



LEADING
Decisively!
LEADING

Faithfully!

Reflections & Markers

NURTURING TRUST

FLORIDA DISTRICT PASTOR'S DAY

JULY 14, 2018

DR. LARRY DENNIS, DISTRICT SUPERINTENDENT

REV. ROBERT YATES, FNBI COORDINATOR

E. LEBRON FAIRBANKS, PRESENTER

OUTLINE OF OUR (AM) SESSION:

- Part 1:** Relationship of leading others to trust, trusting, and trustworthiness.
Key questions from my own leadership journey.
- Part 2:** Five growth-producing questions regarding trust.
Developing a reputation for trustworthiness.
- Part 3:** Questions/Group Discussion: Actionable steps



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OUTLINE OF OUR AFTERNOON SESSION:

Part 1: “The Joy and Pain of Leadership”

Seven “anchors” to hold us steady when good and godly people differ and sometime collide with us over mission, vision, values, programs, traditions and ...!

Part 2: Questions/Group Discussion

Adjournment: 3:30pm



The Joy & Pain in Leadership

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OVERVIEW:

1. Reflect on leading with integrity and grace.

How does our pursuit of Christlikeness continually transform the way we live in and lead a faith community?"

2. Identify core qualities in "nurturing trust"

(that characterize me at my best and convict me and at my worst in my leadership responsibilities).

3. Assist emerging leaders in 'minding' the trust gap

...between affirmations on Sunday and leadership behaviors during the week.



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THEOLOGICAL VISION *PRECEDES* ORGANIZATIONAL VISION

“Fundamentally, I believe, effective leadership is grounded in ***biblical perspective*** and not in organizational skills.

Skills, of course, are needed. However, sharp skills ***without*** Christian motivations easily leads to manipulation.

The primary orientation and motivation of our actions as Christian leaders must be ***deeply theological.***”



THREE COMPELLING *CONVICTIONS*:

#1. WHO WE ARE as the People of God

(a vision about our identity)

#2. WHAT WE ARE CALLED TO DO in
the mission of God

(a passion about our calling or vocation)

#3. HOW WE LIVE TOGETHER as the
family of God

(an obsession about the faith community)

Trust, Trusting, and Trustworthiness

How are these words defined?

Recent focus on “Trust,” or the lack of it, in media and personal conversations.

What does the Bible say about trust and trustworthiness?

How does our trust in God shape our relationships with those we lead within our faith communities?

How do we build (and re-build) the trust of others in us?



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Big questions for me these days are this:

How wide or narrow is the "Trust" in my ministry today?

How wide or narrow do others perceive the gap to be?

How do others perceive me and my trustworthiness?

1. "Is my behavior **predicable or erratic**"?
2. Do I communicate **clearly or carelessly**?
3. Do I treat promises **seriously or lightly**?
4. Am I **forthright or dishonest**?

Credibility p.108-9)



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"Many people claim to be loyal, but it is hard to find a trustworthy person."

Proverbs 20:6 (NCV)

Is this statement still true today? Of others? **Of us?**

How do we develop the reputation of a trustworthy person?

What is involved in nurturing a relationship to the point the the other says, **"I deeply trust you"**?



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MY LEADERSHIP JOURNEY... AND QUESTIONS

ENBC. GERMANY. "HOW CAN WE LIVE TOGETHER AS A DIVERSE COMMUNITY IN SUCH A WAY THAT OUR RELATIONSHIPS ARE REDEPTIVE AND A WITNESS TO UNBELIEVERS OF THE RECONCILING WORK OF GOD IN CHRIST?"

APNTS. PHILIPPINES. "IF, 'IN CHRIST, ALL THINGS ARE MADE NEW,' THEN HOW DOES MY TESTIMONY OF FAITH ON SUNDAY 'CONVERT' THE WAY I LIVE AT HOME AND LEAD THE SEMINARY, ESPECIALLY IN CONFLICT SITUATIONS?"

MVNC/U. USA. "WHEN SEEMINGLY IRRECONCILABLE EXPECTATIONS ARE PLACED ON US FROM THE VARIOUS STAKEHOLDERS AND CONSTITUENCIES OF THE UNIVERSITY, HOW CAN I LEAD IN THESE PAINFUL SITUATIONS, REALLY LEAD, WITH THE MIND OF CHRIST?"

IBOE. "HOW DOES OUR PURSUIT OF CHRISTLIKENESS CONTINUALLY TRANSFORM THE WAY WE LIVE IN AND LEAD FAITH COMMUNITIES?"

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FIVE “GROWTH-PRODUCING” QUESTIONS RELATED TO TRUST

1. “Do I do what I say I will do...consistently?”
2. “Am I honest with others and seek their best in conversations with them...and about them?”
3. “Do I speak to, not past, others who differ and sometimes collide with me?”
4. “Do I have the ability to do what I say I can do, and do it well?”
5. “What is the goal of my conversations with others with whom I live and work?”

