multimedia/marty-linsky-pushing-against-the-wind>  
 Images for The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World [Ronald A. Heifetz, Marty Linsky, Alexander Grashow]

**Leadership on the Line: Staying Alive through the Dangers of Leading [Martin Linsky, Ronald A. Heifetz]**

Every day, in every facet of our lives, opportunities to lead call out to us. At work and at home, in our local communities and in the global village, the chance to make a difference beckons. Yet often, we hesitate. For all its passion and promise, for all its excitement and rewards, leading is risky, dangerous work. Why? Because real leadership - the kind that surfaces conflict, challenges long-held beliefs, and demands new ways of doing things - causes pain. And when people feel threatened, they take aim at the person pushing for change. As a result, leaders often get hurt both personally and professionally. In *Leadership on the Line*, renowned leadership authorities Ronald A. Heifetz and Marty Linsky marshal a half century of combined teaching and consulting experience to show that it is possible to put ourselves on the line, respond effectively to the risks, and live to celebrate our efforts. With compelling examples including the presidents of countries and the presidents of organizations, everyday managers and prominent activists, politicians and parents, the authors illustrate proven strategies for surviving and thriving amidst the dangers of leading. The authors also address often-neglected aspects of leadership, such as how to manage your personal vulnerabilities, and how to anchor yourself and sustain your spirit through tough times. Both uplifting and practical, this essential book enables each of us to lead courageously and confidently - without losing ourselves.

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Leadership on the Line: Staying Alive through the Dangers of Leading - Pinterest  
Images for Leadership on the Line: Staying Alive through the Dangers of Leading [Martin Linsky, Ronald A. Heifetz]

### The Vikings' next offensive coordinator can learn plenty from Pat Shurmer's player usage – 1500 ESPN Twin Cities

Shurmer adapted on the fly to Case Keenum following a knee injury in Week 1 that essentially ended Sam Bradford's season. You know the results. Keenum finished with the ninth best quarterback rating in the NFL. One way Shurmer guided Keenum to success was setting him up with situations where receivers could run after catch.

<http://www.1500espn.com/vikings-2/2018/02/vikings-next-offensive-coordinator-can-learn-plenty-pat-shurmurs-player-usage/>

Images for The Vikings' next offensive coordinator can learn plenty from Pat Shurmer's player usage – 1500 ESPN Twin Cities  
Images for Shurmer adapted on the fly to Case Keenum

### Thinking in the Future Tense – Don't Fear, Plan Ahead, Move Forward, Go Fast

Skill 4: Speeding up your response time

Learning how to respond to and master the process of change – and even to excel at it – is a critical leadership skill for the 21<sup>st</sup> century. Constant, rapid change will be a fact of life for all of us. The key to handling change is, of course, your ability to be flexible.

<http://community.seattletimes.nwsourc.com/archive/?date=19960527&slug=2331520>

Images for key to handling change ability to be flexible

### Transitional Ministry Today: Successful Strategies for Churches and Pastors edited by Norman B. Bendroth

Second, transitional ministers need to be adaptive leaders. Leadership is not about problem solving, but about bringing about a change in perspective.

<https://books.google.com/books?isbn=1566997518>

Page 16

Images for transitional ministers need to be adaptive leaders

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Images for Norman B. Bendroth transitional ministry

### What Does the Bible Say About Adaptability? - OpenBible.info

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Images for Bible and Adaptability

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<https://www.ministrymagazine.org/archive/1934/11/adaptability-essential-to-successful-ministry>

Images for adaptability-essential-to-successful-ministry

### What Is Adaptive Leadership?

Adaptive Leadership™ is a practical leadership framework that helps individuals and organizations adapt and thrive in challenging environments. It is being able, both individually and collectively, to take on the gradual but meaningful process of adaptation. It is about diagnosing the essential from the expendable and bringing about a real challenge to the status quo.

### Cambridge Leadership Associates | Adaptive Leadership

<https://cambridge-leadership.com/adaptive-leadership/>

Images for Adaptive Leadership™ is a practical leadership framework that helps individuals and organizations adapt and thrive in challenging environments.

## 12) Bring out the best in others

A leader brings out the best in others and makes the group better.

### Resources

#### Barr's return solidifies Vikings' defense as a rarity in current NFL Landscape – SKOR North

"I think the coaches have always done a great job playing to my strengths, and I think they'll continue to do that," Barr said. "Whatever I'm asked to do, I'll try to do to the best of my ability. I'll try to make the players around me better. I think I've been able to do that to a certain extent since I've been here. I think that's how you measure the leaders. Can you make everybody else better and can you get everybody on the same page doing the same thing. To do that with 11 guys on defense for 70 plays a game is not easy, but it's a role I've accepted and it's a role I enjoy and a role I'm looking forward to continuing."

<https://www.skornorth.com/vikings-2/2019/03/barrs-return-solidifies-vikings-defense-as-a-rarity-in-current-nfl-landscape/>  
[Images for Barr's return solidifies Vikings' defense as a rarity in current NFL Landscape – SKOR North](https://muckrack.com/matthew-coller/articles)  
<https://muckrack.com/matthew-coller/articles>

### Better Under Pressure: How Great Leaders Bring Out the Best in Themselves and Others [Justin Menkes]

Most business leaders can take only so much pressure before their performance slides. Yet some CEOs deliver their greatest successes when times get toughest—when customers' preferences are shifting away from a company's products, when new regulations are shrinking profit margins, when political unrest is destroying supply lines.

In *Better Under Pressure*, Justin Menkes reveals the common traits that make these leaders successful. Drawing on in-depth interviews with sixty CEOs from an array of industries and performance data from two hundred other leaders, Menkes shows that great executives strive relentlessly to maximize their own potential—as well as stoke their people's innate thirst for their own triumphs. To do so, they draw on a set of three essential and rare attributes:

- Realistic optimism: They recognize the risks threatening their organization's survival—and their own failings—while remaining confident in their ability to have an impact.
- Subservience to purpose: They dedicate themselves to pursuing a noble cause and win their team's commitment to that cause.
- Finding order in chaos: They find clarity amid the many variables affecting their business by culling data and forming the conclusions that matter most to the company.

The good news: these three capabilities can be learned. Drawing on a broad range of examples from real companies—including Avon, Yum Brands, Southwest, Procter & Gamble, and Ryerson Steel, to name just a few—Menkes demonstrates how each psychological attribute manifests itself in real life and enables top performance under extreme duress. He also shows you how to develop and deploy those attributes—so you can transform yourself into a leader who only shines brighter as the pressure intensifies.

Deeply personal, brimming with compelling stories from real-life CEOs, and packed with powerful insights, tools, and practices, this book is a potent resource for aspiring, emerging, and seasoned business leaders alike.

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<https://www.youtube.com/watch?v=rofEtZwGk5A> How Top CEOs Cope with Constant Stress – YouTube

<https://hbr.org/2005/11/hiring-for-smarts>

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[Images for Justin Menkes, author](#)

[Images for Better Under Pressure: How Great Leaders Bring Out the Best in Themselves and Others \[Justin Menkes\]](#)

### Bill Russell Quotes | Best Basketball Quotes!

The most important measure of how good a game I played was **how much better I'd made my teammates play.**



<http://basketballquotes.org/bill-russell-quotes/>

[Images for Bill Russell Quotes | Best Basketball Quotes! The most important measure of how good a game I played was how much better I'd made my teammates play.](#)

[https://en.wikipedia.org/wiki/Bill\\_Russell](https://en.wikipedia.org/wiki/Bill_Russell)

### Managing Yourself: Bringing Out the Best in Your People – Harvard Business Review

At the other extreme are leaders who, as capable as they are, care less about flaunting their own IQs and more about fostering a culture of intelligence in their organizations. Under the leadership of these “multipliers,” employees don't just feel smarter, they become smarter.

<https://hbr.org/2010/05/managing-yourself-bringing-out-the-best-in-your-people>

[Images for Managing Yourself: Bringing Out the Best in Your People – Harvard Business Review](#)

<https://www.bigspeak.com/managing-bringing-best-people/>

<https://hbr.org/search?term=liz%20wiseman>

### Norv Turner Seems Pretty Impressed with Teddy Bridgewater – The Daily Norseman

It's pretty incredible to me what he's done, how he's handled it, the things he's gotten done and what he's really done is **made everyone around him better** and that's a quality that you're looking for.

<http://www.dailynorseman.com/2014/12/18/7417939/norv-turner-seems-pretty-impressed-with-teddy-bridgewater>

[Images for Norv Turner Seems Pretty Impressed with Teddy Bridgewater – The Daily Norseman](#)

### The Last Lecture Quotes by Randy Pausch - Goodreads

“Find the best in everybody. Just keep waiting no matter how long it takes. No one is all evil. Everybody has a good side, just keep waiting, it will come out.”

— Randy Pausch, *The Last Lecture*

<https://www.goodreads.com/work/quotes/3364076-the-last-lecture>

[Images for The Last Lecture Quotes by Randy Pausch - Goodreads “Find the best in everybody.”](#)

### Who is the Greatest: Calling Forth the Best

To create a better church we don't need better people, we simply need to **call forth the best from the people we have**. Here are some questions to ponder:

### Rob Voyle's Appreciative Way Blog - Clergy Leadership Institute

<http://clergyleadership.com/blog/blog.cfm?page=2015>

[Images for Calling Forth the Best](#)

### Your First Leadership Job: How Catalyst Leaders Bring Out the Best in Others by Tacy M. Byham, Richard S. Wellins

#### Becoming the Very Best First-Time Leader

Congratulations! You're now in charge. Perhaps it's your first time as a leader, or maybe you want to fine-tune your skills.

Either way, you've begun one of the most rewarding chapters of your career. But, like many beginnings, the first few years can be challenging. Fortunately, you don't have to tackle this challenge on your own. *Your First Leadership Job* gives you practical advice straight from others who have walked in your shoes. Not only does it include dozens of tools to ensure your success, but it's also based on the authors' and DDI's extensive experience and research, which ultimately has led to the development of millions of leaders around the world. In fact, a quarter-million leaders will be developed this year alone via DDI training.

*Your First Leadership Job* is divided into two sections. Part 1 introduces the concept of catalyst leader—one who sparks energy, passion, and commitment in others. Your transition to catalyst leader is a major step in your leadership journey. This book provides essential tips to put you on the catalyst path. Ultimately, leadership is about the many conversations—frequent, clear, authentic, and occasionally difficult—that you will have daily. *Your First Leadership Job* builds awareness of the fundamental skills you'll come to rely on to make every one of these interactions successful.

Part 2 devotes 13 chapters to critical core leadership competencies, including coaching for success, hiring the best employees, turning dreaded appraisals into discussions that propel performance, and handling difficult employees. It also includes a chapter for first-time female leaders.

Look at *Your First Leadership Job* as an indispensable companion to becoming an awesome leader—one who will make a positive, lasting impact on your team, family, and career. Visit [www.yourfirstleadershipjob.com](http://www.yourfirstleadershipjob.com) to learn more.

<https://www.amazon.com/Your-First-Leadership-Job-Catalyst/dp/B07RNMQMS4>

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[Images for Richard S. Wellins, author](#)

[Images for Your First Leadership Job: How Catalyst Leaders Bring Out the Best in Others by Tacy M. Byham, Richard S. Wellins](#)

## 13) Confidence in leadership

Just as an economic confidence model (ECM) demonstrates that the economy depends upon people's confidence in the economy,

### Understanding the ECM | Armstrong Economics

The key to comprehending the Global Economy lies in the realization that we are not alone. Everything is connected in an intricate dynamic nonlinear network where the slightest change in one region can set in motion a ripple effect of dramatic proportions around the world.

a leadership confidence model demonstrates that leadership depends upon people's confidence in leadership.

**Be the Leader; Make the Difference: The 3C Leadership Model (Challenge, Confidence, Coaching) by Paul B. Thornton (Author)**

Winning leaders do three things.

1. They challenge the status quo.
2. They build **confidence** in others.
3. They coach people on what to do and how to do it.

*Be the Leader, Make the Difference* explains how you can perform each of the three leadership roles. It also points out the three C's (challenge, confidence, coaching) are interrelated. The material speaks directly to the problems faced by many managers. Throughout the book, concrete examples are used that challenge readers to move out of their "comfort zones", to feel motivated and to understand the importance of modeling success. The book doesn't simply identify areas where improvement is needed; it provides realistic examples of how to get there.

<http://www.amazon.com/Leader-Make-Difference-Leadership-Confidence/dp/1580000533>  
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Images for Paul B. Thornton (Author)

Images for *Be the Leader; Make the Difference: The 3C Leadership Model (Challenge, Confidence, Coaching) by Paul B. Thornton (Author)*

#### 14) "Stir what you got"

Whenever I am tempted to say, "Wouldn't it be nice if...?", I recall the admonition given by a waitress to a customer who kept asking for more cream and sugar in his coffee as related by Howard Edington in his book *Downtown Church*.

#### Resources

***Downtown Church: The Heart of the City (Innovators in Ministry Series) By Howard Edington***

Lesson Two: **"Stir What You Got."**

Page 27

Many in our day think that it is no longer possible to have big, strong, vital, influential, mission-minded downtown congregations. Those who predict the end of downtown churches will point to the suburbanization of Anglo populations, the erosion of inherited institutional loyalties, the decline of public transportation, the lack of interest by a younger generation in Sunday evening worship, the deterioration of central city public school systems, the fear of crime, the closing of downtown department stores with the rise of shopping malls, and so on.

While much can be learned about the failures of various downtown churches, more can be learned about the successful experiences. Today's downtown church, therefore, must be competitive. Howard Edington has led a church that for a dozen years has excelled in offering an alternative to most of the lures in our society that compete for attention with the church. First Church is reaching new generations of people by being relevant to community needs, by becoming a credible partner with the government and the city, and by offering the good news with a message and program that is of the highest quality.

<http://www.amazon.com/Downtown-Church-Innovators-Ministry-Series/dp/0687054400>  
<http://www.abingdonpress.com/product/9780687054404#.VgU3IMtVhBc>  
[https://www.goodreads.com/author/list/806923.Howard\\_Edington](https://www.goodreads.com/author/list/806923.Howard_Edington)

[Images for Downtown Church: The Heart of the City \(Innovators in Ministry Series\) By Howard Edington Lesson Two: Stir What You Got.](#)

[Images for Innovators in Ministry Series books](#)

**Stir what you've got! and other stewardship studies: Raymond E. Balcomb (Author)**

Complain about needing more? Well, here is some good advice.. Stir What You've Got!

<https://www.amazon.com/Stir-youve-other-stewardship-studies/dp/B0006BUSEG>

<https://place.asburyseminary.edu/cgi/viewcontent.cgi?article=1937&context=asburyjournal>

[Images for Stir What You've Got! by Raymond E. Balcomb](#)

Page 33

**The Last Lecture Quotes by Randy Pausch - Goodreads**

"Engineering isn't about perfect solutions; it's about **doing the best you can with limited resources.**"

— Randy Pausch, [The Last Lecture](#)

<https://www.goodreads.com/work/quotes/3364076-the-last-lecture>

[Images for doing the best you can with limited resources](#)

**Vince Lombardi Quotes - BrainyQuote**

The measure of who we are is **what we do with what we have.**

[http://www.brainyquote.com/quotes/authors/v/vince\\_lombardi.html](http://www.brainyquote.com/quotes/authors/v/vince_lombardi.html)

[Images for Vince Lombardi Quotes - BrainyQuote The measure of who we are is what we do with what we have.](#)

**Vince Lombardi - Wikipedia**

Vincent Thomas Lombardi (June 11, 1913 – September 3, 1970)<sup>[1]</sup> was an [American football](#) player, coach, and executive in the [National Football League](#) (NFL). He is best known as the head coach of the [Green Bay Packers](#) during the 1960s, where he led the team to three straight and five total [NFL Championships](#) in seven years, in addition to winning the first two [Super Bowls](#) at the conclusion of the [1966](#) and [1967 NFL](#) seasons. Following his sudden death from [cancer](#) in 1970, the NFL [Super Bowl](#) trophy was [named in his honor](#). He was enshrined in the [Pro Football Hall of Fame](#) in 1971, the year after his death. Lombardi is considered by many to be the greatest coach in football history, and he is more significantly recognized as one of the greatest coaches and leaders in the history of any American sport.<sup>[2]</sup>



1962 photo

Position: Head coach/General manager

[https://en.wikipedia.org/wiki/Vince\\_Lombardi](https://en.wikipedia.org/wiki/Vince_Lombardi)

[Images for Vince Lombardi](#)

## 15) Bring in new blood

At the same time, it can be said, that one of the best ways to activate a passive parish is to bring in new blood.

