

WGIU Leadership Teams

As Doctoral candidates, it is essential to understand how to coordinate a leadership team as a preferred governance structure. Our ministerial leadership teams are chosen from the PhD program with the aim of giving overall direction to each doctoral candidate's ministry.

The following checklists cover areas necessary in setting up or reviewing an existing team. Most sections of the checklist are worded for the review of an existing team. Adapt the wording to fit if you are working towards setting up a team from scratch.

Five Key Concepts for Leadership Development

Which of these do you do well? Which are you weak at? Does this matter?

- 1. Keeping solely to 'big picture' issues, not dabbling in detail**
Examples: ministerial purpose, vision, current priorities, overall health, major leadership issues, mobilizing team
- 2. Taking time to listen to God, rather than focusing on a business agenda**
Meetings have significant time for worship, meditation, prayer, without undue pressure
- 3. Serving the team, rather than lording it over everyone**
No inherent status for the team, clear lines of accountability, a servant heart, appreciated support for the team's work
- 4. Modeling team dependency, rather than acting like a committee**
Building deep levels of trust and honesty, working as one, growing into a real team
- 5. Highlighting leadership/planning as an essential and spiritual ministry**
By educating the team, seeking prayer support, and regular communication

Seven Possible Models of Leadership

Which are you closest to? Are you happy that this continues to be the best structure for you?

- 1. Support group**
A low-key group with the focus on prayer for and advice to the team
- 2. Advisory group**
A low-key group with the discussion of overall direction and vocational strategy
- 3. Heads of department**
The heads of each area of team, with co-ordination as a key aim
- 4. The cabinet**
A more official leadership team, each member then given specific areas of responsibility
- 5. Eldership**
A clearly known and respected leadership team, with a selected membership
- 6. Standing Committee**
A formally appointed body based on existing structures, acting in leadership mode
- 7. Ministry Leadership Team/Group (or MLT)**
A formally appointed body, commissioned by a Bishop or equivalent, involving those holding authorized ministries and perhaps other people

Seven Dangers to Leadership Development

Which ones are you most prone to?

1. **The Team Leader** finding it hard to work collaboratively
2. **Lay leaders** wanting to rule rather than to serve
3. **Clash of roles** and duplication of discussion with other formal bodies
4. **Selection process** leading to unease within the University
5. **Lack of people** with sufficient spiritual gifts, experience, or time to serve and train
6. **Lack of accountability** to Board of Trustees or University
7. **The focus reverting to structure** rather than mission

Five Essentials for Leadership

Which are you strong on? Where are you weakest?

1. **Leadership's clear on its need for purpose and vision in relation to Jesus Christ**, each other and the world, and working these out in practice
2. **Clear role for the team**, and for other key decision-making bodies in the university
3. **Shared values** and commitment to the faith and the university
4. **Transparency and communication** so the team members understand their role
5. **Awareness of dangers** such as those above

Four Reasons for Teamwork

What order would you put these in for your team?

1. **Biblical leadership** — team leadership should be shared governance, not one-person power
2. **Biblical ministerial development** — modeling life and service shared and owned by all
3. **Structural need** — Ministerial bottleneck, business overwhelms team members
4. **Pragmatic reasons** — isolated team members, cut in staffing, cultural expectation

Eight Roles for The Team

Which order of priority would you place these in?

1. **Modeling team** / building each other up / listening
2. **Prayer** / seeking guidance and discernment / discipleship
3. **Prayer, support and advice for Minister**
4. **Direction of ministerial leadership** towards vision / forward planning / overall priorities
5. **Major Ministerial issues**
6. **Vocations** / gifting / mobilization of the leadership team / appointing leaders
7. **Co-ordination** of campus life and school body
8. (Individually) **Oversight** of a particular area of campus life

Note: In an actual review, consider also the roles of any staff and the staff as a body together, and roles within the more traditional shared governance structure of the university.

Six Ways of Selecting Roles of Team Members

Which of these (and in what combination) do you operate, and should you make any changes?

