

Jesus answered, "Do you believe because I told you that I saw you under the fig tree? You will see greater things than these." And he said to him, "Very truly, I tell you, you will see heaven opened and the angels of God ascending and descending upon the Son of Man."

John 1:50-51

Images of LEADERSHIP



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THE LEADER AS VISIONARY

THE LEADERSHIP OF KING DAVID

1 CHRONICLES 29

King David said to the whole assembly, "My son Solomon, whom alone God has chosen, is young and inexperienced, and the work is great; for the temple will not be for mortals but for the LORD God. ² So I have provided for the house of my God, so far as I was able, the gold for the things of gold, the silver for the things of silver, and the bronze for the things of bronze, the iron for the things of iron, and wood for the things of wood, besides great quantities of onyx and stones for setting, antimony, colored stones, all sorts of precious stones, and marble in abundance. ³ Moreover, in addition to all that I have provided for the holy house, I have a treasure of my own of gold and silver, and because of my devotion to the house of my God I give it to the house of my God: ⁴ three thousand talents of gold, of the gold of Ophir, and seven thousand talents of refined silver, for overlaying the walls of the house, ⁵ and for all the work to be done by artisans, gold for the things of gold and silver for the things of silver. Who then will offer willingly, consecrating themselves today to the LORD?" ⁶ Then the leaders of ancestral houses made their freewill offerings, as did also the leaders of the tribes, the commanders of the thousands and of the hundreds, and the officers over the king's work. ⁷ They gave for the service of the house of God five thousand talents and ten thousand darics of gold, ten thousand talents of silver, eighteen thousand talents of bronze, and one hundred thousand talents of iron. ⁸ Whoever had precious stones gave them to the treasury of the house of the LORD, into the care of Jehiel the Gershonite. ⁹ Then the people rejoiced because these had given willingly, for with single mind they had offered freely to the LORD; King David also rejoiced greatly.

¹⁰ Then David blessed the LORD in the presence of all the assembly; David said: "Blessed are you, O LORD, the God of our ancestor Israel, forever and ever. ¹¹ Yours, O LORD, are the greatness, the power, the glory, the victory, and the majesty; for all that is in the heavens and on the earth is yours; yours is the kingdom, O LORD, and you are exalted as head above all.

¹² Riches and honor come from you, and you rule over all. In your hand are

2

Identify components of David's leadership in this scene...

THE LEADER AS VISIONARY



THE LEADERSHIP OF KING DAVID

power and might; and it is in your hand to make great and to give strength to all. ¹³ And now, our God, we give thanks to you and praise your glorious name.

¹⁴ "But who am I, and what is my people, that we should be able to make this freewill offering? For all things come from you, and of your own have we given you. ¹⁵ For we are aliens and transients before you, as were all our ancestors; our days on the earth are like a shadow, and there is no hope. ¹⁶ O LORD our God, all this abundance that we have provided for building you a house for your holy name comes from your hand and is all your own. ¹⁷ I know, my God, that you search the heart, and take pleasure in uprightness; in the uprightness of my heart I have freely offered all these things, and now I have seen your people, who are present here, offering freely and joyously to you. ¹⁸ O LORD, the God of Abraham, Isaac, and Israel, our ancestors, keep forever such purposes and thoughts in the hearts of your people, and direct their hearts toward you. ¹⁹ Grant to my son Solomon that with single mind he may keep your commandments, your decrees, and your statutes, performing all of them, and that he may build the temple for which I have made provision."

²⁰ Then David said to the whole assembly, "Bless the LORD your God." And all the assembly blessed the LORD, the God of their ancestors, and bowed their heads and prostrated themselves before the LORD and the king. ²¹ On the next day they offered sacrifices and burnt offerings to the LORD, a thousand bulls, a thousand rams, and a thousand lambs, with their libations, and sacrifices in abundance for all Israel; ²² and they ate and drank before the LORD on that day with great joy.

Identify components of David's leadership in this scene...

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How does God work? What is David's role?



VISION: AN ATTRACTIVE PICTURE OF AN ATTAINABLE REALITY

4

COMPONENTS

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INSIGHT **ABOUT REALITY.** The ability accurately to describe what exists, to see weakness and strength. To be in touch with needs. Insight.

People will only trust your vision if they think **REALITY**

VISION **FOR THE FUTURE.** The ability to see what does not exist, and to expect it to happen.

The role of a leader: maintaining **CREATIVE TENSION**: the difference between reality and the vision.

Vision **REALIZATION**: maintaining this tension is the work of **LEADERSHIP**

FORESIGHT **REGARDING THE PROCESS.** The ability to identify steps that could be taken to accomplish change from what exists to what could exist. Foresight.

- Defining roles and opportunities for involvement.
- Making strategic choices regarding allocation of resources: time, people, energy, money.

WILLINGNESS TO RISK **FAILURE** The ability to risk failure for the sake of the potential gain of success.

IMAGINATION The ability to describe the attainable in images that are attractive, and the ability to describe the attractive in steps that are attainable.

