

**LEADING LIKE JESUS:
DEVELOPING THE PEOPLE GOD HAS
GIVEN US**

NAVIGATORS
— LEAD ON —

WHATEVER HE ASKS. WHEREVER HE LEADS.

LEADING LIKE JESUS: DEVELOPING THE PEOPLE GOD HAS GIVEN US

By Grant Dibden

INTRODUCTION

Leadership is a big topic and much has been written on it. I find it is always best to go to God through His word on anything. So, I just wanted to share a few scriptures on leadership with you. You'll see lessons from these come out through the talk.

Psalm 78:72

And David shepherded them with integrity of heart; with skilful hands he led them.

Isaiah 40:11

He tends his flock like a shepherd: He gathers the lambs in his arms and carries them close to his heart; He gently leads those that have young.

Mark 10:35-45

³⁵ James and John, the sons of Zebedee, came to him. "... ³⁷ "Let one of us sit at your right and the other at your left in your glory." ... ⁴² Jesus called them together and said, "You know that those who are regarded as rulers of the Gentiles lord it over them, and their high officials exercise authority over them. ⁴³ Not so with you. Instead, whoever wants to become great among you must be your servant, ⁴⁴ and whoever wants to be first must be slave of all. ⁴⁵ For even the Son of Man did not come to be served, but to serve, and to give his life as a ransom for many."

1 Peter 5:2-4

²Be shepherds of God's flock that is under your care, serving as overseers--not because you must, but because you are willing, as God wants you to be; not greedy for money, but eager to serve; ⁵not lording it over those entrusted to you, but being examples to the flock. ⁴And when the Chief Shepherd appears, you will receive the crown of glory that will never fade away.



At the last CMA Conference, I led another workshop on Leading Like Jesus. I reflected on the fact that we get much of our thinking on leadership from psychology, sociology, pragmatism (he or she did that and that works so it must be good), celebrities, the experts, business books and seminars, the latest Christian book on the subject, marketing strategies, or mega-church leaders. But not much from the Bible! Indeed, our leadership models are usually business or military models and the best ones add on some biblical stuff to improve them – but the core is often not based on the Bible. Partly because we don't think that Jesus model of leadership can work in the rough and tumble of 21st century business life. And I recognise that with Jesus the situation and His aims were different to our challenges in the specifics, but principles remain constant in every age and culture. And Jesus does call us to follow Him, and for us to be like Him. So, leading like Jesus is not only possible, but it really is what every Christian should aspire to do.

Jesus was and is the most effective and compelling leader in all of recorded history. He took a bunch of ordinary people Acts 4:13 tells us. They were fisherman and tax collectors – not the best and brightest, not the gifted and talented, not the wealthy and connected. He took 12 ordinary blokes and changed the world. Not only did many follow Him while he led on earth 2000 years ago, but His profound model and teachings have continued to influence over 2 billion followers today. His leading and leadership principles are transcultural and timeless and they apply to our whole of lives, which includes business.

Jesus' model of leadership was servant leadership and your character, as the leader, was crucial to it. Jesus calls us to live transformed lives to be Christlike, to lead with humility and integrity. And today I want to build on the foundations that I laid in the previous talk.



SERVANT LEADERSHIP MODEL

So, let me briefly outline what I think the components of servant leadership are: lead, develop, care. What this is trying to be is simple but not simplistic. What I want to suggest to you fits into Einstein's adage "everything should be as simple as possible ... and no simpler". Now I want you to think about this model in the various places you have leadership. So, one will probably be in the workplace, but also think about it in relation to your family and to any ministry you might be involved in.



© 2011 Leader Development Network used by permission

And I know we have a leadership model that has Lead in it (that's the oversee function), but you know what I mean and I think it communicates more clearly with Lead in it than Oversee or Guide, or Direct or something like that. It has three elements – Lead, Develop, Care.



LEAD

Jesus was an intentional leader. He set direction, aligned, inspired and managed His disciples. Jesus called His disciples to follow Him - Matt 4:19. He set the direction. I love how Luke 9:51, a turning point in the gospel of Luke just after Peter has identified Jesus as the Christ, Jesus resolutely the NIV says, Jesus resolutely set out for Jerusalem. The apostles were looking for a conquering Messiah and Jesus is certainly the Messiah, but He's the suffering servant type. So, he resolutely sets out to Jerusalem where He will suffer and die. Jesus set the direction. He was constantly aligning His disciples – teaching them, correcting them, getting them on to His agenda. And he inspired them – I mean he asked them to leave their jobs and follow Him and they did. And we are still inspired by Him 2000 years later.