LEADERSHIP QUALITIES: DEVELOPING A REPUTATION FOR TRUSTWORTHINESS



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DEVELOPING A REPUTATION FOR TRUSTWORTHINESS

1

The Qualities of Integrity and Consistency

"Do I live the way I say I live...consistently?"

"Do I do what I say I will do...consistently?"

Dr. Ted Engstrom responded to the question when asked, "What do you want inscribed on your tombstone?" He replied "Here lies a man of integrity." He continued, "that's because the greatest hallmark for a Christian is to be known as a person of of integrity...a consistency between our public and private lives. A whole person. A complete person."



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Focus on Integrity and Consistency.

Integrity: honesty, consistency and coherency. The basic element of Christian character. The same inside and outside. It is the #1 trait people want in leaders."

Integrity defined: "Soundness of moral character" (Webster)

From a biblical viewpoint, it has to do with being morally sound,...to know what is important to God and consistently lives in light of what is important to Him."



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Focus on Integrity and Consistency.

"Do I live the way I say I live...consistently?"

"Do I do what I say I will do...consistently?"

"And David shepherded them with integrity of heart;
with skillful hands he led them." Psalms 78:72 (NIV)

"May integrity and uprightness protect me, because my hope is in you." Psalms 25:21

"Who ever can be trusted with little can be trusted with much,
and whoever is dishonest with very little will be dishonest with much. Luke 16:10

"In the long run, only integrity matters. In fact, without integrity, there is no long run." Packer Thomas Accountants company motto. Best Practices for Effective Boards, Fairbanks, et al.,p.
86

Daughter's conversations with the father. From book, ASPIRE.

"Character or Reputation"? (see handout)

"If I take care of my character, my reputation will take care of itself."



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The Qualities of Communication and Transparency

"Am I honest with others and seek their best in conversations with them and about them?"

Therefore each of you must put off falsehood and speak truthfully to his neighbor, for we are members of one body...Do not let any unwholesome talk come out of your mouths, but only what is helpful for building others up according to their needs, that it may benefit those who listen.

Ephesians 4:25, 29



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Focus on Communication and Transparency

Speaking the truth in love

(Ephesians 4:16, 25-32)

Four motivations

Four commands

Four prohibitions

We grieve God when.... (Ephesians 4:30a)



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Focus on Communication and Transparency

“Unfair Communication Techniques” (handout)

Wahlroos, Sven. Family Communication. McGraw-Hill/Contemporary Books, Revised edition, 1995.

“Praise to Criticism ratio”

Some very personal and practical questions to consider from Ephesians 4:29:

- Do I tend to 'bad mouth'?
- Do I tend to shoot from the hip?
- Do I tend to respond quickly before I have all the facts?
- Do I tend to talk about people behind their backs, saying things I would not say to them? Do I tend to stress unimportant issues?
- Do I tend to make excuses?
- Do I tend to avoid reality questions?



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Focus on Communication and Transparency

“Am I honest with others and seek their best in conversations with them and about them?”

Do I tend to use unfair communication techniques:
Silence, ignoring, sulking, pouting, cold shoulder treatment?
Sarcasm and ridicule? Unfavorable comparisons?
Exposing dirty linen in public? Blaming the person for something which he cannot help or cannot do anything about?
Intimidating, yelling, exploding? Bragging? Nagging, whining?

Consider these questions regarding the use of our words within the community of faith?

- Does what I say build up or tear down the other person?
- Would I say what I am saying directly to the person involved?
- Do you know all the facts or am I responding on the basis of half-truths or partial facts? Is my response triggered more by emotion than by reason? Is the issue really deserving of the action and energy that I am giving it? Can the situation be seen from a different perspective?
- Have I tried to accept the feelings of the other person, and understand why the person feels the way he/she does?



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3

The Qualities of Confidentiality and Courageous Conversations

"Do I speak to, not past, others who differ and sometimes collide with me?" (thrust of afternoon presentation)

"A gossip betrays a confidence but a trustworthy man keeps a secret." Proverbs 11:13

Jesus: "Let your 'yes' be 'yes' and your 'no, 'no'"

"Do not let the sun go down on your anger. In your anger do not sin. Do not Satan get a foothold in your lives." Ephesians 4:26-27.

Even Jesus had his Judas



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Focus on Confidentiality and Courageous Conversations

"Do I speak to, not past, others who differ and sometimes collide with me?"

"Vigorously discuss policy options and make decisions **within** board meetings!

Communicate board action
outside of board meetings
with unified support!

Keep confidential conversations,
CONFIDENTIAL!

Accept board decisions...! ("It's OK!")

Fiercely guard a reliable word!"



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The Qualities of Credibility and Humility

'Do I have the ability to do what I say I can do,
and do it well?

