

Introduction to the Leadership Framework

In Mark 16:15, Jesus sends us to the world with an imperative: "Go into all the world and preach the good news to all creation." In Matthew 28:18-20, He says, "Go, therefore, into all the world and make disciples of all nations." Jesus Himself has given us our charge.

That one famous night while studying Greek, God gave Bill Bright a vision for reaching the world. In 1951, he and Vonette stepped out in faith and obedience, launching Campus Crusade for Christ. We share that same calling---to help fulfill the Great Commission in this generation, now seventy plus years later. Times have changed.

When Steve Douglass took the reins from Bill, he had a special word from the Lord. "Movements Everywhere, so that everyone knows someone who truly follows Jesus." That has become our vision. As Steve Sellers has led us, the vision has remained the same - the image of the throne room in heaven inspiring us. And now, David Robbins calls us to be people who "cannot but speak Jesus." From the overflow of our own fresh daily experience with Jesus, we tell others about him.

As we live out our strategic intents and work toward sustainability of leaders and funding, what does that mean for us?

Leader development is both God-given stewardship and strategic necessity.

We must develop leaders. That is part of our stewardship of the people God has entrusted to us- to help them become the best they can be. Likewise, our mission demands an increasing base of leadership to go beyond current reality. Our desire is each staff member, disciple, or participant in our mission grows into Christ-like maturity and increasing ability to minister and multiply.

We are not talking about interpersonal or small group leadership. That is important and we will do that. *We mean leadership in the context of holding a leadership position in a complex and changing organizational environment.*

Developing that kind of leader must be viewed as *essential*, not optional; *crucial*, not peripheral to our success; and *typical*, not exceptional. Until that is our experience throughout the ministry, we will not be generating the number or quality of leaders our mission requires.

Organizational leader development is the first step to accomplish the development of all our staff. Organizational leaders hold the key to the type of environment in which others serve. For that reason, we choose to focus on organizational leaders who then have the responsibility to develop all those under their stewardship.

We need a common understanding of leadership to develop leaders in a global context.

In light of the need for organizational leaders who will develop others to fulfill our vision, we need a common way to view leadership and its development. We are a diverse movement. As we grow toward more and more cooperation beyond individual ministries and/or geographical lines, we need a common way to address development concerns.

A common framework for leadership benefits us in several ways:

- Gives a way to evaluate how I am leading "where are the gaps in my leadership?"

- Enables me to develop others by both diagnosing problem areas and prescribing steps for growth or improvement.
- Gives us the means to discuss organizational realities in common language.

Origin of the Leadership Framework

Our Leadership Framework was developed from a study of a number of highly effective leaders within Campus Crusade for Christ. While it may and will be used for leader development purposes, it is a Leadership Framework, combining the requirements of both spiritual and strategic leadership, in light of our calling. This framework identifies what is critical for us as leaders in Campus Crusade for Christ.

We openly acknowledge that most leaders do not share the same level of experience or expertise in each of these categories. Each leader has a God-given gifting, along with different experience and maturity. However, when people step into organizational leadership, we are saying they are responsible to ensure that these roles and responsibilities are fulfilled, because they are critical to the accomplishment of our mission.

Overview of the Leadership Framework

There are four main categories of our Leadership Framework- four R's:

- **Relationships** of a leader – the foundation of our leadership
- **Roles** of a Leader – ways leaders think and act
- **Responsibilities** of a leader – essential influence skills
- **Results** of a leader – how leaders will measure progress toward our vision

Our underlying assumption is that we as leaders, and in particular, as organizational leaders are stewards of all that is entrusted to us: our calling and direction, people, finances, technology, property, time and talents. As such, wise stewardship (Matthew 25) implies both good management and growth of capacity for the future.

The "**Relationships** of a leader" is the foundational category of our framework and flows from the "heart" of the leader. Your relationship with God is central to your life and leadership. "For apart from Me, you can do nothing." Your personal character and qualities and your relationships with others form the base from which you lead. In Scripture the core essence of the person is summed up in the word "heart." We use that phrase, "heart of a leader," to capture our relationship to God and the essential character and personal qualities essential to leadership.