So, lead involves intentionality, things done deliberately. Planning, managing, aligning resources – all the sort of stuff I know you people would be good at. In many senses, what we have traditionally thought of as leadership. It is task oriented – completing a given task within a specified and agreed time, budget etc. It has to do with the mission and is outcomes focused. In fact, John 17:4 sums it up. Jesus is at the end of His life and He says “I have completed the work you gave me to do.” That would be great to have on your headstone – or at least be said about you when you finish up at work in your farewell speech.

CARE

The second aspect that I want to briefly touch on is care. Clearly Jesus cared for His disciples. He knew what His disciples needs and He provided for them – sometimes miraculously like feeding them, along with 5000 others, calming a storm, healing Peter's mother-in-law (Mark 1:30,31) and taking them away to rest (Mark 6:31). I mean, who doesn't want a leader who says (and means it) “Come to me all who are heavy laden and I will give you rest ... rest for your souls for my yoke is easy and my burden is light” (Matthew 11:28-30). You see it in His high priestly prayer in John 17. Right after He says He has completed the tasks the Father has given Him, He prays for His people. He prays for their protection, that they be sanctified in truth, for unity. It's a moving prayer. Jesus cared for His people. (John 17:6-26).

Watching over and responding to the needs and well-being of your people is what care is all about. It has within it knowing your people. You've got to know what their needs are before you can respond. Then you can provide for them. Sure, we can't meet everyone's needs. Jesus is the only one who can meet all of a person's needs. But we can meet some. A good question to ask those who you are leading is: “What does it look like for you when you are cared for well?” Because we all know what that looks like for us. But that can be very different for individuals. And we can make the mistake of providing what we think is good care, but those we lead don't always think the same way we do. One size doesn't fit all. So, ask your people. Then ask yourself: “What two or three things I can provide to the staff that could maximize their potential?”



DEVELOP

But the third area is the one I wanted to concentrate on today a little more: develop. Leading like Jesus, servant leadership, involves leading in a way that benefits and develops the people we lead, developing the people that God has given us. And by develop, I mean intentionally strengthening your people's capacity to grow and contribute.

Why? Let's think about why you would do this? Why should we develop people? I think the key is your attitude towards people. How do you view the people who work for you? Let me tell you a true story about my friend Paul Stanley – child of the King. Every person is made in God's image and has intrinsic dignity and value.

This answers the question why should your leadership have development of your staff as one of three components at the deepest level. And I think you can see in Ephesians 4:11-13 the priority God places on building up, on equipping, on developing people. There it says that He gave apostles, prophets, evangelists, pastors and teachers for, for the purpose of, building up the saints – you and me. I don't think it's stretching it too far to say that building up people is clearly important to God as He provides all those leaders, so developing the people God gives us is being like God. And there are other benefits to developing your people which we will see in due course, but developing your people because they are intrinsically valuable to God is the fundamental motivation. You will lead differently if you think like this.

Often, we focus on results. Not a bad thing! Results matter. But, the legacy you leave behind is people and results and not merely in results. Dr Henry Cloud in his book on Integrity¹ tells of being called in to consult. The CEO said that his head of sales was brilliant. The numbers were great, they had increased dramatically since he joined the company a few years back. But, the CEO said, I have two key people who are going to leave if I don't get rid of him. Dr Cloud asked about the expense of the ledger. How much does he cost the CEO in time, listening to others complain about him? Add in the cost of the complaints time. Add the lost opportunity for what those hours could have produced. Add in the HR time and settlement costs of any litigation from those who leave, and the reputational damage to the company of those who leave and bad mouth the company. Add in hiring costs to replace those who leave, and then the training costs of those who get the jobs.

Think of it like the wake of a boat. When you look behind a boat you see the wake – two waves. It is the same with people. When a person travels through a few years with an organisation they leave a wake in two areas: task and relationships. What did they accomplish and how did they deal with people? So, the task is important – projects completed, profit made, mission accomplished etc. Results matter.

