

Basic Leadership Qualities

- Leadership Styles
- Effective Listening
- Constructive Feedback
- Leading Group Discussions
- Conflict Management
- How to Lose at Leadership



Basic Leadership Qualities

Leadership Styles

- The amount of participation they allow from those they work with.
- The amount of confidence the leader has in the group to perform the task.
- The amount of trust the leader has in the group to act in a responsible and mature manner.
- The amount of confidence the leader has in himself or herself, (or possibly the fear of losing control of the group).
- The nature of the task the group has to perform.
- The objectives the leader wants to accomplish.
- The ethics or values of the leader.



Basic Leadership Qualities

Leadership Styles

Style #1

YOU DECIDE ALONE

You make the decision without discussing the situation with anyone. You rely entirely on personal knowledge or information available in written documents.

Basic Leadership Qualities

Leadership Styles

Style #2

**YOU SEEK INFORMATION
AND THEN DECIDE ALONE**

You seek additional information from one or more group members to arrive at a decision. You may or may not describe the problem to them, but you solicit information only, not solutions or suggestions.

Basic Leadership Qualities

Leadership Styles

Style #3

YOU CONSULT WITH
INDIVIDUALS AND THEN
DECIDE ALONE

You share the problem with selected individuals.
You gather additional information from them
and seek their advice about possible solutions
to the problem. Still, you make the decision.

Basic Leadership Qualities

Leadership Styles

Style #4

YOU CONSULT WITH YOUR
ENTIRE GROUP AND THEN
DECIDE ALONE

You meet with group members and discuss the possible alternatives, essentially using them as consultants. You may use their feelings and opinions as additional inputs, but you retain the final decision power.

Basic Leadership Qualities

Leadership Styles

Style #5

YOU SHARE THE PROBLEM
WITH THE GROUP AND YOU
ALL DECIDE WHAT TO DO

Here you give your group full participation in the decision-making process. You participate in the discussion as any other member, but you do not use your position as leader to influence them. The group is the decision maker. You accept their decision and the responsibility for it. Your description to others will be, "We decided to . . .,"

Basic Leadership Qualities

Leadership Styles

REMEMBER

No single leadership style is always the appropriate style to use. There is no “one size fits all.” As the situation changes and as the task or goals change, the style may change. Leaders should be aware of these various styles and seek to use the appropriate style in the appropriate situation.



Basic Leadership Qualities

Leadership Styles

REMEMBER

The leader NEVER gives up the
AUTHORITY or the RESPONSIBILITY
for the FINAL DECISION.



Basic Leadership Qualities

Effective Listening

Listening Principles

- Listening is an active process which demands constant concentration. You cannot be a lazy or part-time listener and hope to be an effective listener.
- Do not make prior judgments as to the importance of the message being transmitted. If you fail to recognize the importance of the message, you may have the tendency to disregard the content.
- If you cannot hear the speaker clearly, correct the situation or else the time will be wasted for all concerned.
- You need to listen to the complete message and determine the meaning rather than making a snap judgment before the message is completed.

Basic Leadership Qualities

Effective Listening

- ❑ Don't formulate a response until the message is transmitted in its entirety. The ineffective listener will formulate his or her response before the speaker finishes, often interrupting the speaker.
- ❑ Clarify the message with the sender to assure that the message is understood.
- ❑ Listen not only to the words being transmitted but the essence of the message being communicated. Listen intently to the feelings expressed by the speaker.
- ❑ Be aware of non-verbal cues. Remember that how a person is acting/behaving is just as important as what they are saying.



Basic Leadership Qualities

Effective Listening

1. Confirmation

2. Clarification



Basic Leadership Qualities

Effective Listening

Confirmation

- Confirmation should be used when you feel you understand exactly what was said and why the message was transmitted.
- Confirmation is especially important if you disagree with the message or if you are being called upon to commit yourself to a particular course of action.



Basic Leadership Qualities

Effective Listening

Confirmation

- **Mary** - "It's not that I don't want to go to the banquet, I just don't have the money. I've had some money problems recently so I can't afford to go. "
- **You** - "Let me see if I understand correctly. You want to attend the banquet, but due to money problems, you don't feel you can. Is that correct?"



Basic Leadership Qualities

Effective Listening

Confirmation

- **John** - "I think we've got to decide tonight so they can get busy making plans. I think only second year missionaries should be allowed to go. This is our last chance, and the others will have another year."
- How would you respond to John using confirmation?