"Whatever you do, work at it with all your heart,
as working for the Lord, not for men."
Colossians 3:23



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Focus on Credibility and Humility

“Credit-ability” “People are doing an analysis of our credibility all the time just as a bank might assess our credit worthiness. Indeed, credibility is the working capital of the leader. It is the account of credibility that the leader draws on to make possible creative change.”

James Kouzes. (See LD! LF! Text, p.183.)

How do others perceive me and my trustworthiness?

“Is my behavior predicable or erratic”?

Do I communicate clearly or carelessly?

Do I treat promises seriously or lightly?

Am I forthright or dishonest?”

(Credibility, p.108-9)



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Focus on Credibility and Humility

'Do I have the ability to do what I say I can do, and do it well?

"A leader's trust is won very slowly, but it can be lost quickly. Once lost, this trust is very difficult to regain in that leadership setting. People may give us a leadership position through election or employment. However, the credibility needed to lead must be worked out among the people with whom we serve. It is trust from those with whom the leader works most closely that gives a leader the essential element of credibility." p.183 LD! LF!

"When pride comes, then comes disgrace,
but with humility comes wisdom." Proverbs 11:2

"Wisdom's instruction is to fear the Lord,
and humility comes before honor." Proverbs 15:33

"Do nothing out of selfish ambition or vain conceit.
Rather, in humility value others above yourselves. Philippians 2:3



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The Qualities of Presence and Caring Relationships

“A non-anxious presence”

“Let your gentleness be evident to all. The Lord is near. Do not be anxious about anything, but in everything by prayer, but in everything, by prayer and petition, with thanksgiving, present your requests to God.”

Philippians 4:5-6



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Focus on Presence and Caring Relationships

"The most important attribute of a leader is not knowledge or technique but what the leader brings in his/her **presence**. And the presence he/she needs is a '**non-anxious**' presence"

The Age of the Quick Fix: A Failure of Nerves. Edwin Friedman

"As apostles of Christ we could have been a burden to you, but we were gentle among you, like a mother caring for her children. We loved you so much that we were delighted to share with you not only the gospel of God but our very lives as well, because you had become so dear to us."

I Thessalonians 2: 6b-8



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DEVELOPING A REPUTATION FOR TRUSTWORTHINESS

SUMMARY

1. The Qualities of Integrity and Consistency.
2. The Qualities of Communication and Transparency.
3. The Qualities of Confidentiality and Courageous Conversations.
4. The Qualities of Credibility and Humility.
5. The Qualities of Presence and Caring Relationships.



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CARING FOR OTHERS
IS THE MARK
OF **GREATNESS**,
MORE SO THAN
DECISIVENESS.



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Questions/Group Discussion

"Actionable Steps to Nurturing Trust"

1. Recognize that building trust takes time.
2. Be honest and supportive.
3. Commit to follow through.
4. Be consistent.
5. Model the behavior you seek.
6. Build in accountability.
- 7.
- 8.
- 9.
- 10.



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Dr. E. LeBron Fairbanks

www.BoardServe.org

lfairbanks@boardserve.org



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**THE JOY & PAIN
OF LEADERSHIP**

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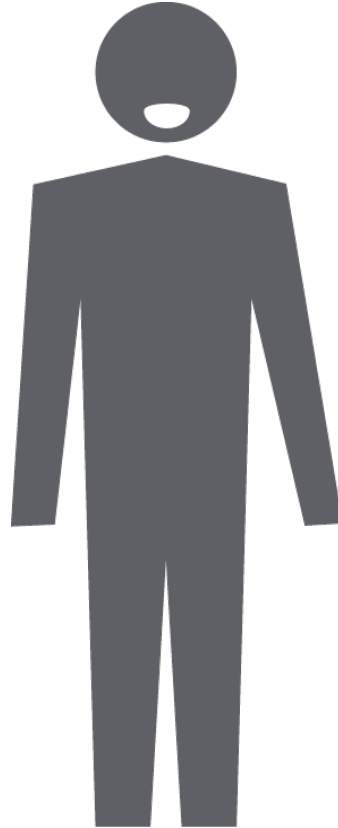
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II. APPLIED SERVANT LEADERSHIP: THE JOY AND PAIN OF LEADING WITH A VISION TO SERVE

SEVEN “ANCHORS”

**hold servant leaders steady as
we lead decisively and faithfully
in the tensions and transitions of
our leadership responsibilities.**