### Resources

**Activating the Passive Church: Diagnosis and Treatment [Lyle E. Schaller]**

Lyle Schaller's *Activating the Passive Church* is old now for such books but is still an excellent source of help. In a time when so many people seem to be giving into pessimism about how poorly many of our churches are functioning, it still a source of both means of analysis and usable prescriptions for appropriate action to take.

Has your church fallen into a predictable routine? Is it drifting without purpose or resolve? Put an end to that by using Lyle E. Schaller's potent prescription for passive churches.

Written for both lay and ordained congregational leaders, this timely book diagnoses the causes of church passivity, and formulates a method for combatting the problem. Dr. Schaller classifies churches according to their internal dynamics (rather than denomination or geographical location) and demonstrates how many have overcome the "twenty-year syndrome" - that awkward time when relatively new churches tend to lose their sense of direction. He also shows how churches can make a smooth transition from one pastor to another, and how new members can be used in establishing an effective church program.

The cumulative result of twenty years of experience in parish trouble-shooting, Dr. Schaller's new book will be welcomed by church leaders everywhere who face the dreaded spectre of church passivity.

<http://www.amazon.com/Activating-Passive-Church-Diagnosis-Treatment/dp/068700716X>

<https://www.goodreads.com/book/show/4959417-activating-the-passive-church>

<http://www.jmm.org.au/articles/8239.htm> #23-31

[https://books.google.com/books/about/Activating\\_the\\_passive\\_church.html?id=1KIZOo9L3C0C](https://books.google.com/books/about/Activating_the_passive_church.html?id=1KIZOo9L3C0C)

[https://en.wikipedia.org/wiki/Lyle\\_E.\\_Schaller](https://en.wikipedia.org/wiki/Lyle_E._Schaller)

<http://www.ministrymatters.com/all/entry/5884/remember-lyle-e-schaller-the-interventionist>

[www.abingdonpress.com/lyle\\_e\\_schaller](http://www.abingdonpress.com/lyle_e_schaller)

<https://www.amazon.com/Lyle-E.-Schaller/e/B0011R1J9K>

[https://www.goodreads.com/author/list/179868.Lyle\\_E\\_Schaller](https://www.goodreads.com/author/list/179868.Lyle_E_Schaller)

[Images for lyle e schaller author](#)  
[Images for Activating the Passive Church: Diagnosis and Treatment \[Lyle E. Schaller\]](#)

### Capacity To Act

Is There a Cure?

1. Enlist visionary leaders
2. Deploy visionary leaders

[http://www.ministryhealth.net/mh\\_articles/255\\_capacity\\_to\\_act.html](http://www.ministryhealth.net/mh_articles/255_capacity_to_act.html)

[Images for Capacity To Act - MinistryHealth.Net Is There a Cure? 1. Enlist visionary leaders 2. Deploy visionary leaders](#)

### [PDF] Staff & Laity: Organizing for Mission - Feautor.org

Identify new Leadership and Expanding the Volunteer Base

Time and Talent Surveys - identify passions; develop specialized surveys.

New Members - integrate in two months; consider interviews rather than Time and Talents paper work.

Nominating Committee - Stacking the deck for effective leadership.

<http://www.feautor.org/uploads/contributions/11956953849/organizing.pdf>

[Images for Staff & Laity: Organizing for Mission - Identify new Leadership and Expanding the Volunteer Base](#)

## 16) Turnaround or turn the corner

An interim pastor may not be able to lead a turnaround in a congregation, but an interim pastor can help lead a congregation to at least turn the corner so that the new installed pastor can work in partnership with congregation leadership to lead a turnaround.

### Congregational Leadership in Anxious Times

8. The healing process for midrange to severely anxious congregations takes two to five years.

[http://rockhay.tripod.com/cohort/Congregational\\_Leadership\\_in\\_Anxious\\_Times.pdf](http://rockhay.tripod.com/cohort/Congregational_Leadership_in_Anxious_Times.pdf)

[Images for Congregational Leadership in Anxious Times](#)

Page 11

## 17) Trucks or trailers

I was intrigued to read an 18-wheeler metaphor used as a sports term.

### Top 10 rosters by top-end talent; QB questions for Bills, Vikings - NFL.com

Studying the [Vikings'](#) offense over the past few weeks, it's apparent that Minnesota's receivers -- specifically, [Stefon Diggs](#) and [Adam Thielen](#) -- are carrying the team's QB2. These two have played like the best 1-2 punch at the position today, and their collective playmaking ability has helped Keenum look like a star. Granted, that's what premier receivers are expected to do when a backup comes into the game, but it's important to remember Keenum is a "trailer" being carried by the [Vikings'](#) best players. (Quarterbacks are categorized as "trucks" or "trailers" in personnel terms. They either carry the team to the winner's circle or the team carries them.)

<http://www.nfl.com/news/story/0ap3000000878562/article/top-10-rosters-by-topend-talent-qb-questions-for-bills-vikings>

[Images for trucks and trailers](#)

## 18) Getting the right people on the bus

Whether it be a team or a business, the secret to success is to get people who buy in to the vision and mission. In other words, to get the right people on the bus and the wrong people off the bus. The same applies to the church. The only problem is that a pastor does not have the same kind of leverage as a team coach or a business owner when employing the metaphor of the congregation leadership bus. Developing the ability to getting the right people on the congregation leadership bus takes "soft" persuasive skills, as the pastor does not have the "hard" dismissive options at one's disposal.

### Resources

#### Being a Change Leader with Thom Rainer – Selma on Leadership #016

If you [get the right people on the bus](#), in the right seats on the bus, that's 90% of leadership. @ThomRainer

<http://www.selmawilson.com/2015/09/02/being-a-change-leader-with-thom-rainer-selma-on-leadership-016/>

[Images for If you get the right people on the bus, in the right seats on the bus, that's 90% of leadership. @ThomRainer](#)

<http://thomrainer.com/2012/12/fourteen-indispensible-leadership-quotes-from-jim-collins/>

<http://thomrainer.com/2015/07/seven-keys-to-recruiting-volunteers-in-your-church-rainer-on-leadership-139/> #7

<http://www.lifeway.com/leadership/2015/10/13/episode-30-thom-rainer/>

<https://books.google.com/books?isbn=0805446613>

<https://wdennisgriffith.wordpress.com/2010/06/10/putting-a-bus-stop-at-our-church/>

Page 77

#### Donte Whitner: I've been told Browns will cut guys who don't buy in – ProFootballTalk on NBCSports.com

Browns safety Donte Whitner was signed this year in part to be a veteran leader. But many of the young players on the Browns' roster don't seem to want a veteran leader to push them. Now Whitner says he has an assurance from the team's decision makers that those young players are on the way out.

"I've been assured that we're going to bring guys in and [get guys off this bus](#) that don't really want to be here and do what they are supposed to do," said Whitner, via Cleveland.com.

<http://profootballtalk.nbcsports.com/2014/12/29/donte-whitner-ive-been-told-browns-will-cut-guys-who-dont-buy-in/>

[Images for guys off this bus](#)



## Good to Great

Disciplined people: "Who" before "what"

You are a bus driver. The bus, your company, is at a standstill, and it's your job to get it going. You have to decide where you're going, how you're going to get there, and who's going with you.

Most people assume that great bus drivers (read: business leaders) immediately start the journey by announcing to the people on the bus where they're going—by setting a new direction or by articulating a fresh corporate vision.

In fact, leaders of companies that go from good to great start not with "where" but with "who." **They start by getting the right people on the bus, the wrong people off the bus, and the right people in the right seats.** And they stick with that discipline—first the people, then the direction—no matter how dire the circumstances.

**Jim Collins - Articles - Good to Great**

[http://www.jimcollins.com/article\\_topics/articles/good-to-great.html](http://www.jimcollins.com/article_topics/articles/good-to-great.html)

Images for Disciplined people: "Who" before "what"

Images for getting the right people on the bus, the wrong people off the bus

[www.jimcollins.com/article\\_topics/articles/first-who.html](http://www.jimcollins.com/article_topics/articles/first-who.html)

<https://www.kinesisinc.com/first-who-then-what/>

<http://wunderlin.com/get-the-right-people-on-the-bus-2/#.WnW93KinGUK>

<https://www.strategy-business.com/blog/How-to-Get-the-Wrong-People-Off-the-Bus?qko=5516d>

<https://www.coursehero.com/file/p1p9fp/Getting-the-right-people-on-the-bus-the-wrong-people-off-the-bus-and-the-right/>

<https://www.youtube.com/watch?v=EzIzEJq7ca> First who, then what - YouTube

<https://www.fastcompany.com/43811/good-great>

<http://www.aasa.org/SchoolAdministratorArticle.aspx?id=8924>

<https://www.forbes.com/sites/amyanderson/2013/02/27/getting-the-right-people-into-the-right-seats-on-the-bus-is-essential-to-a-companys-success/#d17f1837dde3>

<http://theheureka.com/9-tips-on-hiring-the-best>

<http://mh020.k12.sd.us/MSET/Document%20Lib/Good%20to%20Great,%20Book%20Review.pdf>

<https://www.learningapprentice.com/good-to-great-first-who-then-what/>

<https://books.google.com/books?isbn=1285657438>

[https://www.beryl.net/system/files/images/2008-Winter\\_MWorld.pdf](https://www.beryl.net/system/files/images/2008-Winter_MWorld.pdf)

Page 381

## 19) Trust

I last had a sigmoidoscopy several years ago and thought it was time I had a similar procedure. The doctor recommended a more thorough colonoscopy, and I agreed.

### What Is the Difference Between a Colonoscopy and a Sigmoidoscopy?

Colonoscopy and sigmoidoscopy both use a thin flexible tube with a camera at the end to look at the colon. They differ in the areas of the colon they can see. Colonoscopy examines the entire colon, while sigmoidoscopy is a partial exam that only covers the left side of the colon.

[http://www.scripps.org/news\\_items/4457-what-is-the-difference-between-a-colonoscopy-and-a-sigmoidoscopy](http://www.scripps.org/news_items/4457-what-is-the-difference-between-a-colonoscopy-and-a-sigmoidoscopy)

Images for colonoscopy

Images for sigmoidoscopy

I was relieved when I received favorable test results from the doctor and was pleasantly surprised when the attending nurses sent the following card and signed their names:

Lowell,

Thank you for **trusting** us with your health care needs. It was a pleasure to serve you.

One of them even added the following:

Nice Meeting You.

Trust is important whether it be a patient in medical personnel or a parishioner in a pastor. It had really never occurred to me to write a thank you note to the congregation for trusting me with pastoral service, but the note made the connection for me.

### Menomonie - Mayo Clinic Health System

Mayo Clinic Health System – Red Cedar in Menomonie, in partnership with Mayo Clinic, provides quality health care close to home with direct access to highly specialized care if the need arises.

<http://mayoclinichealthsystem.org/locations/menomonie>

Images for quality health care

## Resources

### Building Trust at the Speed of Change: The Power of the Relationship by Edward M. Marshall (Author)

Offers a model for building organizations that can swiftly and effectively respond to rapidly changing business needs through methods that value principles over power and people over processes, focusing on integrity, trust, and collaboration.

This volume provides a powerful formula for organizations searching for new, better ways to achieve greater quality and faster speed. The author explains that fast, flexible organizations can only be built by radically revising management, by stripping

away the old fear-and-compliance based management style and adopting a new model based on collaboration and trust. This book shows how to create a trust-based organization that responds to changing business needs swiftly and effectively.

<https://www.amazon.com/Building-Trust-Speed-Change-Relationship-Based/dp/0814404782>  
[https://www.goodreads.com/book/show/1458146.Building\\_Trust\\_at\\_the\\_Speed\\_of\\_Change](https://www.goodreads.com/book/show/1458146.Building_Trust_at_the_Speed_of_Change)  
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<https://www.yumpu.com/en/document/view/36527142/building-trust-at-the-speed-of-change-western-carolina-university>  
[http://www.leadershiptrust.org/who/meet-the-team/07\\_edward/](http://www.leadershiptrust.org/who/meet-the-team/07_edward/)  
<https://www.amazon.com/Edward-M.-Marshall/e/B001KHTDKK>  
[https://www.goodreads.com/author/show/567865.Edward\\_M\\_Marshall](https://www.goodreads.com/author/show/567865.Edward_M_Marshall)  
Images for Edward M. Marshall  
Images for Building Trust at the Speed of Change: The Power of the Relationship by Edward M. Marshall (Author)

### Building Trust Between Pastor and Congregation | CT Pastors

Trust is a two-way street. Integrity and faithfulness are fundamental to pastor and people alike. Absent in either party, trust languishes. Present- or at least developing-in both, trust flourishes. The benefits are cooperation, peace, and a freedom of relationship that is contagious.

<https://www.christianitytoday.com/pastors/1980/spring/8012047.html>  
Images for Building Trust Between Pastor and Congregation | CT Pastors  
<https://www.christianitytoday.com/pastors/>  
<https://www.christianitytoday.com/pastors/archives/>  
<https://www.christianitytoday.com/pastors/leadership-journal-archives/>  
<https://www.linkedin.com/pulse/20130813082131-13518874-leadership-skill-1-build-trust-with-anyone>  
Images for Leadership Skill: Build Trust with Anyone  
<https://www.mindtools.com/pages/article/building-trust-team.htm>  
[www.jongordon.com/positive-tip-buiild-trust.html](http://www.jongordon.com/positive-tip-buiild-trust.html)  
<https://www.coachingpositiveperformance.com/13-simple-strategies-building-trust/>  
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<https://positivepsychologyprogram.com/build-trust/>  
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<https://www.wikihow.com/Build-Trust-in-a-Relationship>  
Images for Build Trust in a Relationship  
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<https://www.embracepossibility.com/blog/ways-to-build-trust/>  
<https://www.inc.com/nicolas-cole/7-ways-to-build-trust-inside-a-work-environment.html>  
Images for build-trust-inside-a-work-environment  
<https://www.embracepossibility.com/blog/ways-to-build-trust/>  
<https://www.inc.com/gordon-tredgold/9-habits-that-leaders-need-to-inspire-trust-and-deliver-outstanding-results.html>  
<https://ftc.co/resource-library/blog-entries/building-trust-as-a-leader>  
<http://chucklawless.com/2015/12/10-ways-to-build-trust-as-a-church-leader/>  
Images for build trust as a church leader

### Building Trust: In Business, Politics, Relationships, and Life by Robert C. Solomon (Author), Fernando Flores (Author)

In business, politics, marriage, indeed in any significant relationship, trust is the essential precondition upon which all real success depends. But what, precisely, is trust? How can it be achieved and sustained? And, most importantly, how can it be regained once it has been broken?

In *Building Trust*, Robert C. Solomon and Fernando Flores offer compelling answers to these questions. They argue that trust is not something that simply exists from the beginning, something we can assume or take for granted; that it is not a static quality or "social glue." Instead, they assert that trust is an emotional skill, an active and dynamic part of our lives that we build and sustain with our promises and commitments, our emotions and integrity. In looking closely at the effects of mistrust, such as insidious office politics that can sabotage a company's efficiency, Solomon and Flores demonstrate how to move from naïve trust that is easily shattered to an *authentic trust* that is sophisticated, reflective, and possible to renew.

As the global economy makes us more and more reliant on "strangers," and as our political and personal interactions become more complex, *Building Trust* offers invaluable insight into a vital aspect of human relationships.

<https://www.amazon.com/Building-Trust-Business-Politics-Relationships/dp/0195161114>  
[https://www.goodreads.com/book/show/53472.Building\\_Trust](https://www.goodreads.com/book/show/53472.Building_Trust)  
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<http://www.oxfordscholarship.com/view/10.1093/0195161114.001.0001/acprof-9780195161113> ABSTRACT

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Images for Robert C. Solomon (Author)  
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[https://www.goodreads.com/author/show/30226.Fernando Flores](https://www.goodreads.com/author/show/30226.Fernando_Flores)  
Images for Fernando Flores (Author)  
Images for Building Trust: In Business, Politics, Relationships, and Life by Robert C. Solomon (Author), Fernando Flores (Author)

### Does Your Church Have a Trusting Leadership Culture? – Ethics Daily

Building a high-trust culture is at the heart of a healthy church and its staff.