Just as we leave effects of our work behind in the results, we leave the effects of our interactions with people behind in their hearts, minds and souls. We leave a wake of

¹ Comes out of Dr Henry Cloud, Integrity, p16-21



people behind us, in the organisation, in our clients, vendors and our industry. “What does that wake look like?” Are there a lot of people water skiing on our wake, smiling, having a great time for our having moved through their lives? Or are they out there bobbing for air, bleeding, left wounded and even some dead bodies. In other words, would they say that their experience with us has left them better off for us having moved through their lives? Was it a blessing to be associated with us or a curse?

In the people side, just as in the task side there are results. Are they more encouraged, more fulfilled, more skilled and equipped, more developed after working with us? Were they stretched and inspired to become more that they were before they worked with you? Did your relationship cause them to produce more? It actually makes good business sense to develop the people skills of your staff.

How do you do this? Think about Jesus. How did He develop His disciples? I think there are three key things He did.

Modelled. Mark 3:14 says “He appointed twelve--designating them apostles--that they might be with him and that he might send them out to preach”. For what purpose did Jesus select the twelve? Most get the “to preach”, but few see “to be with Him” which comes first. Because they were with Him they saw what He did. So, as they observe Jesus, they ask Him to teach them to pray – Luke 11:1 and he teaches them the Lord’s prayer. Now these guys were card caring Jews. They knew how to pray. But not like Jesus. He must have modelled prayer in such a way that they were compelled to ask. Teach us to pray.

Teach. Of course, Jesus also **taught** them. Think of the sermon on the mount – teaching. Or the parables. But what is very interesting is that the crowds didn’t really get it we assume because the disciples didn’t get it, e.g. the parable of the soils in Mk 4:1-20. Only the disciples had it explained to them. He’s developing them by giving them insight. Because they are with Him, they are getting OJT as they see Him deal with all sorts of issues that arise and they can chat to him about why He does this and why He says this and not that. In fact, most of Jesus teaching that is recorded in the NT occurred not in a formal context, not in sermons, but as people lived life.

Sometimes people say more is caught than taught. Think of your kids. Why is it that they pick up some of your traits, but they don’t do what you tell them – or is it only my kids? This is the idea of the importance of modelling, or leading by example we say in the military or business world. But more is caught and taught, than just caught or just taught. That is, you have to model and teach, like Jesus did if you want to be more effective in your influence of people, if you want to lead them like Jesus, if you want to develop the people God has given you.

Coach. Now coaching is the other thing Jesus does. Luke 9:1-10 says: “¹ When Jesus had called the Twelve together, he gave them power and authority to drive out all demons and to cure diseases, ² and he sent them out to preach the kingdom of God and to heal the sick. ³ He told them: “Take nothing for the journey--no staff, no bag, no bread, no



money, no extra tunic. ⁴ Whatever house you enter, stay there until you leave that town. ⁵ If people do not welcome you, shake the dust off your feet when you leave their town, as a testimony against them." ⁶ So they set out and went from village to village, preaching the gospel and healing people everywhere. ⁷ Now Herod the tetrarch heard about all that was going on. And he was perplexed, because some were saying that John had been raised from the dead, ⁸ others that Elijah had appeared, and still others that one of the prophets of long ago had come back to life. ⁹ But Herod said, "I beheaded John. Who, then, is this I hear such things about?" And he tried to see him. ¹⁰ When the apostles returned, they reported to Jesus what they had done. Then he took them with him and they withdrew by themselves to a town called Bethsaida".

Jesus sends them out, knowing that He has taught them and modelled life for them – gives them a task “proclaim the kingdom of God and heal” – v2 and some guidance v3-6. When they complete the task and return, they back-brief Jesus for an extended period and I’m sure He coaches them when they withdrew v10.

The way Jesus developed His disciples was to teach, model and coach. Jesus method of development was focused around being with Jesus, it was an apprenticeship type of arrangement. He taught, modelled and coached through every day experiences. That was His method.

So, to develop the people God has given you, you need to teach model and coach them. Now this is not what many think about today when we talk about developing people.

What we’ve found is that much of today’s thinking on development is that training – normally formal training like University courses is how you develop your people. You get a degree or a master’s or some form of formal, recognised training. It’s classroom based. But that is only a small portion of how people develop. From the experience of leaders around the world, and from research conducted by Professors James M Kouzes and Barry Posner and recorded in their very successful book “Leadership Challenge”, they found that only about 10% of development comes from training.