THE JOY OF LEADERSHIP

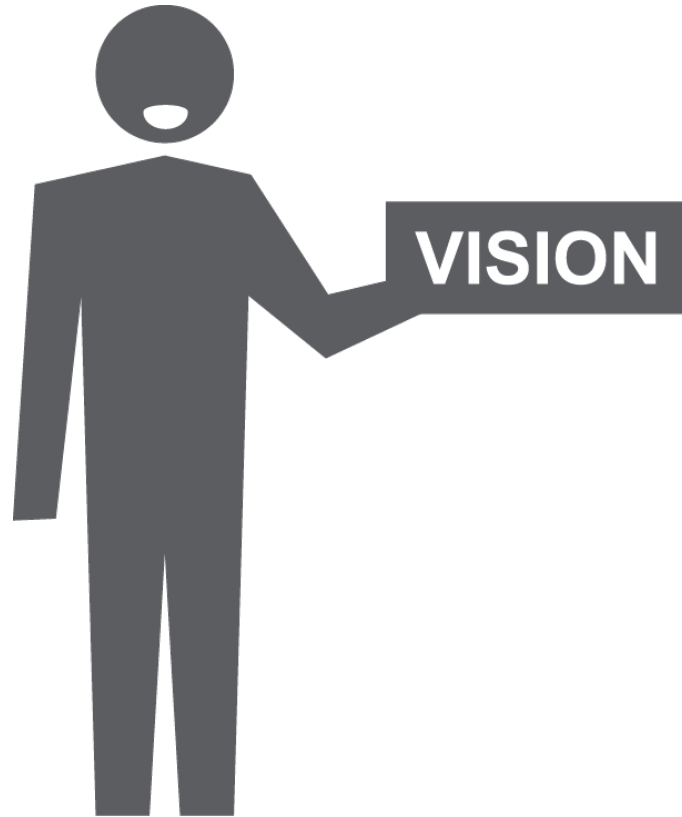


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THE JOY OF LEADERSHIP



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“BLESSED IS THE LEADER
WHO IS CAPTURED BY A BIG,
GOD-INSPIRED VISION!”



“VISION” HAS TO DO
WITH SEEING THINGS CLEARLY
AND AT A GREAT DISTANCE.



A VISION IS A CONSUMING,
PASSIONATE, AND COMPELLING
INNER PICTURE.

THE PAIN OF LEADERSHIP

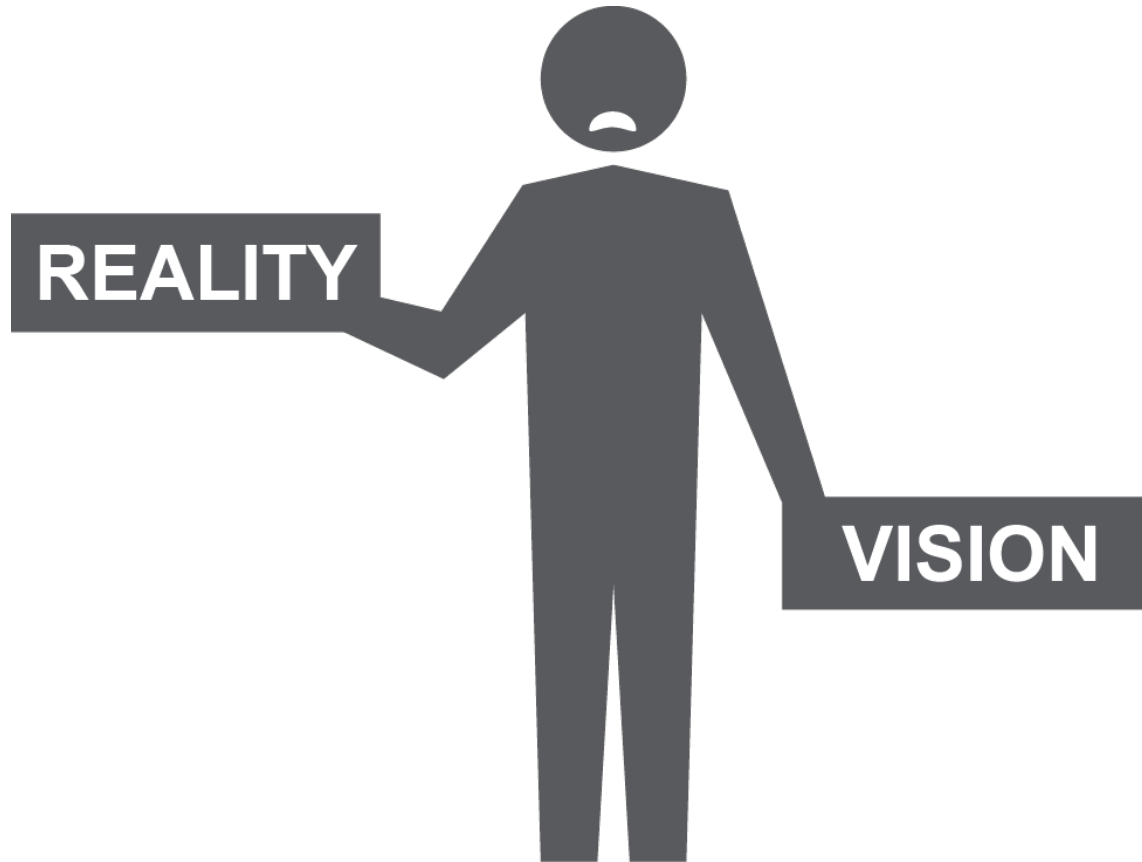


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FORGET THE VISION?