Low-trust cultures cripple churches or organizations and doom them to perpetual high anxiety and conflict.

<http://www.ethicsdaily.com/does-your-church-have-a-trusting-leadership-culture--cms-22008>

Images for Does Your Church Have a Trusting Leadership Culture? – Ethics Daily

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Images for how-leaders-create-culture-every-day

<https://www.breezechms.com/blog/3-ways-church-leaders-can-build-trust-with-staff-and-volunteers/>

Images for ways-church-leaders-can-build-trust-with-staff-and-volunteers

<https://www.pinterest.com/cdenninger/church-community-leadership/>

### Great Leaders Inspire Trust - Leadership - Entrepreneur.com

If people don't trust you to follow through, they simply won't follow.

<http://www.entrepreneur.com/article/204816>

Images for Great Leaders Inspire Trust - Leadership - Entrepreneur.com

<https://www.entrepreneur.com/magazine/archive>

<https://aboutleaders.com/inspire-trust/#gs.yJdXKb0>

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<https://www.slideshare.net/nytimage/how-to-create-and-inspire-trust-in-leadership>

Images for create-and-inspire-trust-in-leadership

<https://conantleadership.com/category/inspire-trust/>

<https://www.jeremysaid.com/blog/words-inspire-trust-use-marketing/>

### Science says people decide these 9 things within seconds of meeting you - Business Insider

People [decide on your trustworthiness in a tenth of a second](#).

[Princeton researchers found this out](#) by giving one group of university students 100 milliseconds to rate the attractiveness, competence, likeability, aggressiveness, and trustworthiness of actors' faces.

Members of another group were able to take as long as they wanted. While other traits differed depending on time spent looking, trustworthiness was basically the same.

<http://www.businessinsider.com/science-of-first-impressions-2015-2>

Images for People decide on your trustworthiness in a tenth of a second.

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<https://www.theladders.com/career-advice/science-says-people-decide-these-9-things-within-seconds-of-meeting-you>

Images for people decide these 9 things within seconds of meeting you

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<https://www.entrepreneur.com/article/242880>

#1

<https://medium.com/@saddington/trust-in-one-tenth-of-a-second-7d9deee42ba2>

#1

<https://www.psychologicalscience.org/observer/how-many-seconds-to-a-first-impression>

Images for how-many-seconds-to-a-first-impression

### 6 Tips for Trust in Church Leadership | Article | Christian Reformed Church

Somehow, I landed in a church with a history of healthy relationships between pastors and leadership. That means that I have found myself in an environment of trust, and I'm learning how to maintain and grow in that trusting atmosphere.

*Here are six traits of a trusting leadership body that I've learned so far:*

<https://www.crcna.org/news-and-views/6-tips-trust-church-leadership>

Images for 6 Tips for Trust in Church Leadership | Article | Christian Reformed Church

<https://www.crcna.org/PublicDialogue/issues/archives>

<http://timwoodroof.com/tims-writings/archives/trust-in-church-leadership/>

<https://www.vanderbloemen.com/blog/the-church-leadership-trust-factor>

Images for church-leadership-trust-factor

### Some Thoughts about Trust | Psychology Today

The most trusting relationships may grow from losing and then rebuilding trust

<https://www.psychologytoday.com/us/blog/acquired-spontaneity/201208/some-thoughts-about-trust>

Images for trust | Psychology Today

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Images for erosion of trust

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Images for neuroscience of trust

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Images for ways-build-trust-and-honesty-in-your-relationship

<https://www.psychologytoday.com/us/blog/your-wise-brain/201701/trust-yourself>

<https://www.psychologytoday.com/us/blog/anger-in-the-age-entitlement/201401/trust-and-betrayal>

Images for trust and betrayal

### The Decision to Trust: How Leaders Create High-Trust Organizations [Robert F. Hurley]

A proven model to create high-performing, high-trust organizations

Globally, there has been a decline in trust over the past few decades, and only a third of Americans believe they can trust the government, big business, and large institutions. In *The Decision to Trust*, Robert Hurley explains how this new culture of cynicism and distrust creates many problems, and why it is almost impossible to manage an organization well if its people do not trust one another. High-performing, world-class companies are almost always high-trust environments. Without this elusive, important ingredient, companies cannot attract or retain top talent.

In this book, Hurley reveals a new model to measure and repair trust with colleagues, managers, and employees.

Outlines a proven Decision to Trust Model (DTM) of ten factors that establish whether or not one party will trust the other

Filled with original examples from Daimler, PriceWaterhouse Coopers, Goldman Sachs, Microsoft, QuikTrip, General Electric, Procter and Gamble, AzKoNobel, Johnson and Johnson, Whole Foods, and Zappos

Reveals how leaders in Asia, Europe, and North America have used the DTM to build high-trust organizations

Covering trust building in teams, across functions, within organizations and across national cultures, *The Decision to Trust* shows how any organization can improve trust and the bottom line.

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### The Four Keys to Being a Trusted Leader – Harvard Business Review

Selflessness, Safety, Service, and Sacrifice. If finding great people to work with you is key (which it probably is) and you can't do it all by yourself (which you can't), then keep these concepts in the forefront of your mind. They will help you build an extraordinary team and produce winning results for your business – and when the time comes for you to retire (with a gold watch or not), you'll be proud of how you led.

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### The Most Important Skill for Great Leaders? Trustworthiness. - 99U

It doesn't matter how competent you are as a leader you won't get very far if your team doesn't trust you.

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### The Power of Trust: A Steel Cable - Leadership Skills from Mind Tools

Emotional intelligence expert Bruna Martinuzzi looks at how leaders need to earn trust to increase collaboration and enhance teamwork.

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### The Power of Trust: How Top Companies Build Manage and Protect It by Natalie Doyle Oldfield (Author)

Trust is the most basic quality at the heart of every relationship. We understand it naturally and our inner alarms go off when trust is damaged or absent. But most business leaders consider trust to be something intangible and difficult to quantify. This book clearly demonstrates that trust is both measurable and manageable. It offers a practical guide to building and protecting trust and making it part of the balance sheet of every organization. Natalie Doyle Oldfield has spent years studying trust. She lays out a practical, step-by-step approach that will enable everyone from the CEO to the front line employee to thrive in a culture of trust. By taking a look at the science and research, case studies of trust broken and rebuilt, and the reflections of leading business figures, this book will show you how to create trusting relationships with customers, employees and stakeholders. It will show you how to make trust part of your core business strategy and how to make it pay off on the bottom line.



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[Images for The Power of Trust: How Top Companies Build Manage and Protect It by Natalie Doyle Oldfield \(Author\)](#)

**The SPEED of Trust: The One Thing that Changes Everything by Stephen M .R. Covey (Author), Stephen R. Covey (Foreword), Rebecca R. Merrill (Contributor)**

Stephen M.R. Covey shows how trust—and the speed at which it is established with clients and, employees—is essential to a successful organization.

With nearly 750,000 copies in print, this instant classic shows that establishing trust is “the one thing that changes everything” (Marcus Buckingham, coauthor of *Now, Discover Your Strengths*) in both business and life.

Trust, says Stephen M.R. Covey, is the very basis of the new global economy, and he shows how trust—and the speed at which it is established with clients, employees, and constituents—is the essential ingredient for any high-performance, successful organization.

For business leaders and public figures in any arena, *The Speed of Trust* offers an unprecedented and eminently practical look at exactly how trust functions in our every transaction and relationship—from the most personal to the broadest, most indirect interaction—and how to establish trust immediately so that you and your organization can forego the time-killing, bureaucratic check-and-balance processes so often deployed in lieu of actual trust.

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**The 10 Laws of Trust: Building the Bonds That Make a Business Great by Joel Peterson (Author), David Kaplan (Contributor)**

Trust is the glue that holds an organization together. It turns deflection into transparency, suspicion into empowerment, and conflict into creativity. With it, a tiny company like John Deere grew into a worldwide leader. Without it, a giant corporation like Enron toppled.

In “The 10 Laws of Trust,” JetBlue chairman Joel Peterson explores how a culture of trust gives companies an edge. Consider this: What does it feel like to work for a firm where leaders and colleagues trust one another? Freed from micromanagement and rivalry, every employee contributes his or her best. Risk taking and innovation become the norm. And, as Peterson notes, “When a company has a reputation for fair dealing, its costs drop: Trust cuts the time spent second-guessing and lawyering.”

In clear, engaging prose, highlighted by compelling examples, Peterson details how to establish and maintain a culture of trust.

Steps include: Start with integrity, Invest in respect, Empower everyone, Require accountability, Create a winning vision, Keep everyone informed, Budget in line with expectations, Embrace conflict, Forget “you” to become an effective leader. And more with this book in hand, you'll be able to plant the seeds of trust — and reap the rewards of reputation, profits, and success.

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### **The Thin Book of Trust: An Essential Primer for Building Trust at Work by Charles Feltman (Author), Sue Annis Hammond (Editor)**

This is a small book about a very important subject. A lot has been written about trust: about what it is and what it can do for people, families, companies, communities and countries. Often, good work is being sabotaged by interpersonal conflict, political infighting, paralysis, stagnation, apathy, or cynicism. Almost always, one can trace these problems to a breakdown in trust. It not only kills good work, it also inevitably creates some degree of misery, annoyance, fear, anger, frustration, resentment, and resignation. By contrast, in successful companies where people are innovative, engage in productive conflict and debate about ideas, and have fun working together, one can find strong trusting relationships. Having the trust of those you work with is too important not to be intentional about building and maintaining it. With this book, you will learn how to build and maintain strong trusting relationships with others, and repair trust when it is broken, by being intentional and consistent in your language and actions. Understanding and consistently demonstrating trustworthy language and behavior will help you earn and keep the trust of the people you work with.

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### **The Trust Edge: How Top Leaders Gain Faster Results, Deeper Relationships, and a Stronger Bottom Line [David Horsager]**

In this widely popular book, David Horsager presents the ultimate guide to earning, maintaining, and even rebuilding the most critical factor of every business relationship—trust.

In *The Trust Edge*, David Horsager reveals the foundation of genuine success—trust. Based on research but made practical for today's leader, *The Trust Edge* shows that trust is quantifiable and brings dramatic results to businesses and leaders. In this book, Horsager teaches readers how to build the 8 Pillars of Trust:

1. Clarity: People trust the clear and mistrust the ambiguous.
2. Compassion: People put faith in those who care beyond themselves.
3. Character: People notice those who do what is right over what is easy.
4. Competency: People have confidence in those who stay fresh, relevant, and capable.
5. Commitment: People believe in those who stand through adversity.
6. Connection: People want to follow, buy from, and be around friends.
7. Contribution: People immediately respond to results.
8. Consistency: People love to see the little things done consistently.

When leaders learn how to implement these pillars, they enjoy better relationships, reputations, retention, revenue, and results. Fascinating and timely, *The Trust Edge* unveils how trust has the ability to accelerate or destroy any business, organization, or relationship. The lower the trust, the more time everything takes, the more everything costs, and the lower the loyalty of everyone involved. Conversely, an environment of trust leads to greater innovation, morale, and productivity. The trusted leader is followed. From the trusted salesperson, people will buy. For the trusted brand, people will pay more, come back, and tell others. Trust, not money, is the currency of business and life!

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**The Trusted Advisor by David H. Maister (Author), Charles H. Green (Author), Robert M. Galford (Author)**

Bestselling author David Maister teams up with Charles H. Green and Robert M. Galford to bring us the essential tool for all consultants, negotiators, and advisors.

In today's fast-paced networked economy, professionals must work harder than ever to maintain and improve their business skills and knowledge. But technical mastery of one's discipline is not enough, assert world-renowned professional advisors David H. Maister, Charles H. Green, and Robert M. Galford. The key to professional success, they argue, is the ability to earn the trust and confidence of clients. To demonstrate the paramount importance of trust, the authors use anecdotes, experiences, and examples -- successes and mistakes, their own and others' -- to great effect. The result is an immensely readable book that will be welcomed by the inexperienced advisor and the most seasoned expert alike.

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Images for The Trusted Advisor by David H. Maister (Author), Charles H. Green (Author), Robert M. Galford (Author)

### The Trusted Leader [Robert M. Galford, Anne Seibold Drapeau]

Any good manager feels an intuitive need to build trust inside his or her company and among employees. Self-improvement is an integral part of creating a trust-building climate and current books on leadership and corporate issues understate the importance of this element. Developing further the ideas in THE TRUSTED ADVISOR, the authors move from discussing how managers can make themselves and their company trustworthy to clients and customers to how they can build trust within an organization, between manager and colleagues, bosses, and employees. Instead of focusing on Business to Business, The Trusted Leader deals with building internal, managerial and organizational trust. The authors parse the different kinds of trust, give diagnostic ways to determine whether trust is missing and where it needs to be supplemented, and ways to restore trust when it has been betrayed. The book will contain numerous exercises and quizzes, as well as formulas that quantify the economies of trust and show its importance in an organization. Stories of managers and employees working through issues of trust in many different real-life situations cover many different corporate situations and scenarios (acquisitions, slowdowns, and internal and external crises), making this the most complete guide on the subject for managers.

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Images for Anne Seibold Drapeau, author  
Images for The Trusted Leader [Robert M. Galford, Anne Seibold Drapeau]

### 3 Qualities of the Most Effective Leaders - Brian Tracy

**Trust** is the quality that binds all relationships together.

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Images for 3 Qualities of the Most Effective Leaders - Brian Tracy Trust is the quality that binds all relationships together.  
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## Trust and Betrayal in the Workplace: Building Effective Relationships in Your Organization [Dennis Reina PhD, Michelle Reina PhD]

Trust is a non-negotiable for high performing relationships and organizations. Yet trust is fragile, and ninety percent of the behaviors that break it are subtle, fleeting, and unintentional. Drs. Dennis and Michelle Reina have rewritten this third edition of their best-selling, award-winning book *Trust and Betrayal in the Workplace* to empower everyone at every level of responsibility – not just leaders – to build and sustain trust in their workplaces.

Updated and completely rewritten with new case studies, tools, tips, and reflections, this third edition is the culmination of the authors' more than 20 years of rigorous research and "in the trenches" trust building experience with hundreds of organizations and thousands of people around the world.



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### Trust: From Socrates to Spin by Kieron O'Hara (Author), Will Hutton (Introduction)

The author moves between great philosophers and sociologists and the impact of this trust crisis in our daily lives, animating theory with in depth case studies, helping us to make sense of the daily scares in our newspapers. Is trust declining? Should we be worried? What can we do? The author provides the answers.

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### Trust Talk by Sue Annis Hammond

Trust and Collaboration in the workplace... But what is it? Which one of the hundreds of models of Trust do you want to adopt? How do you help a team talk about Trust without it turning into therapy? Or so squishy that no one knows what Trust means? TrustTalk is a powerful tool for conducting a developmental dialogue about what a team needs to do to enhance and develop trust and collaboration.

Each of the 71 cards in the TrustTalk deck contains 3 questions to use as conversation starters for team dialogue for that item; 2 suggestions on what to do differently in the team to create more Trust; 1 suggestion for the team leader to help the team create more team Trust and collaboration; and a keyword or phrase to use to pair similar items. The most important use of the cards is to create the basis for meaningful conversation within teams on the subject of building a high Trust atmosphere where members feel comfortable sharing their knowledge, opinions, and concerns. The ultimate goal is to create an environment where team members feel their contribution is needed and makes a difference to the team's success.



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## Why Trust is the New Core of Leadership - Forbes

Leadership theorists nowadays stress authenticity, EQ and relationships. This makes intuitive sense. But it isn't just a fad; there is a solid reason behind the shift. It is driven by changes in the world. Above all, it reflects the growing importance of trust.

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## 20) Set the tone

### Exhortations

<sup>1</sup>Therefore, my brothers and sisters,<sup>2</sup> whom I love and long for, my joy and crown, stand firm in the Lord in this way, my beloved.