1. **Office held** (e.g. Secretary or Stewards automatically members)
2. **Selection by Minister and the team itself**
3. **Selection by a specially selected group of assessors**
4. **Suggestions from Board of Trustees or equivalent**, then Minister's (with others) choice
5. **Suggestions from whole team**, then Minister's (with others) choice
6. **An election process of some kind**

Seven Issues Considered in the Choice

What order of priority would you put these in? See: 1 Timothy 3, Titus 1, and 1 Peter 5.

1. **Balance** (e.g. of gender, age, gifting, personality, team role)
2. **Commitment to Christ** and to this university
3. **Track records** in practical service not just holding leadership office
4. **Respected by student body**, with clear people-gifts
5. **Recognized as having leadership**, ministerial and/or teaching gifts
6. **Team player**, able to work with others
7. **Stable home life**

Six practical issues to encourage effectiveness

Which of these might be new ideas for you? Which need revisiting?

1. **Keeping the team small** enough to function effectively
2. **Meeting regularly** enough to develop real team-working
3. **Choosing an appropriate name** so its role is clear (but beware 'leadership')
4. **Restricting length of service** so that people do not become stale
5. **Commissioning** the team in public, to earth it in the worshipping life of the ministry
6. **Appointing** with time, responsible for the smooth working of the whole governance structure

Eleven Points of Consideration when setting up New Team

But, in any review of an existing team, is there anything here you ought to be taking action on?

1. **Pray** throughout the process
2. Know exactly **why** a team is being formed
3. Check the **essentials** are in place
4. Take **advice** from other ministries or leaders that have already gone this way
5. **Educate** the team and student body and keep them in the picture
6. **Decide** the model, dangers, role, selection, etc. with the normal decision-making body
7. Check Board of Trustees (or whoever) are united on the **vision**; then back to the university
8. Decide on the **timetable**
9. **Selection** process
10. **Launch**
11. **Review** and adjust if necessary

Team Leader Checklist and Agreement

Please review the checklist below and then submit this agreement to the Chancellor, Dr. Joshua Smith.

Team Leaders should:

- be a doctoral student working on a PhD
- be a current student working on ministerial educational certification
- be willing to work under the supervision of the university chancellor
- have a sense of God's leadership
- have a desire to work with people of other cultures
- be emotionally and spiritually mature

AS LEADER OF MY GROUP, I AGREE TO COMPLETE THE FOLLOWING ITEMS...

1. Recruitment or enlistment of group participants:

- To bring only participants who are professing believers in Jesus Christ.
- I have read and understand that the WGIU handbook, policies and all other considerations for the safety and effectiveness of students on this team.

2. Completion of the Registration Process:

- Prior to events, provide the Chancellor with proposal, itinerary, flyer and any other information (A/V presentations handouts, workbooks, etc).

3. Spiritual Preparation

- Prepare the team through bible studies, prayer, encouragement, and any training needed well before the event, teaching the heart of God towards missions and our part in spreading the Good News.

As I have read, acknowledged, and accept the terms of this Ministerial Leadership Teamwork Agreement, I clearly understand what I have read and all my questions have been answered. I am voluntarily signing this statement in sound mind and in good conscious without inducement, coercion, or prejudice.

Student's Signature

Date

Top 10 Leadership Checks

- As a leader, seeks first to understand, listens to people until they feel heard (empathic listening).*
- As a leader, sets the example others wish to emulate.*
- As a leader, varies leadership style to motivate when needed or direct based on the needs and abilities of the team.*
- As a leader, varies leadership style between people-focused and task-focused based on the situation.*
- As a leader, continuously find ways to simplify.*
- As a leader, focuses on service to others.*
- As a leader, allocates time for what's important.*
- As a leader, does what is said to be done.*
- As a leader, creates a compelling vision that inspires people to rally around.*
- As a leader, takes feedback and adapts in response.*

Influence and Connection

- As a leader, balances connection and conviction.*
- As a leader, builds trust through reliable actions.*
- As a leader, connects with people's values.*
- As a leader, demonstrates compassion for people and their situations.*
- As a leader, demonstrates empathy for the people.*
- As a leader, demonstrates empathy for the situation.*
- As a leader, establishes rapport before trying to influence.*
- As a leader, reads a situation to know who the owners, influencers, and decision makers are.*
- As a leader, recognizes that I cannot please all the people all the time.*