Responsibility. But 50% comes from responsibility, that is, 50% of people’s development over their lifetime comes from being in the harness of responsibility. In the Army, we intrinsically did that for their officers by making sure people had different types of jobs when they were younger so that they could handle broad responsibility later in their career. I was given various jobs to develop me and had some formal training mixed in. I remember saying tongue in cheek to some friends that every time they could accuse me of being competent they moved me to a new job.

A degree gets you in the door of the job and provides a good basic understanding, but so much more is learnt on the job. Gen Y and Gen Z tend to say they need more training, but what they need is more experience that qualifies them for more training. Leaders learn best in the harness of responsibility. Responsibility develops people.

Relationships. And then the next most important method of developing people is through relationships. 30% Kouzes and Posner, found. Peers, models, mentors, coaches. Coaching in applying what one has learned from a classroom.

What relationships have been significant for you?

So, responsibility and these relationships do 80% of the development. On the job and through the relationships you have is where you teach, model and coach as you draw on the formal training and shaping experiences of people.

Shaping experiences are also quite developmental. By shaping experiences, I mean those major things that have happened to us that shape who we are and what we think. Think about Moses – all the males his age killed so he grows up in the palace. Aged 40 he kills a guy and has 40 years tending sheep in the wilderness. Preparing him to lead God's people – not retire at 80.

Or Joseph – he is the favourite and a bit spoilt and is sold into slavery by his brothers. He gets over that and is put in charge in Potiphar's household. There he keeps his purity and ends up in Egyptian dungeon. In there he is put in charge again and interprets dreams. But is forgotten. Finally, he interprets Pharaoh's dream and is put in charge of Egypt. God was developing him to be the leader of Egypt and save His people. Could God have just made him the 2IC of Egypt, sent him down in a limousine? Sure, but He didn't. He used responsibility and experience to shape Joseph for the appointment He had for him.

Think of Paul with his great learning under Gamaliel a great rabbi. He was zealous for the law. Then his hugely humbling Damascus road conversion followed by three years in an Arabian desert, Galatians 1 tells us. What great preparation to write much of the New Testament!

What experiences have you had that have shaped you? The successes, the failures, isolation, opposition, suffering. Look for patterns.

Formal Training. As I have mentioned, formal training, classroom stuff, is what we often think of when we hear development. And it is good. In the military sphere, much of what they teach you, and they are very focused on leadership training in the military – is based on Christian ethics and ethos. And I use it in my work with the Navigators now. Likewise, much of what I learnt in the Christian sphere I used in the military sphere. Formal training is important and helpful but it's only 10% of how people are developed.

Evaluation. Let's think about how people learn because learning and development are intimately related. This is the learning cycle. You have an experience, then instead of evaluating we go straight to a conclusion because leaders tend to be so busy and task-focused that they rarely take the time to look back over their experiences to inspect what God, the Great Developer, has been doing all along. Because experience isn't the great teacher – evaluated experience is! So, don't go down the green line!



God is actively developing you and has been all along. The reality is that "Who you are becoming is more important than what you are doing."

God never wastes an experience to develop us. But often we don't take time, even a few hours to reflect back over our lives ... our responsibilities, relationships, shaping experiences and training to evaluate the development threads God has woven into the fabric of our own timelines.

You should create time and space for your people to evaluate what they have learnt every six months or at least yearly. Help them by facilitating a half day or a day to do this. So, as I look at my shaping experiences, for example, I could see that God wanted me to lead things and had been developing me for this role as the Navigators National Director. Look for the recurring themes of those development threads so that you can pro-actively participate with God in what He is doing in your life.

What? I want to propose that there are three key areas where are to develop the people God has given us: their thinking, character and skills. **Slide.** This is the what we want to develop. These areas are critical. They are the 'what' that needs to be developed. We, and those we lead, need to develop in thinking, character and skills.

Thinking. Thinking spiritually this is clearly important. For example, Romans 12:2 says "Do not be conformed to this world, but be transformed - how - by the renewing of your mind. Phil 4:8 Finally, brothers, whatever is true, whatever is noble, whatever is right, whatever is pure, whatever is lovely, whatever is admirable--if anything is excellent or praiseworthy-- think about such things. Colossians 3:1,2 - set your minds on the things above.