- Repeatedly reclarifying how roles and steps work to accomplish the vision

FAITH **IN GOD.** Knowledge of God's desire to move us from what is to what could be.

- Being a visionary **REALITY** faith and **VISION** faith.





VISION: AN ATTRACTIVE PICTURE OF AN ATTAINABLE REALITY

5

	PERSONAL VISION	GROUP VISION
	Where are you now? Strengths / weaknesses <div style="border: 1px solid black; height: 60px; margin-top: 5px;"></div>	Where is the group now? Strengths / weaknesses <div style="border: 1px solid black; height: 60px; margin-top: 5px;"></div>
	What would you like to see in the future? 3 months, one year or five years - you pick! <div style="border: 1px solid black; height: 60px; margin-top: 5px;"></div>	Where do you see the group going? Short-term or long-term, as appropriate. <div style="border: 1px solid black; height: 60px; margin-top: 5px;"></div>
	What steps could you take to grow? <div style="border: 1px solid black; height: 60px; margin-top: 5px;"></div>	How can you help the group grow? What intermediate steps may be possible? <div style="border: 1px solid black; height: 60px; margin-top: 5px;"></div>
	What risks are involved if you take these steps? <div style="border: 1px solid black; height: 60px; margin-top: 5px;"></div>	What risks are involved? For you? For others? <div style="border: 1px solid black; height: 60px; margin-top: 5px;"></div>
	What will you need to say / commit to? To yourself (commitments you make)? To others? To God? <div style="border: 1px solid black; height: 60px; margin-top: 5px;"></div>	What will you need to say to the group? To individuals within it? <div style="border: 1px solid black; height: 60px; margin-top: 5px;"></div>
	What does faith look like for you in this? <div style="border: 1px solid black; height: 60px; margin-top: 5px;"></div>	How will you need to trust God for the group to move forward in this way? <div style="border: 1px solid black; height: 60px; margin-top: 5px;"></div>

- 1 CLARITY
- 2 HOPE
- 3 WISDOM
- 4 RISK
- 5 ARTICULATION
- 6 FAITH



THE LEADER AS VISIONARY





VISION BEGINS WITH SEEING CLEARLY



BLINDERS

PREVENT US FROM SEEING OPPORTUNITIES. WE WEAR BLINDERS BECAUSE THEY KEEP US FROM GETTING DISTRACTED. THEY HELP US FOCUS . BUT THEY LIMIT WHAT WE CAN SEE, HENCE OUR VISION.

Categorical blinders:

Ministry strategy blinders:

Past failure: "We already tried that..."

Past success: Routines- large structural commitments we cannot afford to question.

Often, we only see what we want to see.



SHADES

COLOR OUR PERCEPTION OF REALITY. PERHAPS THE HARSH BRIGHTNESS OF THE LIGHT OF DAY IS JUST TOO OVERPOWERING FOR US TO TAKE, SO WE PUT ON OUR SHADES AND SOFTEN REALITY MORE TO OUR LIKING. BUT THESE TOO LIMIT AND DISTORT WHAT WE ARE ABLE TO SEE ABOUT THE THINGS AROUND US. WE NOTICE LESS. WE ARE MORE COMFORTABLE. IT'S EASIER TO REMAIN DELUDED.

Measurement: what we measure = what we value.

Attention: what we listen to or read shapes what we notice: music, media, criticism, affirmation. When we start paying attention to new sources, we will start seeing new things.

Dismissing disconfirming data: how we deal with complaints, critics, competitive ideas, failure of outcomes to match expectations. We dismiss disconfirming data to maintain our current paradigm.

Continuity Assumption: what worked last year is working this year and will work for years to come.

Familiarity Generalization: "From where I stand, the ministry looks great."

Value dogmas: "We are seeker sensitive." "We develop leaders."

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VISION BEGINS WITH SEEING CLEARLY



LENSES

HELP US SEE THINGS MORE CLEARLY. BRINGS THINGS INTO FOCUS.

Lenses take much more time to make than blinders.

Taking the team into these as a team will help build a common vision.

- Scripture
- Prayer — listening to God
- Reading broadly; cultural analysis (others' and our own)
- A formal corporate visioning process : emphasis, time, process over time, thinking critically, empowerment of quieter voices.



DIS-ILLUSIONMENT

WHEN WE HAVE OUR ILLUSIONS FORCIBLY REMOVED FROM US (WE RARELY BLITHELY SET THEM ASIDE) WE ARE OPENED TO SEEING THINGS WE COULDN'T BEFORE. PAUL EXPERIENCED HIS DISILLUSIONMENT ON THE DAMASCUS ROAD. IT BLINDED HIM, BUT HE COULD SEE MUCH MORE CLEARLY.

- Conflict of any kind, especially ethnic or gender
- Reports, objective data, surveys, honest feedback: hmmm, we aren't doing as well as we thought.
- Sabbatical or wilderness experience
- Personal Failure. Pain. Tragedy. Death. "Now we see in a mirror dimly, but then we will see face to face." Death is the ultimate disillusionment.

