



01 An Overview of LDHR

Summary

This lesson explains the biblical basis for LDHR and we commit staff members to this vital work. You will learn how to be an effective LDHR leader using the four quadrants of the LDHR framework. The session will describe each of the four quadrants and explain how LDHR capacity is an essential support for the mission.

Learning Objectives

The learner must be able to:

1. Explain why LDHR Framework is important and some of the key responsibilities of LDHR to others.
2. Describe the LDHR framework and its components.
3. Evaluate the current reality of LDHR where you serve.
4. Consistently link the work of LDHR to the mission

(Special thanks to Karen Burroughs – Global LDHR Alumni – for her work on this session)

Introduction

What is LDHR?

Human Resources has grown increasingly familiar over the years to bring together many of the “people” functions within organizations. It incorporates administrative personnel functions with areas of training and development and emphasizes working strategically to move an organization forward. In many organizations, it includes performance management, employee relations, and resource planning. In our movement, LDHR also includes leadership development and member care. Leadership Development and Human Resources (LDHR) strategically prioritizes the full scope of leader development.

Why is LDHR important?

Leadership Development and Human Resources (LDHR) plays a critical role in contributing to an organization’s overall effectiveness and strength. An organization is only as good as its people. LDHR exists to help build and strengthen the whole organization through recruiting, training,

developing, and retaining the right people. The more efficient the staff team, the more organizational capacity is expanded, and the greater the potential for success.

This would be true of any organization, but when it comes to our movement, where our “humans” are more than just “resources,” it is even more vital to see effective LDHR at work. As a movement seeking to put God and His Word at the heart of all we do, we desire to fulfill biblical responsibilities faithfully. Here are four of the key responsibilities:

Biblical Responsibilities for LDHR

Stewarding (Matthew 25)

God entrusts a most precious resource, His people, into the care of this movement. He has chosen to use frail human beings as the resource to fulfill His mission, and it is a great privilege to be used by God in this way. He desires good and faithful management applied with wisdom and skill to multiply and develop followers of Jesus.

Shepherding (Ezekiel 34, John 21)

God’s design for the care and nurture of His people always involves other people. The imagery of a shepherd reflects the responsibility to tenderly and compassionately care for and nurture those entrusted to us. The Lord holds the shepherd accountable for the quality of care.

Strengthening (Ephesians 4:12-13)

God desires that we work together to build up and strengthen one another until we attain the whole measure of the fullness of Christ. He wants to use us to develop and equip leaders for works of service for His kingdom.

Shaping Culture (Micah 6:8)

God calls us to live out the responsibilities of stewarding and shepherding with mercy and justice. In an atmosphere of walking together humbly before God with mercy and justice as our standards, we establish an environment of fairness balanced with compassion.

Why a specific LDHR function?

Why do we have LDHR?

We have established the need to develop and care for our staff members and help shape an environment of excellence and compassion, but why do we need a specific LDHR function? Isn’t this the responsibility of all leaders?

Read Acts 6:1-7

The early disciples discovered a ministry of multiplication, which resulted in growing numbers of people following Jesus. The increasing numbers required more people to meet the needs.

The disciples modelled a way for us to meet people's needs. Some disciples were set apart for a specific people ministry so others could focus on other areas. LDHR is not only a support function – it is more like an “internal field ministry.” As LDHR, we have been set apart for the ministry of meeting the needs of God's people called to serve Him within our movement. You will notice from Acts 6 that these actions helped advance the mission. The Word of God spread, and the number of disciples increased rapidly. When we set apart some people to meet specific needs, it frees up others for different work, resulting in greater effectiveness.

How have you observed LDHR benefiting the mission?

The LDHR Framework

How are we going about LDHR?

Global LDHR has adopted a philosophical framework organized around four basic components of LDHR (adapted from *Human Resource Champions* by David Ulrich). The four basic components are **Strategy, Development, Care, and Processes**, as you can see in the four quadrants below.



What does this look like?

Read through the content or review the image on page 6 to learn more about each quadrant.

Strategy

Strategy = partnering with mission leaders to help achieve our people objectives

In the Strategy role, LDHR partners with movement leaders to accomplish our mission by shaping and sharpening the people strategies, structures and culture that God will use to expand the spiritual movements everywhere.

Key Strategy Elements:

- strategic engagement
- leadership pipeline
- organizational development
- culture

Development

Development = growing leaders who will effectively build movements

LDHR seeks to increase leadership capacity with an abundance of effective leaders advancing the mission. LDHR leaders also cast vision and resource our staff, so they grow holistically and consistently as faithful followers of Christ and movement builders.

Development Elements:

- leadership framework
- training and development every level
- team development
- assessments

Care

Care = ensuring all staff are known, needed and have a future

In the Care role, LDHR values staff by ensuring they are known, needed, and have a future. LDHR maximizes individual contribution by helping place each person in the right role, on the right team, with the right preparation and resources.