As you develop people, you want to develop their thinking. I like what Albert Mohler, says "Our actions may never reach the heights of our thinking, but you can be certain that the quality of your actions will never exceed the quality of your thinking."² So we have to develop people's thinking. Help them to see the big picture and where they fit in. Motivation matters. The story is told of building company where the foreman is going around and asking people what they are doing. He asks the first person and he says I am laying bricks. The second he asks says he is building a wall, but the third has a twinkle in his eye and he says he is building a Cathedral. And if you can develop a lot of people to have this vision and create a culture of Cathedral builders you will be developing everyone.

You also want to develop independent thinkers. This will mean that you have to empower people - don't abandon them. Give them the responsibility (which is developmental) but with that you have to give them the authority and resources to be able to fulfil the responsibility. Coach them, and don't crucify them when they fail. Jesus let His disciples go through a process of trial and error many times. Think of Jesus with Peter - after saying Jesus is the Messiah and Jesus tells Peter that Jesus is going to suffer and die, Peter says that's stupid and Jesus says get behind me Satan. James and John - young turks - call down thunder, sit at left and right - John became the disciple of love. Then at

² The Conviction to Lead, p59.



Gethsemane, in Jesus' hour of trial, he says to Peter, James and John, "Stand by me, stay here and pray." Thomas the doubter. Didn't say, man Thomas I rise from the dead and you still don't get it. You're gone. No. Come over here and put your hands in my wounds. Thomas, my Lord and my God. The most dramatic of the reinstatements is Peter's after Jesus' resurrection. After Peter had denied Jesus three times just before His crucifixion Jesus asks Peter three times, "Do you love me?" Three times Peter has denied him. Three times he was offered the chance for a comeback. Three times Jesus said "Feed my sheep". Jesus does not bullet these guys, He comforts them, reinstates them and entrusts them with a bigger task – make disciples of all nations.

Have you ever been given a second chance? How do you feel? Motivated? Love the people God has given you. Encourage and develop them. Give them some rope and don't have a no failure policy. Sure, if they keep mucking it up, they may not have it to progress further – I sacked one of our staff. But the principle is to allow people to go through failure without the fear of losing their job.

The final thinking area I want to touch on is to develop people's emotional intelligence. "Daniel Goleman of Rutgers university studied almost two hundred corporations and their leaders. His findings, first published in the Harvard Business review were shocking:

*When I analysed all this data, I found dramatic results. To be sure, intellect was a driver of outstanding performance. Cognitive skills such as big picture thinking and long-term vision were particularly important. But when I calculated the ratio of technical skills, IQ, and emotional intelligence as ingredients of outstanding performance, emotional intelligence proved to be twice as important as the others for jobs at all levels."*³

Emotional intelligence can be improved. If you do things like helping people understand themselves and how other people think differently this is a very good start. You can use the Myers Briggs stuff, or Herman's whole brain thinking with the four quadrants of logic, creative, practical and, relational or any number of tests or models to help people understand themselves and other people better and start to improve their EQ.

Skills. The second area is skills — the competencies one needs in order to do a job well. So, there are clearly some competencies that are job specific that will be really helpful you're your staff to learn and/or develop in. Train them and then put them in situations to use them.

You will need to work out for your own situation what those skills are, but I want to suggest to you that for any of your leaders developing the ability and skill to have crucial conversations would be one area for nearly all of them. It's part of emotional intelligence, but is a skill following from that change in intelligence. The book is "Crucial Conversations" by Patterson, Grenny, McMillan and Switzier.