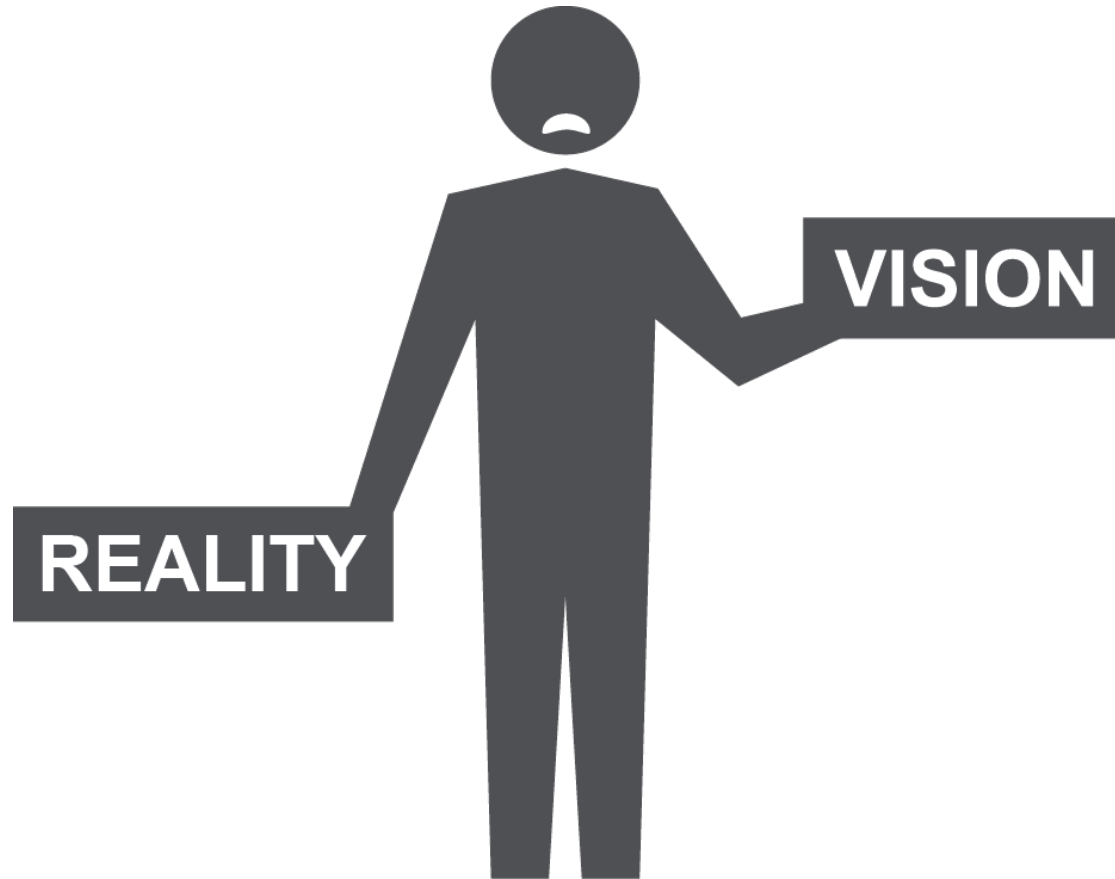


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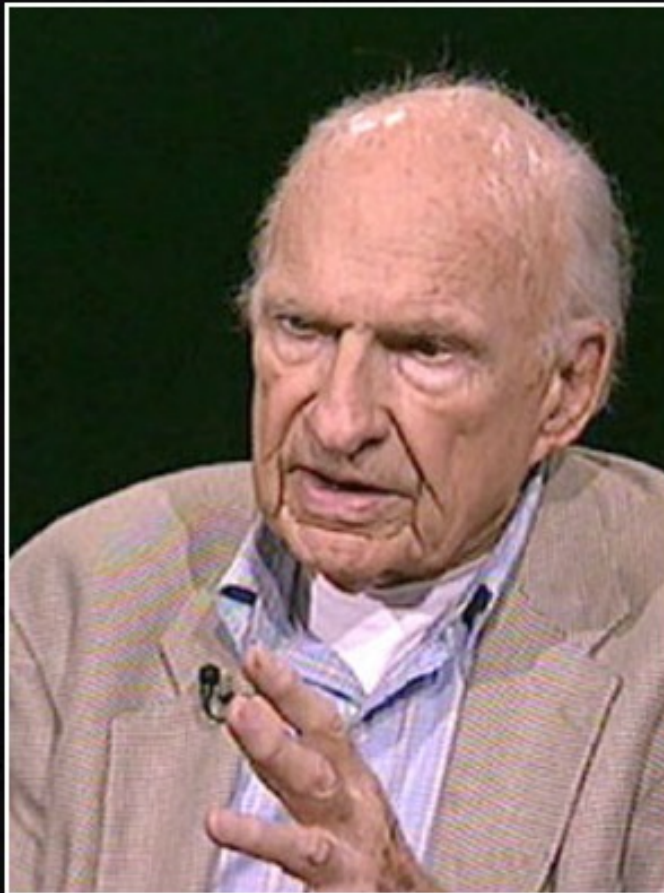
FORGET THE PEOPLE?