Core Checks

- As a leader, self-starter and takes the initiative.*
- As a leader, approachable and encourages people to talk.*
- As a leader, asks questions that help move the ball forward.*
- As a leader, builds the confidence of others.*
- As a leader, knows whether my strengths are thought-leadership, people leadership, or both.*
- As a leader, focuses on self-leadership before leading others (self-leadership, team leadership, organizational leadership, etc).*
- As a leader, influences others through skills and connection, not power and position.*
- As a leader, focuses on “we” not “me.”*
- As a leader, over-communicates both upwards and downwards.*
- As a leader, realizes my success comes through others.*
- As a leader, believes leadership is a privilege in that people choose to follow.*
- As a leader, scales impact by thinking in terms of systems and ecosystems.*
- As a leader, thinks beyond the moment.*
- As a leader, treats people the way wanted to be treated.*

Vision, Mission, Values

- As a leader, communicates the mission in one line.*
- As a leader, prioritizes effectively across competing concerns.*
- As a leader, relates the vision and mission to what people are doing.*
- As a leader, co-creates a compelling mission that is simple, sticky, and powerful.*
- As a leader, co-creates a vision that people sign up for.*
- As a leader, creates a larger playground for more people to play.*
- As a leader, demonstrates respect for other people’s values.*
- As a leader, has a vision for the organization that inspires.*
- As a leader, helps people see the forest from the trees by communicating priorities and setting focus.*
- As a leader, knows what values are communicates them to others.*
- As a leader, lives out the values.*
- As a leader, respects other peoples’ opinions even if disagrees with them.*

Action

- As a leader, I ask, "What do we want to accomplish?"
- As a leader, I avoid inaction.
- As a leader, I avoid unnecessary distractions.
- As a leader, I balance the results with the journey.
- As a leader, I create SMART goals (Specific, Measurable, Actionable, Relevant, and Timely).
- As a leader, I demonstrate a bias for action.
- As a leader, I ensure people have intrinsically motivating goals.
- As a leader, I help identify next steps.
- As a leader, I help people identify the tests for success.
- As a leader, I help people identify what good would look like.
- As a leader, I help people feel a sense of progress.
- As a leader, I hold people accountable to what they agreed they would do.
- As a leader, I inspire others to action.
- As a leader, I maintain quality and deadlines while dealing with multiple priorities.
- As a leader, I mobilize my team to achieve.
- As a leader, I structure a path for success.
- As a leader, I surround myself with people that balance my weaknesses and amplify my strengths.
- As a leader, I take bold action.
- As a leader, I take decisive action.
- As a leader, I turn ideas into actions.

Problem Solving

- As a leader, I ask clarifying questions about the problem.
- As a leader, I break down problems into smaller, easier, more manageable chunks.
- As a leader, I challenge myself to take on big hairy challenges.
- As a leader, I focus on the task and keep my ego out of it.
- As a leader, I frame the problem in a way that's actionable.
- As a leader, I help people focus on what they control.
- As a leader, I prioritize solving the right problems first that have the most impact.
- As a leader, I solve problems.

Change

- As a leader, I anticipate and prepare for changes.*
- As a leader, I build a sense of urgency for the most important things.*
- As a leader, I communicate the "what," "why", "who", "how" and "when" of a change initiative.*
- As a leader, I embrace change.*
- As a leader, I put together the right coalition of people to help drive change.*
- As a leader, I see change as an opportunity.*
- As a leader, I socialize change in effective ways.*
- As a leader, I stay flexible in my approach.*
- As a leader, I understand and can articulate the risks of change and the risks of avoiding change.*

Communication

- As a leader, I challenge ideas while respecting other opinions.*
- As a leader, I communicate clearly.*
- As a leader, I ask solution-focused questions, such as "How might we solve that?"*
- As a leader, I communicate in an open and respectful way.*
- As a leader, I encourage people to bring me problems.*
- As a leader, I encourage people to put their ideas out on the table.*
- As a leader, I encourage an open door policy.*
- As a leader, I know how to manage up, down, and sideways effectively.*
- As a leader, I lead with my "why."*
- As a leader, I let people know they've been heard by replaying back what I've heard.*
- As a leader, I listen with the intent to learn.*