³ Ibid p30

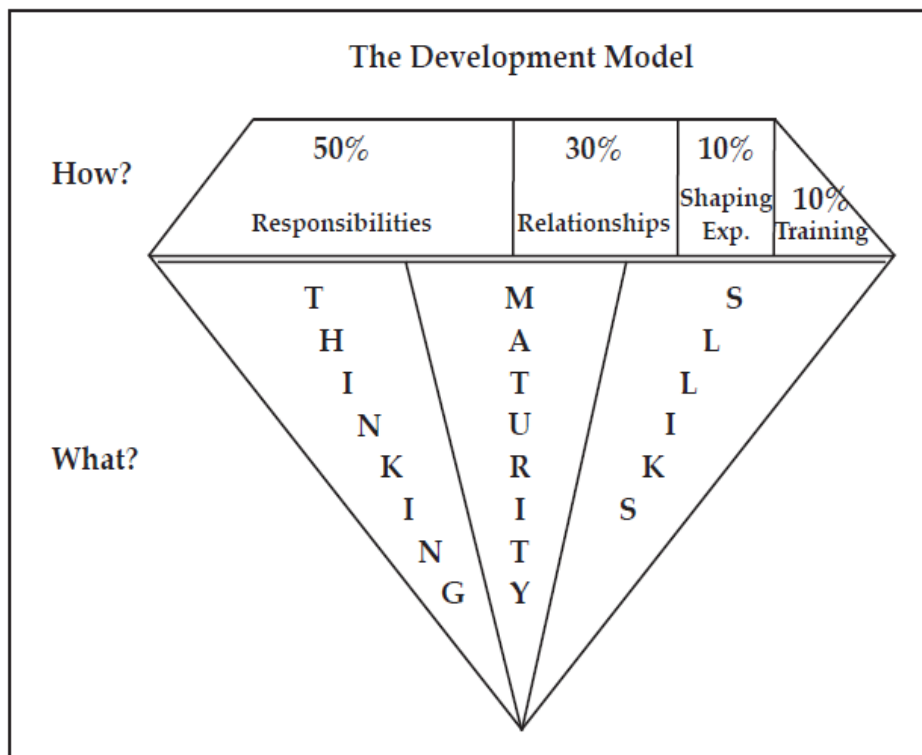


Character. The third and final area is character. It is absolutely fundamental. Who you are becoming is more important than what you are doing. We can't divorce a leader's character from their ability to lead effectively over the long term. Leaders who focus on skills development will become proficient in leading and the result will be more leadership influence and responsibility. As responsibility grows, so too does the pressure on the leader, as more and more people are influenced by a leader's decisions. With increasing load and pressure, character flaws/weaknesses are exposed. Many leaders fail at the pinnacle of their leadership because the pressures of a larger role expose their character weaknesses that have been covered up or ignored for years.

At Sydney University Regiment, I met a fellow who was an Infantry Lieutenant there but the head lawyer at the Australian Crime Commission. (The Army Reserve is pretty unique for highly qualified people doing lesser jobs). He told me about Mark Standen who was a former assistant director of investigations at the NSW Crime Commission. Standen was found guilty of plotting to import 300 kg of pseudoephedrine. The fellow said it was known that Standen had a gambling problem and that character issues will always come out.

Christlike character growth is hard to work on – but it is essential. It's not easy so you must intentionally develop your people's character. That is a big topic that I went into some detail in the previous talk. Two excellent books on this are "Growing Kingdom Character" by Tom Yeakley and "The Practice of Godliness" by Jerry Bridges.

Let's pull this together into a diagram.



© 2011 Leader Development Network used by permission



Conclusion. Let me sum up. Jesus is the greatest leader who ever lived. His model of leadership is Servant Leadership which is based on character and seeing yourself as a servant who leads, not a leader who serves.

There are three components to the model – lead, develop and care. Today we focused on develop. We noted that Jesus chose ordinary people and develop them. He developed those fishermen and tax collector into leaders who changed the world.

Why should you do this? Because of the dignity and value of every person as we are all made in the image of God ... and it makes good business sense.

How He did this was to be with His disciples and in the course of daily life He modelled, taught and coached them. We noted that responsibilities contribute 50% of people's development, 30% comes from relationships and 10% each for shaping experiences and training. Evaluation is critical to development so we need to carve time out for it and make sure it happens.

Finally we considered what do we develop in? Three areas are crucial – thinking, skills and character. We noted that the soft skills, the people skills are the ones that often aren't thought a lot about, but they deliver the best results, partly because they work on the second of the aspect of the wake we leave – relationships.

Clearly this has been a once over lightly. What we do as Navigators is to work deeply with a few. We try to follow Jesus method where he worked deeply with 12 and also Paul's where he worked deeply with Timothy and Silas for example. We're on about advancing the gospel and doing that through spiritual generations of labourers, lay people, living and working among the lost. Right where you are in the business world. We mentor and coach people how to live as a Christian in the world and how to teach others how to do that. To be in the world without being of the world.

If any of you want to explore getting together with me, or one of Business Ministry team, we would be very glad to do that.