<sup>2</sup> I urge Euodia and I urge Syntyche to be of the same mind in the Lord.<sup>3</sup>Yes, and I ask you also, my loyal companion,<sup>4</sup> help these women, for they have struggled beside me in the work of the gospel, together with Clement and the rest of my co-workers, whose names are in the book of life.

<sup>4</sup> Rejoice<sup>5</sup> in the Lord always; again, I will say, Rejoice.<sup>6</sup>Let your gentleness be known to everyone. The Lord is near. <sup>6</sup>Do not worry about anything, but in everything by prayer and supplication with thanksgiving let your requests be made known to God. <sup>7</sup>And the peace of God, which surpasses all understanding, will guard your hearts and your minds in Christ Jesus.

<sup>8</sup> Finally, beloved,<sup>8</sup> whatever is true, whatever is honorable, whatever is just, whatever is pure, whatever is pleasing, whatever is commendable, if there is any excellence and if there is anything worthy of praise, think about<sup>9</sup> these things. <sup>9</sup>Keep on doing the things that you have learned and received and heard and seen in me, and the God of peace will be with you.

oremus Bible Browser: [Philippians 4:1-9](http://bible.oremus.org/?passage=Philippians+4%3A1-9)

<http://bible.oremus.org/?passage=Philippians+4%3A1-9>

Images for Exhortations Philippians 4

Images for Rejoice\* in the Lord always; again, I will say, Rejoice

A respected man of the congregation came through the line after the last of my sermons as a part of the transition dynamics at the beginning of the interim. He grabbed my hand and shoulder and stated, "You're bringing life back to this place. I've enjoyed each one of your sermons!" After the service of worship, I met with the Worship Committee to plan for September through December. When I proposed a Commemoration of St. Francis with a blessing of the animals after the service of worship for the first Sunday in October and then an October Worship Fest Polka Service with brats and root beer for refreshments for the second Sunday, one older woman looked at me in disbelief, "You mean it's possible for Lutherans to have fun?" There had been a considerable heaviness in the congregation before my coming, and it was encouraging to see a lightness of behavior.

## Resources

### Five ways to set the tone from the top - The Globe and Mail

As chairman and chief executive officer of a national public relations firm, I've chosen five key standards of tone against which to measure my behavior. This is what works for me. Other leaders with different styles may value different – but equally valid – behavioral principles. 1. Consistency, 2. Integrity, 3. Work ethic, 4. Take risks, 5. Collaboration

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### Leaders Set the Tone | LeadToday

If you're a leader in your organization, then you're setting the "tone" for the entire organization. Now, you can be a leader because of your title or position or you can be a leader in your organization because you influence other people. The "tone" you set will likely determine the success of those you lead and, if your influence is great enough, perhaps the entire organization.

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[Images for integrity is everything](#)

<https://www.coursera.org/learn/leadership-influence/lecture/iR49n/4-4-5-leaders-set-the-tone> 4.4.5 Leaders Set the Tone - Week 4: It's Your Life - Live it Well

<http://www.providermagazine.com/archives/archives-2010/Pages/1010/Leaders-Must-Set-The-Tone.aspx>

[Images for Leaders-Must-Set-The-Tone](#)

## 21) Got juice?

A quarterback who's got juice energizes the team and makes others better.

### KC Chiefs quarterback Patrick Mahomes should be NFL MVP

Which takes us to another crucial point about Mahomes that surely can be said for Brees but matters only here: His capabilities energize everyone around him and arguably make them better. Or create "juice," as right tackle Mitchell Schwartz put it, part of a confidence that "good things are going to happen."

<https://www.kansascity.com/sports/spt-columns-blogs/vahe-gregorian/article223747595.html>

[Images for quarterback creates juice to energize team](#)

## 22) Personality of the pastor and that of the congregation

At some of the interim assignments I have served, a former installed pastor struggled only to go to another setting where that pastor thrived. What is the difference? There can be many dynamics, but one of them could be that of personality. The goal, of course, is to

make a good match between the personality of the pastor and that of the congregation. An interim pastor can seek to learn the personality of the congregation and lead in such a way that it brings out the best in the congregation.

## Resources

### Attachment Disorder Churches | CT Pastors | Christianity Today

If your people won't follow, it may be the result of past abandonment.

<http://www.christianitytoday.com/le/2008/fall/3.88.html>

Images for Attachment Disorder Churches | CT Pastors | Christianity Today

<https://www.christianitytoday.com/pastors/browse/>

<http://draltang01.blogspot.com/2008/10/attachment-disorder-churches.html>

<http://nationalmissionresource.blogspot.com/2008/10/attachment-disorder-churches.html>

<http://www.wisegeek.org/what-is-attachment-disorder.htm#did-you-know>

### Discover Your Spiritual Type: a Guide to Individual and Congregational Growth by Corinne Ware (Author)

From Urban T. Holmes's spiritual typology and her own experience as a spiritual director and pastoral counselor, Ware provides a framework for people to name and understand their spiritual experience - in much the same way the Myers-Briggs typology provides a framework for understanding personality types. Readers explore four spiritual types - head, heart, mystic, and Kingdom - and exercises allow individuals and groups to assess their type. Additional information for clergy to use this tool with congregations is included, which will help them gain greater understanding of how members learn about, worship, and celebrate God - and why there may be tension about such issues as the form or content of the worship service.

<http://www.amazon.ca/Discover-Your-Spiritual-Type-Congregational/dp/1566991498>

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Images for Corinne Ware (Author)

Images for Discover Your Spiritual Type by Corinne Ware (Author)

### Finding Your Way: Personalized Practices for Spiritual Growth through the Myers-Briggs Type Indicator [John Ackerman]

This is a booklet that takes the Myers-Briggs Type Indicator theory of personality differences and applies it to the classic three 12 step disciplines: prayer, meditation, and inventory. The spirituality is inclusive and contains more hints and affirmation than detailed instruction.

<http://www.amazon.com/Finding-Your-Way-Personalized-Practices/dp/1566991137>

[http://www.goodreads.com/author/show/7759386.John\\_Ackerman](http://www.goodreads.com/author/show/7759386.John_Ackerman)

<https://www.pinterest.com/TheSouthernDawn/myers-brigg-type-indicator-mbti/>

Images for Personalized Practices for Spiritual Growth through the Myers-Briggs Type Indicator [John Ackerman]

### Four Temperaments at the Beach

The four temperaments may change name, but they still are four. Originally classified as "Choleric," "Sanguine," "Phlegmatic," and "Melancholy," other instruments such as the Personal **Personality** Profile use "Dominance," "Influencing," "Steadiness," and "Cautious" to denote the four categories.

[http://www.ministryhealth.net/mh\\_articles/242\\_four\\_temperaments\\_at\\_beach.html](http://www.ministryhealth.net/mh_articles/242_four_temperaments_at_beach.html)

Images for Personal Personality Profile

### How to Deal With Different Personalities as a Leader | Chron.com

It takes all kinds of people to make up the world. You're bound to gather a variety of personalities as you staff a business.

Although it may be tempting to try to make all your staff fit into a basic personality mold, effective leadership respects employee differences and looks for the positive strengths in every member of a team. Deal with different personalities as a leader to strengthen your business.

<http://smallbusiness.chron.com/deal-different-personalities-leader-37497.html>

Images for How to Deal With Different Personalities as a Leader | Chron.com

## Insights - Insights Discovery

Insights Discovery is ideal if you want to:  
understand your unique **personality**  
develop your interpersonal skills  
improve your communication  
create better personal and professional relationships

<https://www.insights.com/564/insights-discovery.html>

[Images for Insights Discovery is ideal if you want to: understand your unique personality](#)

## Leading with the Congregation's Spirituality

Walking Together - A Congregational Resource Event

Leading with the Congregation's Spirituality - Rev. Michael Rehak, First Lutheran Church, Eau Claire

Spiritual language of a leader is reflective of that person's **personality** preferences. When the personality of the leader varies from the personality of the congregation the spiritual language of the leader may sound foreign to the congregation. Mistrust, "maintenance mode," and even conflict may ensue. Participants will encounter the four spiritual postures (primary languages), 16 dialects with enhancements, diminishments, and conflict warning signs, and will examine the benefits of leading with the congregation's spirituality.

Dr. Michael C. Rehak, The Institute for Congregational Identity.

Page 5

*Identifying the Congregation's Personality*

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[Images for Leading with the Congregation's Spirituality Rev. Michael Rehak](#)

<http://congregationalidentity.org/meet.html>

[http://www.cong-id.org/Institute\\_for\\_Congregational\\_Identity/Home.html](http://www.cong-id.org/Institute_for_Congregational_Identity/Home.html)

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<https://www.linkedin.com/in/michael-rehak-aa596821>

## Personality Type and Religious Leadership [Roy M. Oswald, Otto Kroeger]

Combining pastoral and behavioral science expertise, the authors spell out ways type and temperament theory illuminate the clergy role. Learn how to use the 16 Myers-Briggs personality types to recognize and affirm your gifts, work with your liabilities, and understand and accept those with whom you minister. "Being a parish pastor is a very complex role. Our mission in this book is to make that task a little less complex and a little more fun by looking at our congregations through the lens of the MBTI." - The authors

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[Images for otto kroeger \(author\)](#)

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[Images for Personality Type and Religious Leadership \[Roy M. Oswald, Otto Kroeger\]](#)

## Personality Type in Congregations: How to Work with Others More Effectively [Lynne M. Rev. Baab]

Lynne Baab's new book *Personality Type in Congregations: How to Work with Others More Effectively* combines two of her passions: her calling as a pastor and her love of psychological type. Through her own spiritual journey and its dynamic interaction with psychological type, Baab offers readers a useful tool to understand both their own spiritual journeys and their role in the life of their chosen spiritual community.

This book offers a rich storehouse of helpful information, examples, and tips for those whose work involves walking alongside others on their faith journey (pastor, spiritual director, counselor, etc.). This book provides a basic understanding of the concepts of psychological type and then builds upon them with applications to real-life issues for those new to type. \*brings together the resources of type and the various concerns of congregational life for those who currently know type and are involved in serving congregations.

<http://www.amazon.com/Personality-Type-Congregations-Others-Effectively/dp/1566991994>

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Images for Personality Type in Congregations: How to Work with Others More Effectively [Lynne M. Rev. Baab]

### Practical Applications - The Enneagram Institute

The Enneagram **Personality** Approach is based on taking individual differences or personality into account and mapping out the basic motivations of each personality orientation. The nine personality types of the Enneagram are what we actually see in everyday business and organizational life. This system identifies the dynamics of personality with startling clarity, making applications precise and useful.

<https://www.enneagraminstitute.com/practical-applications/>  
Images for Enneagram Personality

### The Enneagram for Managers: Nine Different Perspectives on Managing People [Oscar David]

The enneagram is a proven **personality** typology that describes nine different personality types. The theory of the enneagram is that each person belongs to one of these nine types. Each type employs a specific strategy for success, which however also has its drawbacks. The enneagram is applied in a variety of ways in management, for instance in team-building, coaching, management development and organizational change. This book provides an introduction to the enneagram and its potential for application within the daily practice of managers and professionals. The book not only helps to provide insight into human behavior within organizations, it is above all an encouragement to all those who wish to gain deeper knowledge about themselves and about the motivation for human behavior. Since 1993, Oscar David has introduced the enneagram to thousands of managers and professionals in a large number of international organizations. This book expresses, in part, the result of his broad practical experience and knowledge.

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<https://www.tias.edu/en/faculty/profile/oscar-david>  
Images for Oscar David, author the enneagram for managers  
Images for The Enneagram for Managers: Nine Different Perspectives on Managing People [Oscar David]

### The Everything Enneagram Book: Identify Your Type, Gain Insight into Your Personality and Find Success in Life, Love, and Business by Susan Reynolds (Author)

Each of us wears our personality like a disguise-but with the Enneagram, you can strip away that mask, and reveal your true self. A timeless tool used by corporate trainers, counselors, and mental health professionals, the Enneagram defines nine basic personality types. Which are you? Evangelical Idealist, People Pleaser, King of the Hill, Creative Seeker, Masterful Hermit, Loyal Guardian, Optimistic Dreamer, The Dominator, Peaceful Lamb.

In *The Everything Enneagram Book*, you'll learn what your type is, how it affects your perception of yourself and others, and how you can use that knowledge to best effect. Author Susan Reynolds' Jungian approach helps you apply the secrets of the Enneagram to your relationships, your work, even your love life. With this engaging, enlightening guide, you'll gain the self-awareness you need to transform every aspect of your life-and become the person you were born to be!

<https://www.amazon.com/Everything-Enneagram-Book-Identify-Personality/dp/1598692763>  
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The Everything Enneagram Book: Identify Your Type, Gain Insight into Your Personality and Find Success in Life, Love, and Business  
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[Images for Susan Reynolds \(Author\)](#)

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[Images for biblical-personality-types](#)

### 23) Seek the welfare of the city

I have heard many devotionals by bishops and assistants for meetings of Congregation Councils, Call Committees, and Transition Task Forces. One assistant regularly used Jeremiah's Letter to the Exiles in Babylon. I didn't fully appreciate his selection until I preached on it in the Narrative Lectionary 11/3/2017 on my first Sunday at one assignment.

Jeremiah's Letter to the Exiles in Babylon

But seek the welfare of the city where I have sent you into exile, and pray to the LORD on its behalf, for in its welfare you will find your welfare.

[oremus Bible Browser: jeremiah 29:7](#)

<http://bible.oremus.org/?q=172516313>

[Images for seek the welfare of the city where I have sent you into exile](#)

Because of the transitory nature of interim ministry, it is difficult to join a service club or make another such commitment while in the community, but there are other to be involved. A group in one town decided to meet one Wednesday morning a month for Business before Hours to discuss ways to promote the community. I took part and contributed in the conversation around the creation of a mission statement. Following are minutes from the meeting that determined a mission statement and a name for the group:

We decided to move forward and create a mission statement, followed by naming the group.

MISSION STATEMENT:

Increase Community Awareness and involvement in order to promote Business, Tourism, and Vitality in *(name)*

WE ARE: *(name)* Area Betterment Association

It was decided that we will continue to meet the 3<sup>rd</sup> Wednesday of each month from 7-8am at *(name)* Elementary School. Future meeting dates are Nov. 20, Dec. 18. It was also suggested that businesses may want to host a site tour for anyone interested in learning more about what each business has to offer.

We hope to nominate and elect officers at the next meeting. We will also discuss creating and distributing a brochure (or use existing one) about [town] so area businesses have this information for customers.

It was suggested that we consider organizing a run/walk, as we have the perfect resources for such an event.

Group Goals (from previous meetings)

Communication

With existing groups to pool resources

Using social media to promote [Town] (Facebook, Twitter, webpage, etc.)

Forming Partnerships

Businesses, schools, students, other organizations

Get one person from every business in town involved, whether they are the owner or an employee rep

Welcome new businesses and residents

Promote new businesses

Involve youth

Long term goals (from previous meetings)

Possibly include businesses, to expand to the "greater *(name)* area".

Youth scholarship - based on community involvement

## Resources

### Seek the Welfare of the City

Developing a positive attitude toward the city and contributing to the welfare of others.

<http://seekthewelfare.com/>

[Images for Seek the Welfare of the City](#)

### Seek the Welfare of the City: Christians as Benefactors and Citizens (First-Century Christians in the Graeco-Roman World) [Mr. Bruce W. Winter]

In attempting to understand the role of early Christians in the Greco-Roman world, New Testament scholars have not sufficiently appreciated the significance of the expansive term *politeia*, minimizing our understanding of the function of Christians in the public place. In this first volume of a series titled First-Century Christians in the Greco-Roman World, Winter maps out the role and obligations of the early Christians as benefactors and citizens in their society. Drawing on important ancient literary and nonliterary sources, he explores the complexities of the positive commitments made by early Christians in Gentile regions of the Roman Empire.

<http://www.amazon.com/Seek-Welfare-City-First-Century-Graeco-Roman/dp/0802840914>

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Page 102

[Images for Bruce W. Winter, author](#)

[Images for Seek the Welfare of the City: Christians as Benefactors and Citizens \(First-Century Christians in the Graeco-Roman World\) \[Mr. Bruce W. Winter\] images](#)

## 24) The leader, in diligence

The Apostle Paul says a lot in a few words. At least four characteristics of leadership jump out at me in this text.