Basic Leadership Qualities

Effective Listening

Clarification

- **Jean** - "Believe me, I don't want to get out of being on our Parliamentary Procedure team, but it'll be the best for everyone if I do."
- **You** - "Jean, I don't think I understand what you mean. Please explain it to me."



Basic Leadership Qualities

Effective Listening

Clarification

- **Jack** - "The election was rigged. You knew Marcos wouldn't have a chance to be elected."
- How would you respond to Jack using clarification?

Basic Leadership Qualities

Effective Listening

How to know if you have listened well

Proverbs 18:13 says, “He that answereth a matter before he heareth it, it is folly and shame unto him.” (He who answers before listening, that is his folly and shame).



Basic Leadership Qualities

Effective Listening

How to know if you have listened well

- We assume we know what the speaker means
- We assign our own interpretation



Basic Leadership Qualities

Effective Listening

How to know if you have listened well

- “You are not listening to me!”
- “What do you mean I am not listening to you! I heard what you said, and I don’t like it one bit.”



Basic Leadership Qualities

Effective Listening

How to know if you have listened well

- Repeat back to the speaker what you think you heard
- “This is what I understood from what you just said. Is that what you meant or did I misunderstand?”



Basic Leadership Qualities

Effective Listening

How to know if you have listened well

- “Yes, that is exactly what I meant.”



Basic Leadership Qualities

Effective Listening

How to know if you have listened well

- “Let nothing be done through strife or vainglory; but in lowliness of mind let each esteem other better than themselves. Look not every man on his own things, but every man also on the things of others.” (Do nothing from selfish ambition or conceit, but in humility count others more significant than yourselves. Let each of you look not only to his own interests, but also to the interests of others.)

Basic Leadership Qualities

Constructive Feedback



- Corrective feedback should only be offered as a means of helping improve a group member's performance or ideas. It is important that the group member perceive the leader's intent as improvement.
- Constructive feedback or criticism directed toward an individual should never be given in front of other group members.
- Never offer feedback in an angry or punishing way.
- Feedback should include both the merits as well as the areas needing improvement in a person's performance or ideas.
- Feedback, both positive and corrective, should be specific.
- Constructive feedback is enhanced when the leader is an effective listener and takes time to secure the information needed to provide good feedback.

Basic Leadership Qualities

Constructive Feedback



- "James, I can't believe you did that. Do you realize you've ruined everything?"
- "Jane, your committee did an excellent job in planning this morning's breakfast meeting. I'd like to suggest that you visit with me before our next meeting because I have some ideas for improving attendance at our breakfast meetings."
- "That's a great idea for an activity George. Would you consider starting the activity an hour earlier to allow our members to get home sooner in the evening?"
- "No Karen. That just won't work."
- "I don't know why you can't do what I ask you to do. You always do things your way and not the way I tell you to do them. Why can't you listen?"



Basic Leadership Qualities

Leading Group Discussions

- You may need to transmit information to them.
- You may need input regarding a decision that must be made.
- You may want them to help you make a decision.



Basic Leadership Qualities

Leading Group Discussions

- **Do not dominate the group. It is easy for the leader to push his or her ideas through because of their position, but that isn't usually good for the organization.**
- **Do not compete with members of the group. If competition exists within the group, more time is spent trying to win a personal triumph rather than sharing ideas with the group.**
- **Be a good listener. Remember to listen for both comprehension and feelings.**
- **Encourage the group to look at different points of view. Different points of view should be regarded as healthy and should be encouraged.**
- **Encourage the group to submit ideas that have not been fully developed but that may stimulate additional comments.**

Basic Leadership Qualities

Leading Group Discussions

- **You should always identify the group's goals at the beginning of the discussion so that everyone knows what is expected. Remember that your goal in the group discussion is to accomplish the objectives that were stated at the beginning of the discussion.**
- **Let the group members know the time constraints of the discussion.**
- **Always let the group know what they have accomplished. They should know that the exercise was not a lesson in futility but has made a significant contribution.**
- **Be sure to formulate a plan of action that you will take as a result of your group's discussion.**
- **Always express your appreciation to the group for participating in the discussion.**
- **If appropriate, send a copy of the notes taken during the discussion to each member of the group.**

Basic Leadership Qualities

Leading Group Discussions

Conduct an orderly meeting by using the following rules:

1. Don't allow new topics to be introduced while another is being discussed.
2. Use corrective feedback effectively.
3. Let the group know if a particular topic is not within the purposes of the group discussion.
4. Do not allow more than one person to talk at a time.