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“LEADING FOR
CHANGE IS NOT THE
SAME AS EXERCISE OF
POWER.”

—*George McGregor Burns*—

LEADERSHIP IN FAITH COMMUNITIES... THE TRANSFERENCE OF VISION!



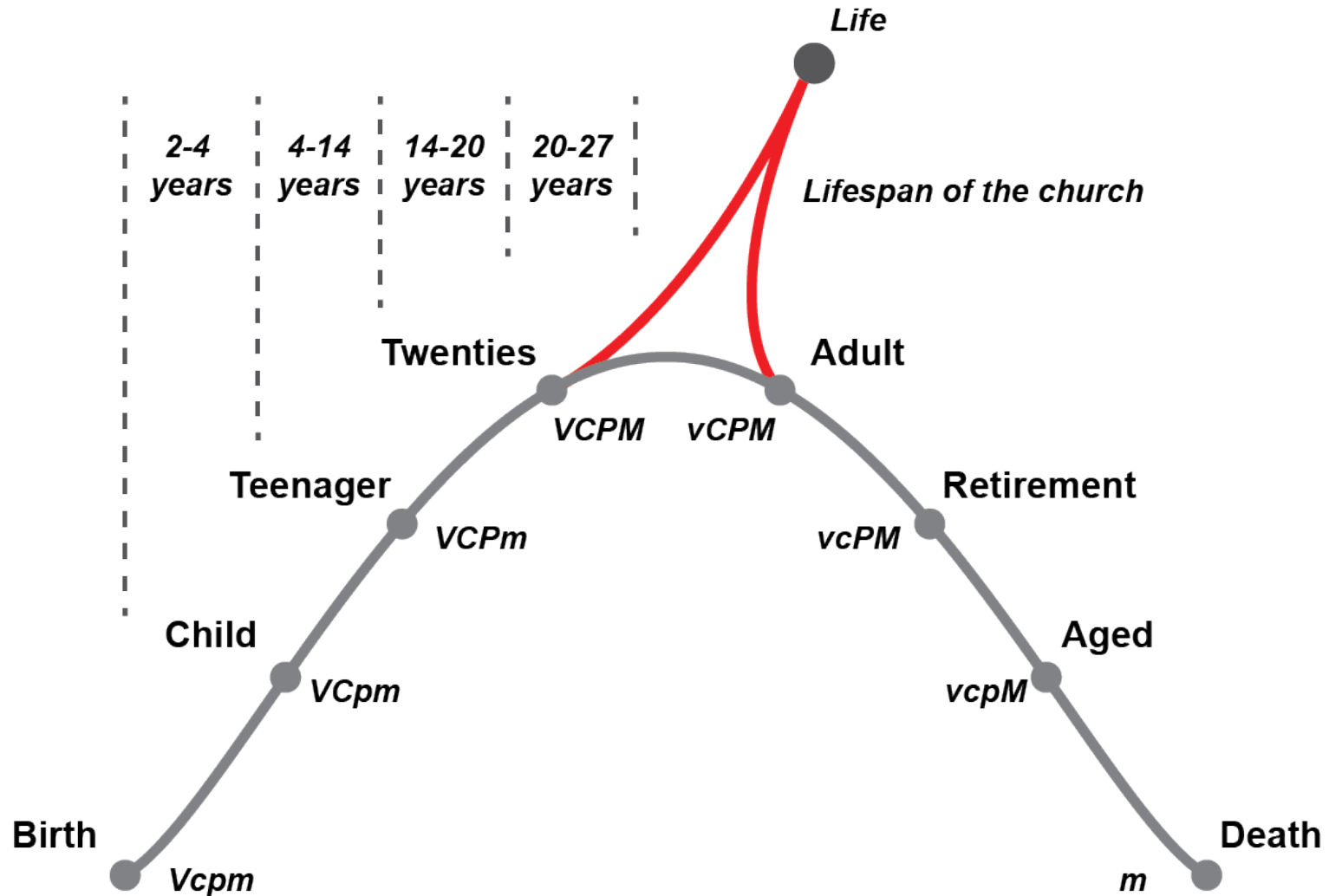
Good and godly people and a younger generation of Christians most often collide with their leaders over MISSION, TRADITIONS, VISION, VALUES, PRIORITIES AND PROGRAMS.