### The New Life in Christ

I appeal to you therefore, brothers and sisters,<sup>1</sup> by the mercies of God, to present your bodies as a living sacrifice, holy and acceptable to God, which is your spiritual<sup>2</sup> worship. <sup>2</sup>Do not be conformed to this world,<sup>3</sup> but be **transformed** by the renewing of your minds, so that you may **discern** what is the will of God—what is good and acceptable and perfect.<sup>4</sup>

<sup>3</sup> For by the grace given to me I say to everyone among you not to think of yourself more highly than you ought to think, but to think with **sober** judgment, each according to the measure of faith that God has assigned. <sup>4</sup>For as in one body we have many members, and not all the members have the same function, <sup>5</sup>so we, who are many, are one body in Christ, and individually we are members one of another. <sup>6</sup>We have gifts that differ according to the grace given to us: prophecy, in proportion to faith; <sup>7</sup>ministry, in ministering; the teacher, in teaching; <sup>8</sup>the exhorter, in exhortation; the giver, in generosity; the leader, in **diligence**; the compassionate, in cheerfulness.

[oremus Bible Browser: Romans 12:1-8](#)

<http://bible.oremus.org/?passage=Romans+12:1-8>

[Images for New Life in Christ](#)

### Transformed

#### What does the Bible say about transformation?

Question: “What does the Bible say about transformation?”

Answer: In the Bible *transformation* means “change or renewal from a life that no longer conforms to the ways of the world to one that pleases God” ([Romans 12:2](#)). This is accomplished by the renewing of our minds, an inward spiritual transformation that will manifest itself in outward actions. The Bible presents the transformed life in Christ as demonstrated through our “bearing fruit in every good work [and] growing in the knowledge of God” ([Colossians 1:10](#)). Transformation involves those who were once far from God being “drawn near” to Him through the blood of Christ ([Ephesians 2:13](#)).

<http://www.gotquestions.org/Bible-transformation.html>

[Images for Bible and transformation](#)

### Discern

#### Discerning the Will of God | Bible.org

We not only have an obligation to God but also to ourselves to discern and fulfill His will for our lives. Positively, it is only by making this a top priority that we will find the joy and satisfaction of an ultimately meaningful existence on this earth. Negatively, it is only in this way that we will avoid the undesirable and sometimes devastating consequences of pursuing our own will while rejecting God's. The initial pleasures of sin do not outlast the guilt, double binds, and disillusionment that are its final product. God loves us and desires what is best for us; He is also omniscient and knows what is best for us. Since His will for our lives is “good and acceptable and perfect” ([Romans 12:2](#)), it is in our own best interest to affirm His desires even when they are contrary to our own.

<https://bible.org/article/discerning-will-god>

[Images for Discerning the Will of God](#)

Sober

### Sober Judgment | My Heart's Mission

As we consider how much Christ has done for us (in view of God's mercy (Romans 12:1)). We all have a debt greater than we can repay- and yet God has paid it for us. The sins we struggle with differ, our gifts differ- but we all have received the same mercy and forgiveness through the blood of Christ.

We need each other. We cannot all be hands. We cannot all be hearts.

In the church, we all have roles to play. We have been uniquely made by God to fulfill a specific purpose that others cannot do as effectively as we can when we submit ourselves to God. There are people who we can reach- uniquely based on our personality and our strengths- that someone else would not be able to minister to as effectively.

<http://www.myheartsmisson.com/tag/sober-judgment/>  
[Images for Sober Judgment](#)

Diligence

### What is the spiritual gift of leadership? - GotQuestions.org

Question: "What is the spiritual gift of leadership?"

Answer: The Bible gives the means for the church to accomplish tasks, develop the local congregation, serve the needs of the fellowship, and help it establish a community witness. The Bible describes these means as [spiritual gifts](#), one of which is the gift of leadership. The spiritual gift of leadership in the local church appears in two passages, [Romans 12:8](#) and [1 Corinthians 12:28](#). The Greek word translated "rule" or "govern" in these verses designates one who is set over others, or who presides or rules, or one who attends with diligence and care to a thing. In [1 Thessalonians 5:12](#), it is used in relation to ministers in general: "And we beseech you, brethren, to know them which labor among you, and are over you in the Lord." Here the word is translated "over you."

Everything rises and falls with leadership. The more skillful and effective the leadership, the better the organization runs and the more the potential for growth increases. In [Romans 12:8](#) the word translated "ruler" indicates care and diligence with reference to the local church. The ruler is to attend, with constant **diligence**, to his work, which is to watch over the flock and to be ready to sacrifice personal comfort to look after needy sheep.

<http://www.gotquestions.org/gift-of-leadership.html>  
[Images for spiritual gift of leadership](#)

## 25) Inspiration/Perspiration and Intelligence/Diligence

Just as inspiration requires perspiration for actualization, so does intelligence require diligence.

### Resources for Inspiration/Perspiration

#### Between Inspiration and Perspiration - Jay Posey

Inspiration and perspiration are both important parts to Doing the Work. But it leaves out a crucial piece that is frequently overlooked when we're going back and reconstructing the Narrative of Our Moment of Genius.

That critical component is *cultivation*.

<http://jayposey.com/between-inspiration-and-perspiration/>  
[Images for inspiration and perspiration](#)

#### 1% Inspiration, 99% Perspiration | Words | Pinterest

<https://www.pinterest.com/pin/29977153740652329/>  
[Images for 1% Inspiration, 99% Perspiration | Pinterest](#)

<https://www.pinterest.co.uk/broje928/motivation-inspiration-perspiration/>  
[Images for pinterest/motivation-inspiration-perspiration](#)

#### Thomas Edison - Wikiquote

None of my inventions came by accident. I see a worthwhile need to be met and I make trial after trial until it comes. What it boils down to is **one per cent inspiration and ninety-nine per cent perspiration**.

[https://en.wikiquote.org/wiki/Thomas\\_Edison](https://en.wikiquote.org/wiki/Thomas_Edison)

[Images for Thomas Edison one per cent inspiration and ninety-nine per cent perspiration](#)

### Resources for Intelligence

#### Executive Intelligence: What All Great Leaders Have: Justin Menkes

The final word on what traits make for highly successful managers—and a detailed explanation of how to identify potential standout performers.

*Executive Intelligence* is about the substance behind great leadership. Inspired by the work of Peter Drucker and Jim Collins, Justin Menkes set out to isolate the qualities that make for the 'right' people. Drawing on his background in psychology and bolstered by interviews with accomplished CEOs, Menkes paints the portrait of the ideal executive.

In a sense, Menkes's work reveals an executive IQ—the cognitive skills necessary in order to excel in senior management positions. Star leaders readily differentiate primary priorities from secondary concerns; they identify flawed assumptions; they anticipate the different needs of various stakeholders and how they might conflict with one another; and they recognize the underlying agendas of individuals in complex exchanges.

Weaving together research, interviews and the results of his own proprietary testing, Menkes exposes one of the great fallacies of corporate life, that hiring and promotion are conducted on a systematic or scientific basis that allows the most accomplished to rise to their levels of optimal responsibility. Finally, Menkes is a passionate advocate for finding and employing the most talented people, especially those who may have been held back by external assumptions.



<https://www.amazon.com/Executive-Intelligence-What-Great-Leaders/dp/0060781882>  
[http://www.goodreads.com/book/show/117975.Executive\\_Intelligence](http://www.goodreads.com/book/show/117975.Executive_Intelligence)  
<https://www.harpercollins.com/9780061742026/executive-intelligence>  
<https://www.barnesandnoble.com/w/executive-intelligence-justin-menkes/1111439721>  
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<https://www.harpercollins.com/9780061742026/executive-intelligence/>  
<https://hbr.org/2005/11/hiring-for-smarts>  
<https://hbswk.hbs.edu/item/how-important-is-executive-intelligence-for-leaders>  
<http://www.leadershipnow.com/leadership/0060781874.html>  
<http://www.summary.com/book-reviews/Executive-Intelligence/>  
<https://www.outthink.com/outthink-articles/2008/10/17/defining-executive-intelligence-17oct2008.pdf>  
<https://www.economictimes.indiatimes.com/new-guru-justin-menkes/articleshow/12458124.cms>  
<http://www.curledup.com/exintell.htm>  
<https://www.youtube.com/watch?v=ZSxbri1GIaQ> Justin Menkes - Business Leadership Speaker - YouTube  
[https://www.youtube.com/watch?v=p\\_87S2GpKq](https://www.youtube.com/watch?v=p_87S2GpKq) On the couch with...Justin Menkes (part 1) – YouTube  
<https://www.youtube.com/watch?v=S1mYx7Lvo5Y&t=5s> CEO conflict and leadership skills (part 2) – YouTube  
<https://www.youtube.com/watch?v=F8h89wMH0FQ> CEOs - dealing with adversity & feedback (part 3) – YouTube  
<https://www.youtube.com/watch?v=5sMpKkeZ-w8> Preparing for the pressure of being CEO & mentoring (part 4) – YouTube  
<https://www.youtube.com/watch?v=rofEtZwGk5A> How Top CEOs Cope with Constant Stress – YouTube  
<http://www.businessinsider.com/author/justin-menkes>  
<http://www.the-chiefexecutive.com/contributors/contributor1191/>  
[http://chiefexecutive.net/author/justin\\_menkes/](http://chiefexecutive.net/author/justin_menkes/)  
<https://hbr.org/search?term=Justin%20Menkes>  
<http://graduatebusinessforum.com/gbf-academy/gbf-partners/justin-menkes>  
[http://www.goodreads.com/author/show/68410.Justin\\_Menkes](http://www.goodreads.com/author/show/68410.Justin_Menkes)  
<https://www.instagram.com/justinmenkes/> Images for Justin Menkes, author  
<https://www.instagram.com/justinmenkes/> Images for Executive Intelligence: What All Great Leaders Have: Justin Menkes

#### Intelligence Quotes - BrainyQuote

<https://www.brainyquote.com/topics/intelligence>  
[https://www.brainyquote.com/lists/topics/top\\_10\\_intelligence\\_quotes](https://www.brainyquote.com/lists/topics/top_10_intelligence_quotes)  
<https://www.instagram.com/justinmenkes/> Images for intelligence quotes  
<https://www.goodreads.com/quotes/tag/intelligence>  
<http://www.wiseoldsayings.com/intelligence-quotes/>  
<https://www.successories.com/iquote/category/1711/intelligence-and-intellectuals-quotes/1>  
<http://en.proverbia.net/citastema.asp?tematica=654> Intelligence Quotes - Quotations and Famous Quotes on Intelligence  
[www.quoteqarden.com/intelligence.html](http://www.quoteqarden.com/intelligence.html)  
<https://boardofwisdom.com/togo/?viewid=1005&listname=Intelligence>  
<http://iheartintelligence.com/2015/12/17/timeless-inspirational-quotes/>  
<http://www.famousquotes123.com/intelligence-quotes.html>  
[www.azquotes.com/quotes/topics/intelligence.html](http://www.azquotes.com/quotes/topics/intelligence.html)  
<https://quotefancy.com/intelligence-quotes>  
<https://www.ranker.com/list/notable-and-famous-intelligence-and-intellectuals-quotes/reference>  
<https://www.instagram.com/justinmenkes/> Images for notable-and-famous-intelligence-and-intellectuals-quotes

#### Leadership Intelligence | Our Passion is People

Leadership Intelligence is a community of experts who deliver customized consulting, coaching and learning solutions to a diverse clientele.  
<http://leadershipintelligence.com/>  
<https://www.saba.com/blog/effective-leadership-the-three-types-of-intelligence-you-need>  
[https://www.regent.edu/acad/global/publications/lao/issue\\_22/4Garcia\\_intelligence\\_lao\\_22.pdf](https://www.regent.edu/acad/global/publications/lao/issue_22/4Garcia_intelligence_lao_22.pdf)

<https://www.tlnt.com/leadership-intelligence-is-what-matters-now/>  
<https://www.amazon.com/Leadership-Intelligence-Navigating-Your-North/dp/1475827482>  
<https://theconversation.com/why-the-world-needs-intelligent-leaders-and-what-it-takes-to-be-one-59277>  
[https://johnmattone.com/intelligent\\_leadership/](https://johnmattone.com/intelligent_leadership/)  
<https://aboutleaders.com/leadership-and-intelligence/>  
<https://aboutleaders.com/leadership-intelligences-a-holistic-approach/>  
<Images for leadership-intelligences-a-holistic-approach>  
<https://www.linkedin.com/company/leadership-intelligence-inc>  
<www.lindatalley.com/three-types-intelligence-effective-leaders/>  
<Images for intelligence-effective-leaders>

**Multiple Intelligences and Leadership (Organization and Management Series) by Ronald E. Riggio (Editor), Susan Elaine Murphy (Editor), Francis J. Pirozzolo (Editor)**

This edited book presents cutting-edge research looking at the role of multiple intelligence--cognitive (IQ), emotional intelligence, social intelligence--in effective leadership, written by the most distinguished scholars in the two distinct fields of intelligence and leadership. The synergy of bringing together both traditional intelligence researchers and renowned leadership scholars to discuss how multiple forms of intelligence impact leadership has important implications for the study and the practice of organizational and political leadership. This volume emanates from the recent explosion of interest in non-IQ domains of intelligence, particularly in Emotional Intelligence and Social Intelligence. Indeed, the leading EI and SI scholars have contributed to this book.

Research described in this book suggests that: (1) possession of multiple forms of intelligence is important for effective leadership; (2) researchers are just beginning to understand the breadth, depth, and potential applications of non-IQ domains of intelligence; (3) incorporating multiple intelligence constructs into existing leadership theories will improve our understanding of effective leadership; and (4) research on multiple intelligence has important implications for both the selection and training of future leaders.

<https://www.amazon.com/Multiple-Intelligences-Leadership-Organization-Management/dp/0415650321>  
<http://www.goodreads.com/book/show/2578664-multiple-intelligences-leadership>  
<https://www.crcpress.com/Multiple-Intelligences-and-Leadership/Riggio-Murphy-Pirozzolo/p/book/9780415650328>  
<https://books.google.com/books?isbn=1135662436>  
[https://books.google.com/books/about/Multiple\\_Intelligences\\_and\\_Leadership.html?id=MYt5AgAAQBAJ](https://books.google.com/books/about/Multiple_Intelligences_and_Leadership.html?id=MYt5AgAAQBAJ)  
[https://books.google.com/books/about/Multiple\\_Intelligences\\_and\\_Leadership.html?id=QKJ4nOkdpeoC](https://books.google.com/books/about/Multiple_Intelligences_and_Leadership.html?id=QKJ4nOkdpeoC)  
<Multiple Intelligences and Leadership - Page ii - Google Books Result>  
<http://kravisleadershipinstitute.org/publications/books/multiple-intelligences-and-leadership/multiple-intelligences-and-leadership-an-overview/>  
<https://www.psychologytoday.com/blog/cutting-edge-leadership/201310/the-three-types-intelligence-you-need-success>  
<http://www.lindatalley.com/three-types-intelligence-effective-leaders/>  
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[http://www.goodreads.com/author/show/580824.Ronald\\_E\\_Riggio](http://www.goodreads.com/author/show/580824.Ronald_E_Riggio)  
<Images for Ronald E. Riggio, author>  
[http://www.goodreads.com/author/show/589001.Susan\\_Elaine\\_Murphy](http://www.goodreads.com/author/show/589001.Susan_Elaine_Murphy)  
<Images for Susan Elaine Murphy, author>  
[http://www.goodreads.com/author/show/1139270.Francis\\_J\\_Pirozzolo](http://www.goodreads.com/author/show/1139270.Francis_J_Pirozzolo)  
<Images for Francis J. Pirozzolo, author>  
[Images for Multiple Intelligences and Leadership \(Organization and Management Series\) by Ronald E. Riggio \(Editor\), Susan Elaine Murphy \(Editor\), Francis J. Pirozzolo \(Editor\)](Images for Multiple Intelligences and Leadership (Organization and Management Series) by Ronald E. Riggio (Editor), Susan Elaine Murphy (Editor), Francis J. Pirozzolo (Editor))  
<https://www.routledge.com/Organization-and-Management-Series/book-series/SOM>  
<https://www.routledge.com/Classics-in-Organization--Management-Series/book-series/TRANSCOM>  
<Images for Organization and Management Series>

**What is Executive Intelligence – An Emerging Discipline - Mr. Geek**

These “STARS” have one thing in common, EXECUTIVE INTELLIGENCE – The art of getting things done.