The **Roles** describe how you think and what you do as a leader. There are four roles:

- **Direction Setter**- takes responsibility for the future of the movement
- **Spokesperson** - represents the vision, needs and resources of the ministry
- **Coach** - builds the team to fulfill the mission
- **Change Agent** - evaluates and adapts to changing conditions in pursuit of mission and vision

There are four **Responsibilities** or influence skills:

- **vision-casting** - communicating the picture of our destination: what will it look like when our vision is achieved?
- **strategy formulation** - helping people know how we intend to get there
- **aligning** - inviting them to join in (through involvement or direct invitation)
- **motivating** - keeping people going when things get rough

No matter which role you are operating from at any given time, the four responsibilities are skills needed in each role.

For example, a leader as Spokesperson must paint a picture of where we are going (vision-casting) and have a plan to invite people to participate with us. For example, each of us serves as a spokesperson when we are building our ministry partner team. We talk about our vision of fulfilling the Great Commission (vision-casting). We describe the team of people that is needed to support our work (strategy). We invite people to join us (align). We keep them informed about how the work is going and how their investments of prayer and finances are bearing fruit (motivate).

A leader in the Coach role will need to cast vision, have a strategy, align, and motivate people to be encouraged and equipped to live out the mission.

The **Results** establish the categories for evaluating our effectiveness. As our vision is Movements Everywhere, Local Movement Indicators represent essential faith actions and fruit that we are looking for to measure our progress toward our vision. At other levels of the organization, there are different measures according to the stewardship of that level of the organization.

Connections & Interdependencies

How do the "Relationships of a leader" affect the "Roles of a leader"?

If we think about just one aspect of character - integrity, how does its presence or absence impact the influence or credibility of the leader? And if a leader lacks credibility, how would his ability to lead in any of the roles be affected?

If a leader desires to be a good direction setter, what has to be true of her spiritual life? What would have to be true about her character? A good direction setter has to be able to hear from the Lord on direction and wisdom. That ability is developed as we practice waiting on the Lord, being attuned to His Spirit. People watch to see the leader's responsiveness to the Lord.

A good direction setter has to be able to involve others in the process—she sees herself as a member of the Body, not the whole. She has some gifts, not all. She has some knowledge, not all knowledge. That relates to the quality of humility in the leader's heart.

How about the spokesperson? What's at stake if as spokesperson, a leader is only about getting resources, and not about recognizing the opportunity to serve our partners? What does that say about how I view others?

How about the coach role? We know that good relationships, based on genuine care, are at the heart of good teamwork. The Scriptures tell us in 1 Cor. 13:1-3 that we can do a lot of great things, but without love, they're empty. People know when a leader is more interested in accomplishing the goal than caring for her people.

If you're asking people to significantly change what they're doing or how they're doing their ministries, they will tend to ask three questions: Do you know where you're going? Can you get me there? Will you love me along the way? People will follow people they trust.

No leader is great at all four roles. How do the roles affect the results?

Imagine the team with leaders who are strong in setting direction and in leading change, and raising resources, but never think about the coach role i.e. building the team. What would be the result? You might experience a high vision, continually changing environment, with lots of new strategies every year. And you might experience a lot of confused or frustrated or burned out people who don't know what to do. If people don't know what to do, or if they are doing what is right in their own eyes, we will miss opportunities to mobilize disciples in a way that enables them to multiply.

A second scenario: A great "coach/spokesperson" leader has people who are very well equipped, but the absence of a compelling vision or achievable goals leaves people satisfied with their knowledge.

How do the responsibilities affect the roles of a leader?

Picture the leader team who are great at casting vision, but not strategy formulation. They assume that people will figure it out. Or picture the team who cast vision and formulate strategy, but do not invite people to be a part. Or if we go back to the example of ministry partner development, what happens once people are on our team and never hear back from us?

What is the relationship between stewardship and vision?

If we took the parable of the talents in Matthew 25, and developed it relative to our movement, we might hear the Master give Bill Bright a task - to help fulfill the Great Commission. In a sense, he is the first steward of our vision. Sixty years later, there are hundreds, even thousands of leaders who are stewards of this same vision. In addition, God has given to us an incredible array of resources- thousands of staff, hundreds of thousands of disciples, millions of dollars, strategies, tools, materials, technologies, even properties. As stewards of all these things, we are called to wisely invest each resource with a view toward increasing the capacity for the fulfillment of that God-given vision.

In conclusion, we need leaders who understand and commit to our global direction and who will lead others toward its accomplishment. As we have men and women of deep spiritual conviction and vibrancy, with solid relationships, who live out the roles and responsibilities together, we will see the results we long for, millions of multiplying disciples reaching the world.