**How do we LEAD
decisively and faithfully
when tensions arise
over change & transitions?**

Life Stages of a Local Church



Characteristics of the Faith Community:

V = Vision C = Community P = Programmes M = Management

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**Change is inevitable.
Problems arise in the
TRANSITIONS.**

**We want and need
for these transitions
to be **transformative**;
not destructive
and divisive.**

ANCHOR # 1:

SPEAK GRACEFULLY

—EPHESIANS 4:29—

ISSUE:

“Watch the words we speak”

PRINCIPLE:

**Words we speak can bless
or “destroy” people**



Seven Anchors

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**As leaders, through the words
we use, we either:**

Encourage or discourage...

Lift them up or put them down...

Speak positively or negatively...

Focus on “them” or focus on self.



**How do others feel
when they leave my presence?
Stronger or weaker?
Larger or smaller?
Confident or “scared”?
Understood or misunderstood?
Affirmed or manipulated?
Blessed or “destroyed”?**

PRAISE to CRITICISM ratio

80-90%

praise or positive statements

10-20%

criticism or negative statements

-Sven Walroos, clinical psychologist.

ANCHOR # 2:

LIVE GRATEFULLY

—1 THESSALONIANS 5:18—
ISSUE:

Comparison is the root of inferiority

PRINCIPLE:

“Don’t complain. Be grateful”



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COMPARISON

**robs us of joy,
relationships,
confidence and peace.
In the process, it saps
our energy
and drains us of
enthusiasm.**

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**Gratitude is the
“life-giving”
antidote to the
negative impact
of comparison**

ANCHOR # 3:

LISTEN INTENTLY

—JAMES 1:19—

ISSUE:

“Seek first to understand”

PRINCIPLE:

**Understanding, not agreement,
is the key to conflict management**



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THEOLOGICAL VISION
PRECEDES
ORGANIZATIONAL VISION.





Growth producing questions:

- “What can I learn?”
- “How can I change?”

Growth inhibiting questions:

- “Why me?”
- “What if...?”

ANCHOR # 4:

FORGIVE FREELY

— LUKE 23:34 —

ISSUE:

Be proactive in extending forgiveness

PRINCIPLE:

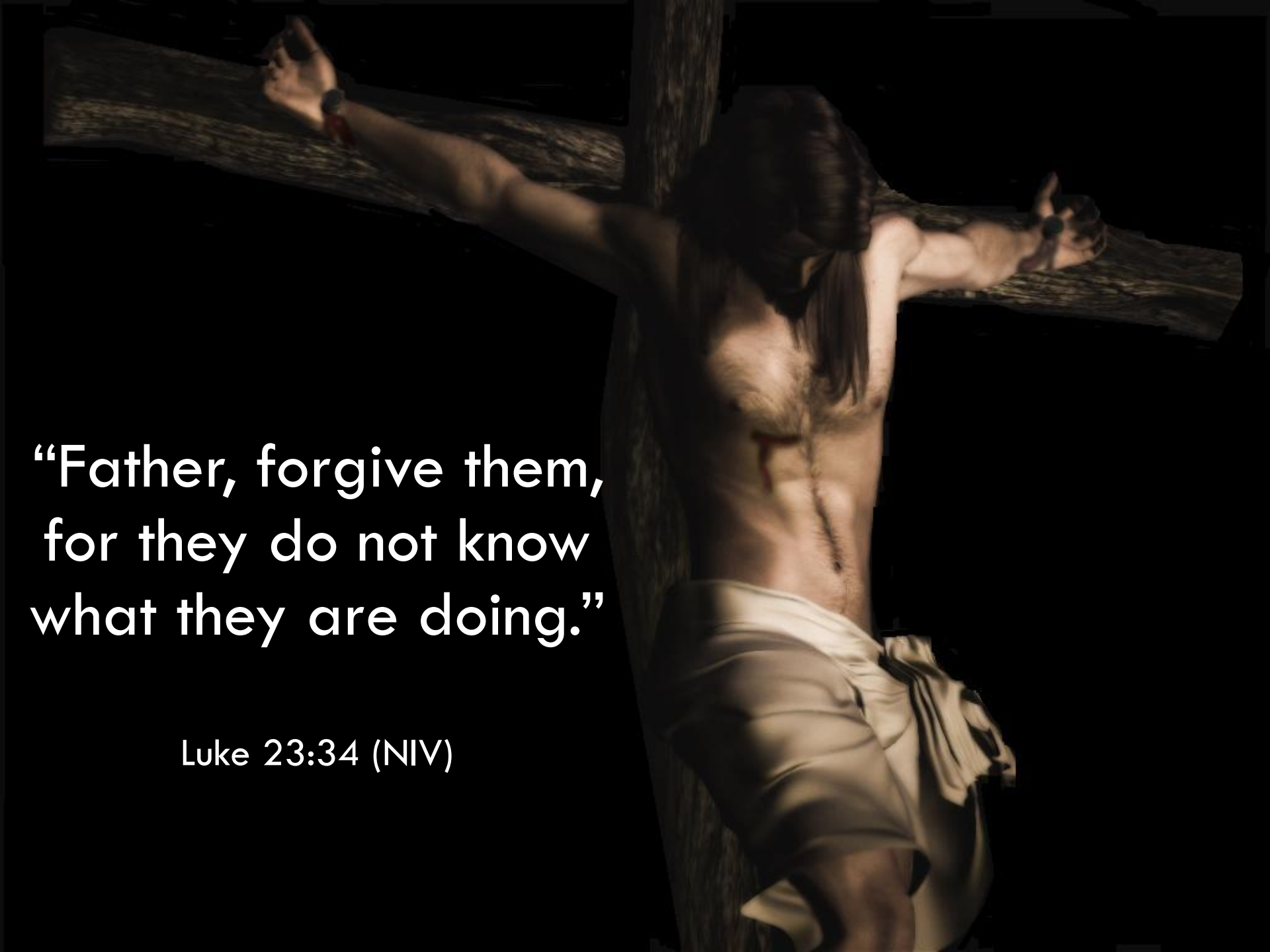
**A spirit of forgiveness transforms
and empowers leaders**