Care Elements:

- member care
- staffing
- staff development cycle
- personal development

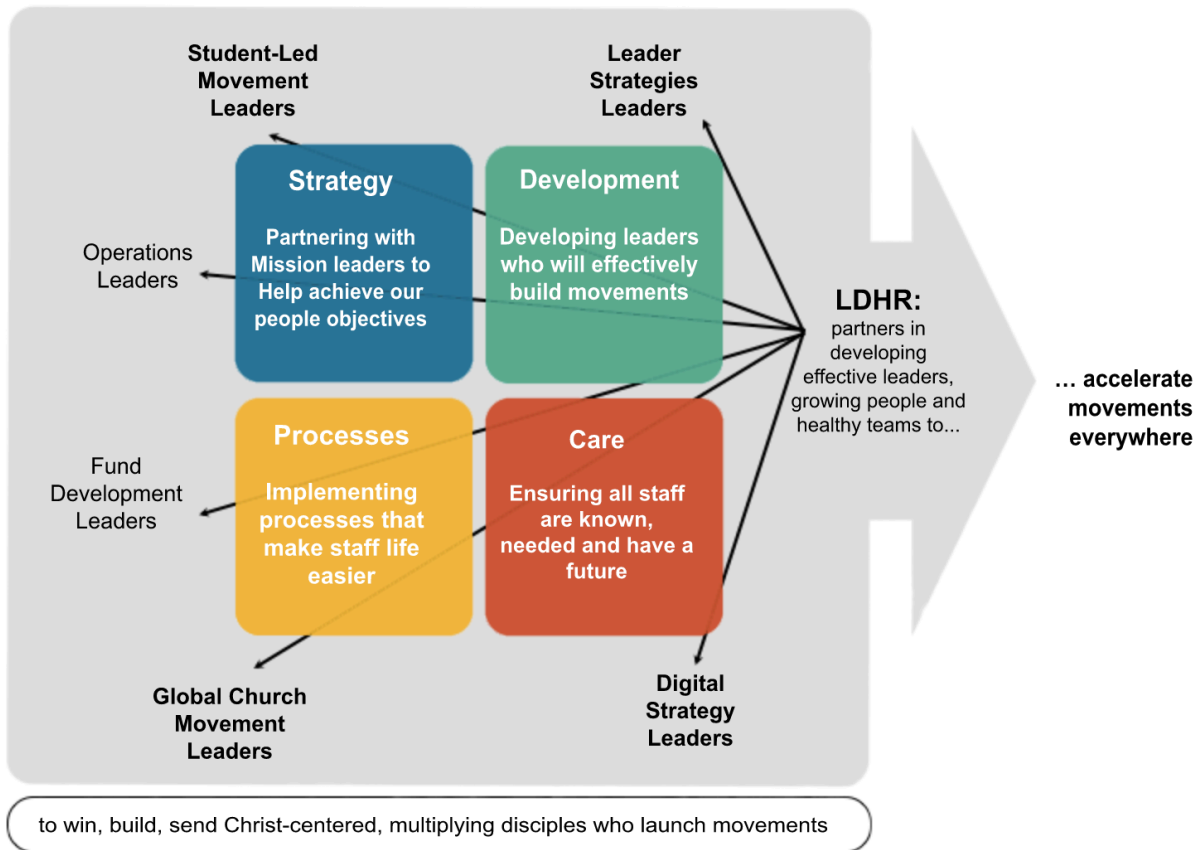
Processes

Processes = using systems and procedures that make staff life easier

LDHR empowers staff by establishing excellent processes that meet their needs and increase their effectiveness. LDHR also creates organizational systems that accelerate the mission by ensuring quality staff, maintaining standards worthy of our calling, and complying with the national laws.

Processes Elements:

- recruitment
- selection
- services
- policy and legal



(v9.6)

Follow this [link](#) for a full and rich description of the LDHR Framework.

Reflect and Review

Reflecting on the mission of LDHR

Now you've looked at the overview of the essential work of LDHR. We are helping to complete the Great Commission! Everything we do is with the mission in mind – helping to build flourishing and fruitful Jesus disciples who build movements everywhere.

Share and Pray

- How would you describe your LDHR mission?
- Is this what you thought LDHR was going to be? If not, how is it different?
- What particularly surprised you?
- How do you feel about taking on this role?
- What aspect of LDHR can you see yourself growing into five years from now?

Assignments and Resources

Assignment Option

- Evaluate the current reality of LDHR in your country or scope using the revised [LDHR Staging Tool](#) and [Evalu8 LDHR Lite](#).
- Present the [LDHR Framework](#) to the leadership team.
- Get two copies of Human Resource Champions by David Ulrich and start to read them with a colleague who will help you process the material.
- Develop and give a 3-minute presentation on how LDHR contributes to 'building movements'.
- Other: Design your own bespoke assignment.

Additional Resources

- [Human Resources Champions](#), by David Ulrich
- [HR From the Heart](#), by Libby Sartain and Martha I. Finney
- [LDHR Framework](#)
- [LDHR Staging Tool](#)
- [Evalu8 LDHR Lite](#)
- [Evalu8 LDHR Lite Regional Data form \(Spreadsheet\)](#)