Disillusionment is our friend. Illusions aren't real.

THE LEADER AS VISIONARY



1

Peter is an enthusiastic and experienced leader of a new and growing small group. The focus of the small group is training for ministry and leadership. He has said to his group, "Every person in this group will start another group in a year." After a few months, Peter must go away for a week but sees it as an opportunity for his group to develop. He asks two key members to lead the upcoming meeting, and they agree. The day of the meeting, Peter finds out via e-mail that one of them, the strongest potential leader of the two, was not planning to come to the meeting at all, due to some relatively weak excuse about needing to work late.

- What has Peter done right as a visionary leader? What has been missing?

- What does he need to be able to lead?

2

James and Eileen have long been frustrated by the lack of community among their church friends. The church is structured so that it is hard to get to know people as families. Several years ago they became convinced that a family camp with five to ten families with kids in grade or middle school would be a great start. They have mentioned this idea to the pastor to announce to the church, but this pastor is only really committed to all-church retreats and it never got a plug from the pulpit. For these last several years they mention their concern and idea to people who always express similar concerns and interest, but nothing ever comes of it.

- James and Eileen have some vision for change in their church. Why hasn't that vision been effective?

- What needs to be their first step to see it become reality?





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Clarity, you can see clearly
 Hope, leaks, leadership
 Wisdom
 take risks
 Articulation
 Faith, requires, inspires



FURTHER RESOURCES

"[Some months ago someone asked me,] 'What is one of the most difficult things that you personally need to work on?' He seemed very surprised when I said, 'The interception of entropy.'

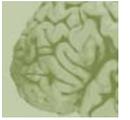
"I am using the word entropy in a loose way... I choose to define it as meaning that everything has a tendency to deteriorate. One of the important things leaders need to learn is to recognize the signals of impending deterioration.

"I have made a list of these signals over the years. As you read this list, remember that many people in large organizations relish apathy. They often fail to see the signs of entropy.

- A tendency toward superficiality
- A dark tension among key people
- No longer having time for celebration and ritual
- A growing feeling that rewards and goals are the same thing
- When problem-makers outnumber problem-solvers
- When folks confuse heroes and celebrities
- Leaders who seek to control rather than liberate
- When the pressures of day-to-day operations push aside our concern for vision and risk. (I think you know that vision and risk can never be separated.)
- Manuals
- Leaders who rely on structures instead of people
- A lost of confidence in judgment, experience, and wisdom ..."

Max DePree, at the time CEO of Herman Miller, in Leadership is an Art, p105-106.

- **Leadership Challenge: How to Get Extraordinary Things Done in Organizations**, James M. Kouzes and Barry Z. Posner. San Francisco: Jossey-Bass, 1991.
- **Visionary Leadership**, Burt Nanus. San Francisco: Jossey-Bass, 1992.
- **The Hungry Spirit: Beyond Capitalism: A Quest for Purpose in the Modern World**, Charles Handy. New York: Broadway Books, 1998.
- **How Organizations Learn: An Integrated Strategy for Building Learning Capability**, Anthony J. DiBella and Edwin C. Nevis. San Francisco: Jossey-Bass, 1998.





PAGE 8

1. Peter is an enthusiastic and experienced leader ...

- What has Peter done right as a visionary leader? What has been missing? Peter has a bold hope for the future, and has had faith enough to spell it out to his folks. He also has been willing to act in faith to move toward its accomplishment. Yet his problem is that he has lacked, of the six elements of visionary leadership, clarity about reality and wisdom about next steps. He has spoken more confidently about his expectation that his group members will be ready to lead than any evidence indicates is warranted. People in his group may admire his vision, but they probably don't trust him in this vision because they may not be sure he really has seen them clearly, as individuals, not simply as projects in the completion of his grand scheme.

- What does he need to be able to lead? If Peter were able to be patient with his folks, looking for simpler next steps (like leading portions of the meeting while he is there, not the whole of it when he is absent), then he may find a few of his folks ready to move with him to the next level of ownership and leadership. Probably he'll need patience with those who may not be ready to lead in a year, and to communicate greater freedom and grace will build trust with everyone.

2. James and Eileen have long been frustrated

- James and Eileen have some vision for change in their church. Why hasn't that vision been effective? While we could say that James and Eileen have had vision, it might also be possible to say simply that they've expressed a need. They haven't been willing to take any risky step of leadership other than to speak with their pastor, who hasn't told them "no" as much as he's indicated that he cannot be counted on to speak with vision toward this need. They have been unwilling to take risks and to articulate the vision in the form of a call. "We're in, how about you?"

- What needs to be their first step to see it become reality? If they could gather two or three other families, with whom they have the most relationship, and could spell out their vision and the needs that their idea would meet, perhaps they could get these other families to join them in committing to the idea of a family camp. Then, as they talk to others, they could speak about something that was already going to happen, not simply something that could one day, if someone picked it up and ran with it, become reality.

Scriptures taken from New Revised Standard Version of the Bible,
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