<http://www.mrgeek.me/insight/what-is-executive-intelligence-an-emerging-discipline/>  
<http://www.mrgeek.me/insight/executive-intelligence-how-to-execute-it-part-2-of-series/>  
<https://www.quora.com/What-is-Executive-Intelligence>  
<https://www.pinterest.com/pin/133348838937450398/>  
<Images for Executive Intelligence – An Emerging Discipline>  
<https://www.spencerstuart.com/research-and-insight/defining-executive-intelligence-the-skills-that-distinguish-great-leaders>  
<Images for defining-executive-intelligence-the-skills-that-distinguish-great-leaders>  
<https://www.spencerstuart.com/what-we-do/our-capabilities/executive-assessment-services/executive-intelligence>  
<https://www.spencerstuart.com/research-and-insight/executive-intelligence-what-all-great-leaders-have>  
<Images for executive-intelligence-what-all-great-leaders-have>  
<www.executiveintelligence.com/>  
<https://hbswk.hbs.edu/archive/hiring-for-executive-intelligence>  
<http://davidmaister.com/executive-intelligence/>  
[https://en.wikipedia.org/wiki/Executive\\_Intelligence\\_Review](https://en.wikipedia.org/wiki/Executive_Intelligence_Review)  
<Images for Executive Intelligence Review>

<https://www.linkedin.com/company/executive-intelligence-group>

<http://www.halogensoftware.com/blog/effective-leadership-the-three-types-of-intelligence-you-need> Effective Leadership: The Three Types of Intelligence You Need

### Resources for Diligence

**Leadership & Change – The Executive Hub - N2Growth**

**Due Diligence:** Just because an idea sounds good doesn't mean it is. You should endeavor to validate proof of concept based upon detailed, credible research. Do your homework – put the change initiative through a rigorous set of risk/reward and cost/benefit analyses. Forget this step and you won't be able to find a rock big enough to hide under.

<http://hub.n2growth.com/leadership-change/>

[Images for Leadership & Change – The Executive Hub - N2Growth Due Diligence](#)

**Management due diligence - Wikipedia**

Management due diligence is the process of appraising a company's [senior management](#)—evaluating each individual's effectiveness in contributing to the organization's [strategic objectives](#).<sup>[1]</sup>

[https://en.wikipedia.org/wiki/Management\\_due\\_diligence](https://en.wikipedia.org/wiki/Management_due_diligence)

[Images for Management Due Diligence](#)

**The Value of Diligence in Leadership | Ferguson Values - Pinterest**

<https://www.pinterest.com/pin/617133955159198190/>

[Images for Diligence in Leadership - Pinterest](#)

<https://www.pinterest.com/pin/508554982896405750/> Today's Word: DILIGENCE | John Maxwell Team | A Minute With Maxwell

<https://www.pinterest.com/pin/390054017712184233/> Organizational cultural due diligence - Mergers & Acquisitions - Pinterest

<https://www.pinterest.com/pin/496521927647053690/> Due Diligence: An M&A Value Creation Approach (Wiley Finance) - Pinterest

<https://www.pinterest.com/pin/52917364346656598/> Diligence Anchor Chart | Diligence | Character Qualities, Character Counts,

Diligence, Leadership Development, Character Foundation. - Pinterest

<https://www.pinterest.com/pin/91901648630344431/> Diligence | Character First Education | assembly diligence | Pinterest

## 26) Think smarter rather than work harder

When I was younger, I tried to make up in effort what I lacked in experience. Now that I am older, I operate the other way around.

Precepts and warnings

5 Wise warriors are mightier than strong ones, and those who have knowledge than those who have strength; 6 for by wise guidance you can wage your war, and in abundance of counselors there is victory.

**Proverbs 24:5-6**

<http://www.biblestudytools.com/nrs/proverbs/passage.aspx?q=proverbs+24:5-6>

[Images for precepts and warnings Proverbs](#)

### Resources

**A Simpler Way [Margaret J. Wheatley, Myron Kellner-Rogers]**

“We want life to be less arduous and more delightful. We want to be able to think differently about how to organize human activities.” So begins *A Simpler Way*, an exploration of a radically different world view that will reshape how we think about organizing all human endeavors.

Margaret J. Wheatley and coauthor Myron Kellner-Rogers explore the question: “How could we organize human endeavor if we developed different understandings of how life organizes itself?” They draw on the work of scientists, philosophers, poets, novelists, spiritual teachers, colleagues, audiences, and their own experience in search of new ways of understanding life and how organizing activities occur. *A Simpler Way* presents a profoundly different world view that can change how we live our lives and how we can create organizations that thrive.

*A Simpler Way* explores fundamental new beliefs about organizations and life. Like *Leadership and the New Science*, this new book is rooted in science but breaks new ground by developing insights from literature, spiritual teachings, and direct experience. The authors challenge many assumptions about life, organizations, and change, while providing inspiration and guidance for readers on their own journey to a simpler way to organize their endeavors.

The authors describe a new paradigm of life as self-organizing and coevolving, drawing on sources that support modern science but predate its findings by thousands of years. They examine five major themes—play, organization, self, emergence, and coherence—each grounded in both the science and philosophy of a world that knows how to organize itself. Each theme is explored in depth, and then applied to how we think about human organizations.

The book begins and ends with photo essays, providing visual imagery that recalls readers to their own experience with a world that is creative, playful, and self-organizing. Written in a relaxed, poetic, and inviting style, the book welcomes the reader into this exploration of a new way of being in the world, one which can give us increased organizing capacity and effectiveness with less of the stress that plagues us now.

Constructed around five major themes - play, organization, self, emergence, and coherence - *A Simpler Way* challenges the way we live and work, presenting a profound worldview.

In thoughtful, creative prose, the authors help readers connect their own personal experiences to the idea that organizations are evolving systems. With its relaxed, poetic style, *A Simpler Way* will help readers increase their organizing capacity and free them from the daily stress that disorganization brings.

<http://www.amazon.com/Simpler-Way-Margaret-J-Wheatley/dp/1576750507>

[https://www.goodreads.com/book/show/413995.A\\_Simpler\\_Way](https://www.goodreads.com/book/show/413995.A_Simpler_Way)  
<https://www.penguinrandomhouse.com/books/574833/a-simpler-way-by-margaret-j-wheatley-and-myron-kellner-rogers/>  
<https://www.barnesandnoble.com/w/simpler-way-margaret-j-wheatley/1100402367>  
<http://www.bkconnection.com/ProdDetails.asp?ID=1576750507>  
[https://books.google.com/books/about/A\\_Simpler\\_Way.html?id=ivKwiM63Ks8C](https://books.google.com/books/about/A_Simpler_Way.html?id=ivKwiM63Ks8C)  
[https://books.google.com/books/about/A\\_Simpler\\_Way.html?id=OG-kYyTI-nQC](https://books.google.com/books/about/A_Simpler_Way.html?id=OG-kYyTI-nQC)  
[The Knowledge Evolution - Page 251 - Google Books Result](#)  
[https://www.bkconnection.com/static/A\\_Simpler\\_Way\\_EXCERPT.pdf](https://www.bkconnection.com/static/A_Simpler_Way_EXCERPT.pdf)  
<http://www.margaretwheatley.com/articles/life.html>  
<http://www.margaretwheatley.com/books.html>  
<https://www.getabstract.com/en/summary/career-and-self-development/a-simpler-way/36>  
<https://systemspractitioner.com/2018/07/29/what-margaret-wheatley-tells-us-about-a-simpler-way/>  
<http://www.readhowyouwant.com/catalog/author-detail.aspx?author-id=3900>  
[https://www.publishersweekly.com/978-1-881052-95-1\\_Nonfiction\\_Book\\_Review](https://www.publishersweekly.com/978-1-881052-95-1_Nonfiction_Book_Review)  
<http://dalailamafilm.com/cast-myron-kellner-rogers/myron-kellner-rogers-biography-simpler-way-berkana-institute.html>  
<https://www.bkconnection.com/users/myronrogers>  
<http://dalailamafilm.com/cast-myron-kellner-rogers/myron-kellner-rogers-biography-simpler-way-berkana-institute.html>  
 A Simpler Way: Margaret J. Wheatley, Myron Kellner-Rogers - Pinterest  
[https://en.wikipedia.org/wiki/Meg\\_Wheatley](https://en.wikipedia.org/wiki/Meg_Wheatley)  
<https://www.thriftbooks.com/a/margaret-j-wheatley/214651/>  
<https://www.amazon.com/Margaret-J.-Wheatley/e/B000APA880>  
[http://www.goodreads.com/author/show/157975.Margaret\\_J\\_Wheatley](http://www.goodreads.com/author/show/157975.Margaret_J_Wheatley)  
 Images for Margaret J. Wheatley, author  
[http://www.goodreads.com/author/show/234042.Myron\\_Kellner\\_Rogers](http://www.goodreads.com/author/show/234042.Myron_Kellner_Rogers)  
 Images for Myron Kellner-Rogers, author a simpler way  
 Images for A Simpler Way [Margaret J. Wheatley, Myron Kellner-Rogers]

Following the Yellow Brick Road

The Scarecrow – The very first thing I need to do when entering the real world is to use my BRAIN. I have to be **smart** at work, smart with my money, and smart with my time. If I can do these things, that should be a good start.

**Self Improvement | K. Taylor and Associates - Part 2**

<http://www.ktaylorandassoc.com/tag/self-improvement/page/2/>

[Images for The Scarecrow – The very first thing I need to do when entering the real world is to use my BRAIN. I have to be smart at work, smart with my money, and smart with my time.](#)

**If I Only Had a Brain - The Wizard of Oz (4/8) Movie CLIP**

<https://www.youtube.com/watch?v=nauLgZISozs>

[Images for If I Only Had a Brain - The Wizard of Oz](#)

**General Colin Powell: A Leadership Primer**

Lesson 11 “Fit no stereotypes. Don’t chase the latest management fads. The situation dictates which approach best accomplishes the team’s mission.”

<http://nets.ucar.edu/nets/intro/staff/jcustard/jc-la2004/powell-leadership.pdf>

**The Leadership Secrets of Colin Powell**

Chapter 10 Situation Dictates Strategy

<http://search.barnesandnoble.com/Leadership-Secrets-of-Colin-Powell/Oren-Harari/e/9780071418614>

**General Colin Powell: A Leadership Primer**

Lesson 14 “Great leaders are almost always great simplifiers, who can cut through argument, debate and doubt, to offer a solution everybody can understand.”

<http://nets.ucar.edu/nets/intro/staff/jcustard/jc-la2004/powell-leadership.pdf>

[Images for General Colin Powell: A Leadership Primer Lesson 11 “Fit no stereotypes. Don’t chase the latest management fads. The situation dictates which approach best accomplishes the team’s mission.”](#)

**The Leadership Secrets of Colin Powell**

Chapter 7 Close with the Enemy

<http://search.barnesandnoble.com/Leadership-Secrets-of-Colin-Powell/Oren-Harari/e/9780071418614>

[Images for The Leadership Secrets of Colin Powell Chapter 7 Close with the Enemy](#)

**Jamarca Sanford's investment, rapid growth typifies Vikings' resurgence – Star Tribune**

“This league isn’t about how athletic you are, it’s about how **smart** you are. How well can you study film and break a team down.”

<http://www.startribune.com/sports/vikings/blogs/185539851.html>

[Images for it’s about how smart you are](#)

### Life in the Fast Lane: Four Pitfalls of Going Too Hard Too Long!

Do you sometimes feel like the harried circus performer spinning plates in the air? At times, our schedules seem to dictate that all our effort is spent running from one responsibility to another, anticipating a “wobble” or trying to maintain the needed momentum. It’s easy to gravitate toward this extreme and if we look at our Day-Timers it seems as if the meaning of “balance” and “perspective” has been forgotten.

Life in the Fast Lane is seductive - it blinds and entices while eroding our long-term effectiveness. There is an almost fatal attraction to the rush of adrenaline fed by our own sense of indispensability. Perspective evaporates as we listen to the siren song of activity. And the result is a chaotic and unbalanced life.

[http://www.ministryhealth.net/mh\\_articles/249\\_gm\\_fast\\_lane.html](http://www.ministryhealth.net/mh_articles/249_gm_fast_lane.html)

[Images for Pitfalls of Going Too Hard Too Long](#)

### Newman: You Have to Work Smarter the Older You Get – Minnesota Vikings

Listen to Vikings cornerback Terence Newman as he addressed the Twin Cities media Thursday morning after re-signing with the Vikings Wednesday.

<http://www.vikings.com/media-vault/audio/Newman-You-Have-to-Work-Smarter-the-Older-You-Get/33955085-e32b-4503-9493-48f757754852>

[Images for Work Smarter the Older You Get](#)

### 'Thinking in the Future Tense' – Don't Fear, Plan Ahead, Move Forward, Go Fast

American business, economics and society are changing at extraordinary speed. To succeed, our leaders, managers, all of us, need to learn faster, **think smarter** and break free of confining assumptions and old mind-sets. Jennifer James – cultural anthropologist and business speaker, author and Times columnist – describes how to do just that in these excerpts from her new book, *Thinking in the Future Tense: Leadership Skills for a New Age*.

<http://community.seattletimes.nwsourc.com/archive/?date=19960527&slug=2331520>

[Images for 'Thinking in the Future Tense' – Don't Fear, Plan Ahead, Move Forward, Go Fast](#)

[Images for think smarter and break free of confining assumptions and old mind-sets images](#)

### 20 best Work smarter not harder images on Pinterest

<https://www.pinterest.com/blmontysr/work-smarter-not-harder/>

[Images for work smarter not harder Pinterest](#)

<https://www.pinterest.com/SuzyGeeBlogs/work-smarter-not-harder/>

<https://www.pinterest.com/cblanding63/work-smarter-not-harder/>

### What Does the Bible Say About Thinking? - OpenBible.info

<https://www.openbible.info/topics/thinking>

[Images for Bible and Thinking](#)

<https://bible.knowing-jesus.com/topics/THINKING>

<https://www.kingjamesbibleonline.org/Bible-Verses-About-Thinking/>

<https://www.bible-knowledge.com/you-are-what-you-think/>

[Images for you-are-what-you-think](#)

<https://www.desiringgod.org/labs/the-bible-will-teach-you-how-to-think>

[Images for bible-will-teach-you-how-to-think](#)

### Working Smart: Inspirational Quotes - CommPRO.biz

<https://www.commpro.biz/working-smart-inspirational-quotes/>

[Images for think smarter rather than work harder quotes](#)

## 27) Dodge the punch

If I see a punch coming, I want to dodge the punch and live to fight another punch.

### How to Dodge a Punch (with Pictures) - wikiHow

**Skill in dodging punches mainly comes down to practice, not innate reflexes.** Reading this guide once won't make you a master fighter, but it will teach you the correct form to use while practicing. Try to turn these motions into second nature, and remember the vital tips for minimizing injury.

<https://www.wikihow.com/Dodge-a-Punch>

[Images for How to Dodge a Punch](#)

## 28) Will beats skill

I was listening to **ESPN 92.3 | Central Wisconsin's Original** as the commentators were making their predictions of the 2017 NBA basketball playoffs. One of them favored a certain team and reinforced his argument by saying, “Will beats skill.”