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“Father, forgive them,
for they do not know
what they are doing.”

Luke 23:34 (NIV)

ANCHOR # 5:

LEAD DECISIVELY

— ROMANS 12:8C —

ISSUE:

**Christian leaders combine deep humility,
clear vision, and intense resolve**

PRINCIPLE:

**Our holiness testimony is reflected in and through the
way we *make* and *implement* decisions**



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They give passionate attention to the leadership roles of:

- Dreaming and planning
- Organizing and administering
- Motivating and encouraging
- Evaluating and reviewing

PLANNING CYCLE



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We move ahead – decisively – through:

PRAYER, with them, for them and for “me” as leader;

COLLABORATION, involving them when and where we can in the process; and with

GRATITUDE, thanking God, and “them” for their gifts, talents, abilities and testimonies of faith.

ANCHOR # 6:

LOVE DEEPLY

—1 THESSALONIANS 2:7—

ISSUE:

Value people not power (or position)

PRINCIPLE:

**The evidence of leadership is seen
in the lives of the followers**



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Leaders who inspire others...

- _____ #1. Set Clear Standards
(or Expectations)
- _____ #2. Expect the Best
- _____ #3. Pay Attention
- _____ #4. Encourage People
- _____ #5. Tell the Story
- _____ #6. Celebrate Together
- _____ #7. Set the Example

ANCHOR # 7:

PRAY EARNESTLY

— 1 THESSALONIANS 5:17 —

ISSUE:

**Some issues are resolved only through prayer
and dependence on God**

PRINCIPLE:

**Recognize that God can work in us
to become the change we desire to see in others**



Seven Anchors


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In the midst of experiencing honest and intense differences



**between good and godly people, the
“pray-er” can be changed and
transformed!**

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“Leaders with the mind of Christ seek to humbly lead others, for the purpose of inspiring and enabling them, through teaching and example, to live their lives under the Lordship of Christ, and to understand, accept, and fulfill their ministry to each other, and their mission in the world.”

ELF- Definition of *Christian Servant Leadership*

**ANCHORS hold the servant leaders
steady in the tensions and transitions in
our leadership responsibilities:**

- 1. Speak Gracefully. Watch our words**
- 2. Live Gratefully. Don't complain, be grateful**
- 3. Listen Intently. Seek first to understand**
- 4. Forgive Freely. Be proactive in forgiving**
- 5. Lead Decisively. With vision, humility and resolve**
- 6. Love Deeply. Value people, not power**
- 7. Pray Earnestly. Become the change**



QUESTION #1

**Which of these seven anchors
is your greatest strength?**




QUESTION #2

**On which one of these
“anchors” do you need most to
focus in your contemporary
leadership ministry?**



QUESTION #3

**What difference would it
make in your ministry if
you intentionally embrace
this anchor?**

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**“Our testimony of faith in
Jesus Christ must
increasingly **inform and
transform** the
way we **lead and live**
in our homes
and organizations.”**

III. QUESTIONS & DISCUSSION



The Joy & Pain in Leadership

LEADING DECISIVELY! LEADING FAITHFULLY

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Dr. Edward LeBron Fairbanks

www.BoardServe.org

lfairbanks@boardserve.org



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