Decisions and Choice

- As a leader, I always factor the “right” thing to do and ethics when faced with choices and decisions.
- As a leader, I am not afraid to admit when I am wrong or someone has a better idea.
- As a leader, I am prepared to make tough decisions.
- As a leader, I build consensus for ideas.
- As a leader, I focus on doing business the right, ethical way.
- As a leader, I help people understand that until a decision is made its ok to argue like hell but once it is made everyone needs to get in the boat and row!
- As a leader, I involve the right people for key decisions.
- As a leader, I know when to defer to other people for their expertise.
- As a leader, I recognize that not all people will agree with my decisions.

Energy, Motivation, and Inspiration

- As a leader, I build a team of energizers and weed out the energy sappers.
- As a leader, I demonstrate passion and enthusiasm.
- As a leader, I give others meaningful work and show them why it’s meaningful.
- As a leader, I identify opportunities.
- As a leader, I invest in people’s strengths to help them blossom.
- As a leader, I look to the future with possibility.
- As a leader, I make people feel valued for their contributions.
- As a leader, I make the workplace an enjoyable place to be.
- As a leader, I reward effort and results.
- As a leader, I reward people when they excel.
- As a leader, I spend more time in my strengths and less time in my weaknesses.
- As a leader, I take time to renew and recharge.

Learning, Growth, and Self-Awareness

- As a leader, I am a lifelong learner.*
- As a leader, I am open to feedback and constructive criticism.*
- As a leader, I encourage healthy competition.*
- As a leader, I encourage people to test themselves and stretch themselves.*
- As a leader, I encourage testing results.*
- As a leader, I find the lessons and carry the good ideas forward.*
- As a leader, I find ways for people, processes, and products to grow and evolve.*
- As a leader, I focus on strengths and limit liabilities.*
- As a leader, I follow the growth.*
- As a leader, I get feedback on my actions and the impact on people.*
- As a leader, I give honest and constructive feedback—the kind I would like to receive.*
- As a leader, I help people spend more time in their strengths.*
- As a leader, I know and act according to my principles.*
- As a leader, I know how to provide specific, accurate, timely, and relevant constructive feedback.*
- As a leader, I know my weaknesses.*
- As a leader, I model the best.*
- As a leader, I own my mistakes.*
- As a leader, I provide opportunities for my people to excel.*
- As a leader, I seek input from multiple perspectives on how to improve.*
- As a leader, I improve my weaknesses that are liabilities.*
- As a leader, I use mistakes as learning opportunities.*
- As a leader, I use tough situations as leadership opportunities.*
- As a leader, when I make a mistake, I do what I can to make it right.*

Teamwork

- As a leader, I ask people what they need to be successful.*
- As a leader, I break the work down in a way that can be managed effectively.*
- As a leader, I clear roadblocks for people.*
- As a leader, I create a sense of ownership.*
- As a leader, I create ways for people to collaborate on problems.*
- As a leader, I delegate tasks effectively.*
- As a leader, I empower people to get their jobs done.*
- As a leader, I encourage others to spend more time in their strengths and less time in their weaknesses.*
- As a leader, I encourage others to take bold action.*
- As a leader, I encourage people to share what they know and grow others.*
- As a leader, I encourage people to team up.*
- As a leader, I find a way for the team to win.*
- As a leader, I foster team spirit.*
- As a leader, I give others the leeway to do the work.*
- As a leader, I help clarify expectations and roles.*
- As a leader, I help find ways to make my team more productive.*
- As a leader, I help manage and balance personalities on the team.*
- As a leader, I help my people balance their work and life.*
- As a leader, I help people find roles that unleash and bring out their best.*
- As a leader, I help people internalize what success looks like.*
- As a leader, I help people work together by focusing on the greater good.*
- As a leader, I know how to get out of the way and let people do their jobs.*
- As a leader, I know the strengths individuals bring to the table.*
- As a leader, I know when to play quarterback and when to play coach.*
- As a leader, I share what I learn to help make others great.*
- As a leader, I set clear boundaries and allow people to act within those boundaries.*
- As a leader, I value and encourage diversity on the team.*
- As a leader, I value the unique contribution that each individual brings.*