### Resources

**Sports Quotes on Twitter: "Will beats skill. -Kevin Constantine"**

[https://twitter.com/sports\\_greats/status/379855005294931968](https://twitter.com/sports_greats/status/379855005294931968)

**Images for Sports Quotes on Twitter: "Will beats skill. -Kevin Constantine"**

<https://br.pinterest.com/pin/354095589436709615/> "Will #Beats Skill" Quotes - #KevinConstantine | Quotes | Pinterest



## Vince Lombardi | Quotes

### Will to Win

<http://www.vincelombardi.com/quotes.html>

Images for [Vince Lombardi | Quotes Will to Win](http://www.vincelombardi.com/quotes.html)

<http://www.vincelombardi.com/>

[https://en.wikipedia.org/wiki/Vince\\_Lombardi](https://en.wikipedia.org/wiki/Vince_Lombardi)

[https://en.wikiquote.org/wiki/Vince\\_Lombardi](https://en.wikiquote.org/wiki/Vince_Lombardi)

[https://www.brainyquote.com/authors/vince\\_lombardi](https://www.brainyquote.com/authors/vince_lombardi)

[https://www.brainyquote.com/lists/authors/top\\_10\\_vince\\_lombardi\\_quotes](https://www.brainyquote.com/lists/authors/top_10_vince_lombardi_quotes)

## What Does the Bible Say About Doing Gods Will? - OpenBible.info

[https://www.openbible.info/topics/doing\\_gods\\_will](https://www.openbible.info/topics/doing_gods_will)

Images for Bible and Doing Gods Will

[https://www.openbible.info/topics/will\\_of\\_god](https://www.openbible.info/topics/will_of_god)

[https://www.openbible.info/topics/gods\\_will](https://www.openbible.info/topics/gods_will)

<https://www.biblestudytools.com/topical-verses/bible-verses-about-gods-will/>

<https://www.desiringgod.org/messages/what-is-the-will-of-god-and-how-do-we-know-it>

Images for [what-is-the-will-of-god-and-how-do-we-know-it](https://www.desiringgod.org/messages/what-is-the-will-of-god-and-how-do-we-know-it)

<https://bible.knowing-jesus.com/topics/Doing-God-s-Will>

<http://www.patheos.com/blogs/christiancrier/2015/06/25/top-7-bible-verses-about-the-will-of-god/>

<https://www.kingjamesbibleonline.org/Bible-Verses-About-Will-Of-God/>

<https://www.kevinhalloran.net/bible-verses-about-guidance-finding-gods-will-for-your-life/>

[www.bible.ca/interactive/salvation-9-doing-gods-will.htm](http://www.bible.ca/interactive/salvation-9-doing-gods-will.htm)

[www.churchandgospel.com/2017/02/21/knowing-and-doing-gods-will/](http://www.churchandgospel.com/2017/02/21/knowing-and-doing-gods-will/)

Images for [knowing-and-doing-gods-will](http://www.churchandgospel.com/2017/02/21/knowing-and-doing-gods-will/)

## Will Beats Skill | MLM Success Blog - Network Marketing Times

Yes, you have to learn skills in Network Marketing to be successful. But do you know that the road to success begins even before you learn those skills?

Because the most important things when you start are passion, intensity, and urgency.

<http://www.networkmarketingtimes.com/blog/will-beats-skill-2/>

Images for [passion, intensity, and urgency](http://www.networkmarketingtimes.com/blog/will-beats-skill-2/)

Images for [Will Beats Skills - Pinterest](http://www.networkmarketingtimes.com/blog/will-beats-skill-2/)

## 29) Judicious

When I was growing up, one of my father's favorite sayings was, "You can never be too careful." I chafed under that statement at the time and later my brothers and I had fun with it. As I grow older, though, I have come to appreciate the sentiment. He used tools for the carpentry trade, while as a pastor I use language in the pastor trade. I try to be judicious in my use of language, knowing that words and the way they are communicated can be used to both build up and tear down.

### Resources

#### Judicious in the Bible (2 instances) - Knowing Jesus

The heart of the wise will make his mouth **judicious**, and upon his lips, it will add persuasiveness. [Prov 16:23](#)

And in all matters of **judicious** wisdom, as to which the king enquired of them, he found them ten times better than all the scribes and magicians that were in all his realm. [Dan 1:20](#)

<https://bible.knowing-jesus.com/words/Judicious>

Images for [judicious in the bible](https://bible.knowing-jesus.com/words/Judicious)

<http://biblehub.com/topical/j/judicious.htm>

<http://www.tclministries.org/judicious-biblical-decisions/>

Images for [judicious-biblical-decisions](http://www.tclministries.org/judicious-biblical-decisions/)

#### Judicious Quotes - BrainyQuote

<https://www.brainyquote.com/topics/judicious>

Images for [judicious quotes](https://www.brainyquote.com/topics/judicious)

<https://www.goodreads.com/quotes/tag/judicious>

<https://quotes.yourdictionary.com/judicious>

#### What is the meaning of 'judicious' - Wiki Answers

sensible and wise: showing wisdom, good sense, or discretion, often with the underlying objective of avoiding trouble or waste

[http://wiki.answers.com/Q/What\\_is\\_the\\_meaning\\_of\\_%27judicious%27?#slide=2](http://wiki.answers.com/Q/What_is_the_meaning_of_%27judicious%27?#slide=2)

Images for [What is the meaning of 'judicious' - Wiki Answers](http://wiki.answers.com/Q/What_is_the_meaning_of_%27judicious%27?#slide=2)

<https://en.wiktionary.org/wiki/judicious>

## 30) Power to be shared rather than concentrated

In one congregation I served, the choir exerted a disproportionate amount of power. Instead of trying to disempower the choir, I sought to empower others in the congregation. After all, power abhors a vacuum. I wanted power to be shared rather than concentrated.

## Resources

### A Place in the Choir

All God's creatures got a place in the choir  
Some sing low and some sing higher,  
Some sing out loud on a telephone wire,  
Some just clap their hands, or paws, or anything they've got now

<http://www.azlyrics.com/lyrics/celticthunder/aplaceinthechoir.html>

Images for A Place in the Choir

<http://www.youtube.com/watch?v=-iP27eatYxE> A Place in the Choir

### Gospel Integrity and Pastoral Succession

Divesting Power to Empower Others

<http://thegospelcoalition.org/blogs/tgc/2010/09/03/gospel-integrity-and-pastoral-succession/>

Images for Divesting Power to Empower Others

### The Church Choir – A Food for Thought Message

Church Choir: A church within a church, made up of many of the church's finest leaders ... the most likely place where a majority will bond together in friendship and unity, as they bond with the Lord.

In strengthening its members, the entire church is strengthened. And, as they become one in heart, soul, and purpose ... God has promised His Spirit indwelling.

<http://www.all-creatures.org/living/fft-thechurchchoir.html>

Images for In strengthening its members, the entire church is strengthened

## 31) Power abhors a vacuum

A woman served as financial secretary for 20+ years and attended each Congregation Council meeting. People depended on her, and she exerted continuous direction during that time. While updating the constitution, I suggested a term limit for the office. People became anxious as to how they could function without her attending the meetings. It was important to identify others who could step up and take on that responsibility.

## Resources

### Expanding the Leadership Circle - Alban Institute

Most congregations dramatically underutilize their leadership gifts. Stagnation of the leadership circle is neither healthy nor inevitable, and it does little to encourage the creativity that moves us toward God. Here are some ideas for expanding your leadership circle.

<https://alban.org/archive/expanding-the-leadership-circle/>

Images for Expanding the Leadership Circle

Images for stagnation of the leadership circle

### Power vacuum - Wikipedia

In political science and political history, the term power vacuum, also known as a power void, is an analogy between a physical vacuum, to the political condition "when someone has lost control of something and no one has replaced them." The situation can occur when a [government](#) has no identifiable central [power](#) or [authority](#). The physical analogy suggests that in a power vacuum, other forces will tend to "rush in" to fill the vacuum as soon as it is created, perhaps in the form of an armed [militia](#) or [insurgents](#), [military coup](#), [warlord](#) or [dictator](#). The term is also often used in [organized crime](#) when a [crime family](#) becomes vulnerable to competition.<sup>[2]</sup>

Hereditary or statutory [order of succession](#) or effective [succession planning](#) are orderly ways to resolve questions of succession to positions of power. When such methods are unavailable, such as in failed [dictatorships](#) or [civil wars](#), a power vacuum arises, which prompts a power struggle entailing [political](#) competition, [violence](#), or (usually) both. A power vacuum can also occur after a [constitutional crisis](#) in which large portions of the government resign or are removed, creating unclear succession.

[https://en.wikipedia.org/wiki/Power\\_vacuum](https://en.wikipedia.org/wiki/Power_vacuum)

Images for political condition "when someone has lost control of something and no one has replaced them."

## 32) Dealing with power groups

In one of my first interim assignments, I encountered three women in their late 50s who exercised an inordinate amount of power in the congregation. I thought that, if they had been born a generation later, they could have channeled their considerable energies and abilities into responsible positions in the workplace. But, as it turned out, they poured their time and effort into the life of the congregation. Their personalities became what I call "entitled demanders" – those who through hard work believe themselves entitled to, then, make demands on others. At the time, I responded intuitively to recommend to the Congregation Council that term limits be enforced in the offices which they were holding on a committee. The women had a choice to make. As it turned out, all three left the congregation. During that assignment, I took the interim ministry training and began to study family systems thinking. From then on, I

## Resources

### Capacity To Act

Is There a Cure?

7. Establish Personal and Organizational [Boundaries](#)

[http://www.ministryhealth.net/mh\\_articles/255\\_capacity\\_to\\_act.html](http://www.ministryhealth.net/mh_articles/255_capacity_to_act.html)  
Images for Establish Personal and Organizational Boundaries

### Congregational Leadership in Anxious Times

Leaders are pivotal in creating and maintaining healthy **boundaries**, especially in anxious times.

[http://rockhay.tripod.com/cohort/Congregational\\_Leadership\\_in\\_Anxious\\_Times.pdf](http://rockhay.tripod.com/cohort/Congregational_Leadership_in_Anxious_Times.pdf)

Page 8

Images for Leaders are pivotal in creating and maintaining healthy boundaries, especially in anxious times.

### Dealing with Power Groups in the Church - ThomRainer.com

The six keys to dealing with power groups in your church are:

<http://thomrainer.com/2015/06/dealing-with-power-groups-in-the-church-rainer-on-leadership-135/>

Images for Dealing with Power Groups in the Church - ThomRainer.com

<http://thomrainer.com/2013/09/seven-ways-to-respond-to-power-groups-in-the-church/>

<https://thomrainer.com/2013/09/eight-types-of-power-groups-in-churches/eight-types-of-power-groups-in-churches/>

<https://churchleaders.com/pastors/pastor-articles/170959-thom-rainer-know-the-8-power-groups-in-your-church.html>

<http://thomrainer.com/2015/03/nine-thoughts-church-splits/>

#4

<http://thomrainer.com/2017/07/seven-common-reasons-churches-dramatic-decline-attendance/>

#5

<http://thomrainer.com/2016/07/eight-warning-signs-bully-church-member/>

<http://thomrainer.com/2015/03/nine-traits-church-bullies/>

<http://thomrainer.com/2013/04/autopsy-of-a-deceased-church-11-things-i-learned/>

Images for thom rainer (author)

### Lincoln on Leadership – Book Review | johnson city slim

Lincoln wanted the most current information – unfiltered – in order to act swiftly and decisively, and he needed, as the title of the second chapter states, to “Build Strong Alliances.” Lincoln faced many obstacles when he arrived in Washington; several of those were within his own party and cabinet. He had asked two former primary rivals, Stanton and Seward, to act as his Secretaries of War and State, respectively. He needed their experience and expertise, but he also had to demonstrate his abilities and leadership, firmly establishing himself as the leader in word and deed. During the first year of Lincoln’s term, Seward often attempted to overstep his **boundaries**. When Seward threatened war against Great Britain for collaborating with the South, Lincoln cautioned, “One war at a time”: a great piece of wisdom for any leader to consider.

<http://johnsoncityslim.wordpress.com/2010/03/03/lincoln-on-leadership-review/>

Images for Lincoln on Leadership

Images for Seward often attempted to overstep his boundaries

<http://www.amazon.com/Lincoln-Leadership-Executive-Strategies-Tough/dp/0446394599>

[http://www.2shared.com/document/SDqMlorO/Lincoln\\_on\\_Leadership\\_-\\_Execut.html](http://www.2shared.com/document/SDqMlorO/Lincoln_on_Leadership_-_Execut.html)

<http://small.free-books.biz/Lincoln-on-Leadership-Executive-Strategies-for-Tough-Times-PDF-95.html>

### Terms Helpful in Understanding Congregations in Transition

Overfunctioning/Underfunctioning

What are the patterns of over and under functioning on the part of those responsible for doing the work of the congregation?

<http://interimistry.org/resources/helpful-terms/>

Images for Terms Helpful in Understanding Congregations in Transition

Images for Overfunctioning/Underfunctioning

### 33) Disruption, *not* destruction

A public radio host interviewed a former diplomat to talk about the president’s efforts to change the funding formula for NATO. The diplomat agreed for the need to change but worried about damaging relations. She offered the phrase, “disruption, not destruction.”

#### Resources

##### Disruption Vs Destruction - LinkedIn

To summarize, when one talks about Disruptive Innovation, one should try to understand what it is all about and then use – at least to show respect to the person who created the concept. The concept is phenomenal, and a number of companies have benefited from its use in formulating business strategy. The point remains, to be Innovative one needs to create value and to be Disruptive one needs to address new markets. Addressing existing markets with non-profitable products is "Destruction" and not "Disruption".

<https://www.linkedin.com/pulse/disruption-vs-destruction-ramathreya-krishnamurthi>

Images for Disruption Vs Destruction

##### Pastor reinforces 'disruption, not destruction' in the wake of the Stockley verdict

“We are not about destruction, we are about disruption,” he said. “Any other message you hear is not our message.”

[https://www.stltoday.com/news/local/metro/pastor-reinforces-disruption-not-destruction-in-the-wake-of-the/article\\_53a11629-4b34-51cc-a6b4-e6a247ef35e7.html](https://www.stltoday.com/news/local/metro/pastor-reinforces-disruption-not-destruction-in-the-wake-of-the/article_53a11629-4b34-51cc-a6b4-e6a247ef35e7.html)

Images for disruption, not destruction

### **Pouring New Wine into Old Wineskins: How to Change a Church without Destroying It [Aubrey Malphurs]**

In *Pouring New Wine into Old Wineskins*, Aubrey Malphurs classifies church members into four groups: early adopters, middle adopters, late adopters, and never adopters. Church members may resist change and have a difficult time responding to new ideas. Understanding people and biblical principles for renewal can pave the way to implementing a five-stage revitalization process. Worksheets to help in the process are included.

<http://www.amazon.com/Pouring-New-Wine-into-Wineskins/dp/0801063019>

<https://www.goodreads.com/book/show/5716577-pouring-new-wine-into-old-wineskins>

[https://books.google.com/books/about/Pouring\\_New\\_Wine\\_Into\\_Old\\_Wineskins.html?id=7zQIAAAACAAJ](https://books.google.com/books/about/Pouring_New_Wine_Into_Old_Wineskins.html?id=7zQIAAAACAAJ)

[https://www.nobts.edu/\\_resources/pdf/academics/syllabi/S2019/EVAN6221PowellMay2019.pdf](https://www.nobts.edu/_resources/pdf/academics/syllabi/S2019/EVAN6221PowellMay2019.pdf)

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<https://digitalcommons.andrews.edu/cgi/viewcontent.cgi?article=1032&context=dmin>

Page 125

<https://digitalcommons.liberty.edu/cgi/viewcontent.cgi?article=1203&context=doctoral>

Page 202

<https://digitalcommons.georgefox.edu/cgi/viewcontent.cgi?article=1365&context=dmin>

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[https://www.criswell.edu/wp-content/uploads/2016/12/SP17-Syllabus\\_Meraz\\_CPR-425-Church-Planting-Revitalization-Practicum-II-P00.A.pdf](https://www.criswell.edu/wp-content/uploads/2016/12/SP17-Syllabus_Meraz_CPR-425-Church-Planting-Revitalization-Practicum-II-P00.A.pdf)

Page 2

<http://uir.unisa.ac.za/bitstream/handle/10500/1142/Thesis.pdf;jsessionid=D5E06E3E5C2669E7547C7C2900D21DD5?sequence=1>

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<https://jabydis.files.wordpress.com/2013/12/5197mbj.pdf>

<https://pdfs.semanticscholar.org/b40f/d22428dd272a334b298326060947e005cac6.pdf>

<http://www.lifeandleadership.com/book-summaries/malphurs-pouring-new-wine-into-old-wineskins.html>

<http://www.dts.edu/about/faculty/amalphurs/>

<http://www.malphursgroup.com/>

<https://www.amazon.com/Aubrey-Malphurs/e/B001JS89K0>

[https://www.goodreads.com/author/list/231303.Aubrey\\_Malphurs](https://www.goodreads.com/author/list/231303.Aubrey_Malphurs)

[Images for Aubrey Malphurs, author](#)

[Images for Pouring New Wine into Old Wineskins: How to Change a Church without Destroying It \[Aubrey Malphurs\]](#)

There are times when disruption in the church can benefit in the long run.

### **Disruption: Repurposing the Church to Redeem the Community by Mark DeYmaz (Author)**

Current church planting, growth, and development strategies cannot be sustained. We need to work smarter in our rapidly changing world. We must become disruptive. And yet we typically hesitate to embrace change. We like our traditions. We prefer our familiar patterns and comfortable ruts.

Still, America has dramatically changed. And make no mistake, such change is affecting the church, and more change is coming. So, the way we understand things must also change. We must disrupt the status quo, create new patterns, embrace new models, and promote new forms to advance the gospel in our increasingly diverse and cynical society.

In *Disruption*, thought-leading author and pastor Mark DeYmaz presents a proven, practical guide to help you rethink your approach to church. Whether your congregation is currently growing, plateauing, or declining, if you are a church planter or pastor, or a denominational or network leader, this book is for you. Mark will help you understand why we need to challenge conventional wisdom, learn what new practices to establish and how current metrics are not the primary measure of a church's influence.

Disrupters turn the way we do things on its head. They break the mold, change our thinking, and then hand us new rules for how things work, can see and sense what lies ahead, around the next corner, not only envision the future, but create and establish it, challenge what is and inspire what is to come.

<https://www.amazon.com/Disruption-Repurposing-Church-Redeem-Community/dp/071808909X>

<https://www.goodreads.com/book/show/30649457-disruption>

<https://www.harpercollins.com.au/9780718089092/>

<https://books.google.com/books?isbn=0718089227>

<https://books.google.com/books/about/Disruption.html?id=lhWqDAEACAAJ>

<https://books.google.com/books/about/Disruption.html?id=XVlxDAAAQBAJ>

<https://vimeo.com/200661238> Disruption: Repurposing the Church to Redeem the Community - Vimeo

<https://www.mosaix.info/disruption>

<http://www.vineandvillage.org/announcements/disruption-repurposing-the-church-to-redeem-the-community>

<http://myfaithradio.com/2017/disrupting-culture-gods-truth/>

<https://blog.churchsource.com/repurposing-church-redeem-community/>

<https://www.thedailybeast.com/author/dr--mark-deymaz>

<https://www.thomasnelson.com/9780718089092/disruption/>

<http://www.markdeymaz.com/about.html>

<http://www.markdeymaz.com/glue/books/>

<https://www.amazon.com/Mark-DeYmaz/e/B001JSDRWK>

[https://www.goodreads.com/author/show/685020.Mark\\_DeYmaz](https://www.goodreads.com/author/show/685020.Mark_DeYmaz)

[Images for Mark DeYmaz \(Author\)](#)

[Images for Disruption: Repurposing the Church to Redeem the Community by Mark DeYmaz \(Author\)](#)

There are other times when disruption in the church can damage in the long run.

### Six Traits of a Church Disrupter - ThomRainer.com

The disrupter is just that. He disrupts the unity of the church. He disrupts the outward focus of the church. And he disrupts the plans of church leadership. So, what are some key traits to watch in church disrupters? Here are six:

<http://thomrainer.com/2017/08/six-traits-church-disrupter/>

Images for Six Traits of a Church Disrupter - ThomRainer.com images

Images for Disrupter disrupts the unity of the church. He disrupts the outward focus of the church.

<http://equip.sbts.edu/article/deal-church-disrupter/>

### 34) Predictability and spontaneity

A Mercedes Benz advertisement touts their vehicle by using the words predictability and spontaneity.

#### The CL-Class Brochure - Mercedes-Benz Brisbane

everything about the Mercedes-Benz Museum and services. ... **Predictability**. With the ... **spontaneous** response and intercooling for optimized thermodynamic.

[www.mbb Brisbane.com.au/.../CL-Class\\_C216\\_1212.pdf](http://www.mbb Brisbane.com.au/.../CL-Class_C216_1212.pdf)

Images for mercedes benz car

### Resources

#### Be a More Gracious Leader: 12 Ways | Inc.com

7. Be **Spontaneous** and Show Thoughtfulness

Being ready for anything is a virtue, and a strong leader knows how to shake things up with excitement. But people also gain strength from a certain level of thoroughness and **predictability**. They value leaders who take the time to consider all options before venturing off into the unknown.

<http://www.inc.com/kevin-daum/be-a-more-gracious-leader-12-ways.html>

Images for Be a More Gracious Leader: 12 Ways | Inc.com 7. Be Spontaneous and Show Thoughtfulness

#### Mentoring the Educational Leader: A Practical Framework for Success. By Kimberly T. Strike, John Nickelsen

This book provides short, pertinent content relevant to everyday events within a school. Based on theory and experience, the practical application is directly aligned to administrative duties, and chapters can be read as needed. The format allows the administrator to read the content, apply the information through completion of a follow-up activity, and record one's reflection which serves as a foundation for discussions with one's mentor. An administrative evaluation instrument is provided so readers can review administrative standards and self-assess strengths and weaknesses. Administrators set goals and maintain accountability through quarterly self-assessments.

You don't have to be an expert to be a good leader. An expert is a go-to person concerning job tasks. A leader provides motivation and direction in order to achieve goals. The twenty-first century skills are more focused on ingenuity, rapport, and gut instinct than on knowledge in and of itself. Leaders of today balance logic and vision; speaking and listening; **predictability and spontaneity**; making and breaking the rules; process and people; criticism and forgiveness; and leading with their head vs. the heart (Juech, 2009). Good leaders are willing and able to change. They manage and inspire, and welcome candid feedback that may invite the hard truth but provide direction to overcome some areas in need of improvement. Leadership is about two things: relationships and results. If you help others reach their goals, listen and keep an open mind, freely implement other people's ideas, allow others to look good, and give credit where credit is due, you will be known as a selfless leader focused on the good of all over the good of one. General Colin Powell said, "There's no end to what you can accomplish if you don't care who gets the credit."

<https://www.amazon.com/Mentoring-Educational-Leader-Practical-Framework/dp/1610482867>

<https://rowman.com/Action/nBISAC/RLE/145/Education-Administration>

<https://books.google.com/books?isbn=1610482875>

Images for Mentoring the Educational Leader: A Practical Framework for Success. By Kimberly T. Strike, John Nickelsen

#### [PDF] Perfecting Your Leadership Qualities

##### Spontaneity

No matter how varied your particular business is, your employees can get in a rut. Too much **predictability** in the workday actually causes stress. Create variation so that the atmosphere stays fresh and fluid. Surprise your staff occasionally with simple treats—doughnuts, a gift certificate for dinner and a movie, a half-day off. The mileage gained from these gestures is enormous. One smart manager gathers her staff together periodically for department updates that are informational in nature and unpredictable in format. On one occasion, staff was surprised with a "make your own banana split" celebration to recognize extra effort. Another fun event was a bake-off with staff entering their finest cakes and pies, senior management serving as judges. This provided a welcome break in routine and an enjoyable way for people to show their creativity and get nonbusiness-related recognition.

[http://www.ncmahq.org/files/Articles/FDF04\\_CM\\_Mar05\\_p4.pdf](http://www.ncmahq.org/files/Articles/FDF04_CM_Mar05_p4.pdf)

Images for Perfecting Your Leadership Qualities - Spontaneity

#### The Art of Faithfulness — 10 reasons why the liturgy is epic

8. The liturgy is both varied and predictable. I recently heard a Mercedes Benz ad that asserted we need "a perfect combination of **spontaneity and predictability**."

<http://artoffaithfulness.tumblr.com/post/110759781672/10-reasons-why-the-liturgy-is-epic-part-1>

Images for The Art of Faithfulness — 10 reasons why the liturgy is epic - combination of spontaneity and predictability

### 35) Ministry of presence *and* absence

I recall the dialectic of presence and absence suggested by a seminary professor.

#### Resources

A Fierce Presence » Alban

Here are some actions that support the practice of being present:

[Alban at Duke Divinity School » A Fierce Presence](#)

<https://alban.org/archive/a-fierce-presence/>

[Images for A Fierce Presence » Alban](#) Here are some actions that support the practice of being present

<https://alban.org/archive/page/101/>

<https://alban.org/category/leadership/>

<https://alban.org/about-alban/alban-weekly/>

<https://alban.org/books/>

<https://alban.org/author/nekduke-edu/>

<https://www.facebook.com/albaninstitute/>

<http://www.elizabethpresbytery.org/Resource%20Center%20ON%20THE%20WEB/Alban%20Institute%20Resources%202012.pdf>

<https://alban.org/about-alban/congregations-magazine/>

#### Henri Nouwen and His Ministry of Presence and Absence – Our Lady of Victory Missionary Sisters

Henri Nouwen, without a doubt, gifted people with his very presence. But while he valued presence as a key focus in our ministry of companioning others on their journey, he also sought to equalize it with the need to employ the ministry of absence. Nouwen believed that, at times, we need to learn how to leave so that the Spirit can freely come and do his unhindered work in people.

<http://www.olvm.org/news/newsitem.aspx?newsid=958&newsitemid=6350>

<http://www.harpercollins.com/book/index.aspx?isbn=9780866839150>

[https://en.wikipedia.org/wiki/Henri\\_Nouwen](https://en.wikipedia.org/wiki/Henri_Nouwen)

<https://takingeachthoughtcaptive.wordpress.com/2014/03/04/henri-nouwen-and-the-ministry-of-presence/>

<http://henrinouwen.org/meditation/absence-creates-presence/>

<https://www.christianitytoday.com/pastors/2018/september-web-exclusives/ministry-of-absence-henri-nouwen.html>

<https://henrinouwen.org/meditation/absence-creates-presence/>

<http://www.nouwenlegacy.com/resources/henri-nouwen-on-presence-in-absence.pdf>

<https://www.restorationmn.org/listen-in/2018/6/17/the-ministry-of-absence>

<https://takingeachthoughtcaptive.wordpress.com/2014/03/04/henri-nouwen-and-the-ministry-of-presence/>

<http://phillipchan.org/a-timely-quote-on-too-much-ministry/>

[https://www.goodreads.com/author/quotes/4837.Henri\\_J\\_M\\_Nouwen?page=3](https://www.goodreads.com/author/quotes/4837.Henri_J_M_Nouwen?page=3)

<https://www.amazon.com/Henri-J.-M.-Nouwen/e/B000AQ4ZZ0>

[https://www.goodreads.com/author/show/4837.Henri\\_J\\_M\\_Nouwen](https://www.goodreads.com/author/show/4837.Henri_J_M_Nouwen)

[Images for Henri Nouwen, author](#)

[Images for Henri Nouwen and His Ministry of Presence and Absence](#)

#### Leadership Principles from Peter Drucker

5. Know the value of **planned abandonment**. Decide what not to do. Drucker says, “Nothing is less productive than to make more efficient what should not be done at all.”



[http://www.ministryhealth.net/mh\\_articles/260\\_gm\\_drucker\\_principles\\_leadership.html](http://www.ministryhealth.net/mh_articles/260_gm_drucker_principles_leadership.html)

[Images for Leadership Principles from Peter Drucker 5. Know the value of planned abandonment. Decide what not to do.](#)

#### Management by Getting Out of the Way – Bob Sutton - Typepad

...sometimes the best way for a leader to reduce undue influence is to **leave the room** or avoid going to meetings where his or her presence will dampen frank discussion and deep examination of facts.

[http://bobsutton.typepad.com/my\\_weblog/2008/10/management-by-getting-out-of-the-way.html](http://bobsutton.typepad.com/my_weblog/2008/10/management-by-getting-out-of-the-way.html)

[Images for Management by Getting Out of the Way](#)

#### Reverenced Reading: The Ministry of Absence

Nouwen's point is that just as Christ had to leave this world to send the Holy Spirit down upon us, so too in ministry must we know when to **leave the person in the hands of God** and allow the Holy Spirit to descend upon them and begin the healing that only the Hand of God can work.

<http://reverencedreading.blogspot.com/2009/07/ministry-of-absence.html>

[Images for Ministry of Absence](#)

#### The Evangelical Pastor: Pastoral Leadership for a Witnessing People by Mark Olson **Presence**

<http://www.amazon.com/The-evangelical-pastor-leadership-witnessing/dp/B0006EZPI2>  
[Images for Pastoral Leadership for a Witnessing People by Mark Olson](#)

### 36) Leadership as positional *and* personal

I was listening to Morning Edition on Wisconsin Public Radio as I was driving to Wednesday 9-12am office hours at a village church on 5/24/2017 when accomplished soccer player Julie Foudy shared a commentary on what she learned playing the game at such a high level. She talked about leadership styles of the various teammates. Whereas, she previously thought of leadership as positional, she came to see leadership as personal.

**U.S. Women's Soccer Team Star Julie Foudy Has a Message to Inspire Women to Lead: Own Your Awesomeness - NPR**

But my U.S. teammates showed me that **leadership is personal, not positional**. They showed me that asserting your own leadership style is most important — being authentically you.

<http://www.npr.org/2017/05/24/529684160/a-message-to-inspire-women-to-lead-own-your-awesome>

[Images for leadership is personal](#)

<http://www.ownyourawesomeness.org/>

<https://www.linkedin.com/company/ownyourawesomeness>

[Images for Own Your Awesomeness](#)

[https://en.wikipedia.org/wiki/Julie\\_Foudy](https://en.wikipedia.org/wiki/Julie_Foudy)

[Images for Julie Foudy](#)

### 37) Swim downstream or upstream?

A man reflected, "Most of my life I have spent swimming upstream, while others are swimming downstream."

**Upstream vs. Downstream | Psychology Today**

**People who swim upstream make things happen.** They are the movers and shakers; the innovators and inventors; the disruptors of the world. There is nothing new downstream; only that which is old and boring, ancient history, the past, the been there and done that... the tried and true.

<https://www.psychologytoday.com/us/blog/the-main-ingredient/201705/upstream-vs-downstream>

[Images for Upstream vs. Downstream | Psychology Today](#)

[Images for People who swim upstream make things happen.](#)

### 38) Put into motion or go through the motions?

If there was ever a day when a pastor could get by with the latter, those days are over. Faith leaders are called to be faithful to the Word and open to the Spirit.

#### Resources

**Go through the motions - Idioms by The Free Dictionary**

go through the motions

*Fig. to make a feeble effort to do something; to **do something insincerely** or in cursory fashion. *Jane isn't doing her best. She's just going through the motions. Bill was supposed to be raking the yard, but he was just going through the motions.**

<https://idioms.thefreedictionary.com/go+through+the+motions>

[Images for Go through the motions - Idioms](#)

**Put something in motion - Idioms by The Free Dictionary**

*put (something) in motion*

**To act to cause something to begin.** *The senator from New Hampshire put the legislation in motion.*

*We've been planning the details for months, but it's ultimately up to the boss to put the project in motion.*

<https://idioms.thefreedictionary.com/put+something+in+motion>

[Images for Put something in motion - Idioms](#)

### 39) Bring the ship in

**Pete Bercich**, linebacker for the Minnesota Vikings (1995-2000), defensive coach (2002-2005), and color commentator for **Vikings Radio Network | Minnesota Vikings** since 2007 used a phrase during a broadcast of a game when the team was not doing well that caught my attention. Bercich stated, "Don't tell me how rocky the sea is, just bring the ship in." I discovered that this phrase is used in **Winning Every Day: The Game Plan for Success by Lou Holtz**. Holtz coached Bercich at Notre Dame.

### 40) Techniques or testament?

A pastor stated, "I thought I knew how to be a pastor when I started out. Now, I'm not so sure." This pastor earned an advanced degree and knew many of the best practices. I took the statement to be more of a lament than a request so refrained from offering unsolicited advice but thought about the statement later. Could it be that the most important characteristic a pastor can offer is the conviction to keep the faith and share the faith in the midst of a culture that is becoming increasingly indifferent and hostile to the Christian message?