Basic Leadership Qualities

Conflict Management

Solve the conflict

OR

Ignore the conflict



Basic Leadership Qualities

Conflict Management

Step #1 - Recognize that conflict exists

Bob, who is usually very vocal won't talk at a meeting. Jack refuses to communicate with the group treasurer. Tony has been late for the past three meetings. These situations are signs that something could be wrong, or that a conflict exists.

Basic Leadership Qualities

Conflict Management

Step #2 - Clarify the problem

Observe the behavior of group members and ask non-threatening questions to find out what the REAL problem is. “Tony, I notice you've been a little late to our last few meetings. Is something wrong?”

Basic Leadership Qualities

Conflict Management

Step #3 - Determine a plan for addressing the conflict

Not all methods and styles of conflict resolution work for all problems. Carefully consider the situation as well as the characteristics of the people involved in planning a strategy for conflict resolution. "Bob, since you and Jack don't seem to be talking, would you prefer that I ask him for financial information, or do you think it would be better if you communicated with him in writing?"



Basic Leadership Qualities

Conflict Management

- Competition - "I win, you lose." My needs are met, yours are not.
- Appeasement - "You win, I lose." I give in, you get what you want.
- Lose-Lose - Nobody gets anything. We both lose.
- Compromise - We each give a little and get a little.
- Win-Win - We redefine the problem to figure out what really matters, and then we find a solution that meets both our needs.



Basic Leadership Qualities

Conflict Management

- Competition - I get the pizza.
- Appeasement - You can have the pizza.
- Lose-Lose - We give the pizza to someone else.
- Compromise - We cut the pizza in half and share it.
- Win-Win - We redefine our needs and determine that we're both REALLY hungry, so we order another pizza!



Basic Leadership Qualities

Conflict Management

- Actively listen
- Trust each other
- Consider a variety of possibilities
- Change



Basic Leadership Qualities

Conflict Management

Is there always a "win-win" solution?

NO



Basic Leadership Qualities

How to Lose at Leadership

“It takes years to build respect,
and only seconds to **lose** it...”

Basic Leadership Qualities

How to Lose at Leadership

- Set out to defeat someone or something.
- Focus on your own personal goals.
- Show your superiority by forcing others into submission.
- Try to put yourself in a position of power.
- Use threats to get others to do things your way.
- Act unpredictably and surprise people.
- Pretend to agree with and support whoever you're with.
- Avoid trying to understand the feelings of others.
- Don't let people work together and think for themselves.
- Emphasize the insignificance of others and the superiority of your own position.

Basic Leadership Qualities

How to Lose at Leadership

- **Excessive need to control and failure to delegate.** This can arise when people are engaged to do what they do best, but are not given the freedom to perform because the leader is too keen to control everything and micromanage. Micromanaging people that you have retained to do a job can lead to mistrust. Once you lose trust, you may lose your followers.
- **Lack of dignity and respect,** not listening to other opinions, talking over people, outright disrespect. This does not endear the leader to his followers and they will leave your sphere of influence as soon as they are able to.
- **Failure to compromise.** 'It is my way or no way at all' – sticking to a rigid philosophy or approach of doing things even when others around you urge a change will cause a leadership crisis and loss of followers.
- **Outsourcing blame to others.** When a leader believes that he is always right and it has to be the fault of the followers, then the point is reached where trust is broken and influence is lost.

Basic Leadership Qualities

How to Lose at Leadership

- **Failure to take accountability.** Leadership is about taking personal responsibility and accountability for the team. Leaders who practice “the buck stops here” philosophy will always attract followers. Failing to admit mistakes especially when it is blatantly obvious makes one look small and insincere as a leader and it is a quick and easy way to lose credibility.
- **Inability to share the credit for work that is done by others.** When a leader takes the full credit for the work of his team without any acknowledgement of the team effort or recognition of the contribution of others, the team may stop following.
- **Unethical and immoral behavior.** Out of control behavior in one’s personal life will drive away people who have higher moral standards of conduct. Followers would not want to be associated with this kind of leader.

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How to Lose at Leadership

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Basic Leadership Qualities

How to Lose at Leadership

- (TLC) *The content in the slides on this subject alone could indict many a missionary or pastor. These points are not only insightful, they are incite-ful.*

Basic Leadership Qualities

How to Lose at Leadership

- Set out to defeat someone or something.
 - (TLC) Trying to defeat centuries old lies and cultural practices which were drilled into the present generation from their infancy! Don't waste time trying to defeat error by harping on it. Rather, demonstrate for them a higher culture by personally modeling the truth for them to see – God's culture and God's standard of truth. When the missionary allows the Spirit of God to fully display Christ in his life, He will draw men unto himself: we have His word on it!

Basic Leadership Qualities

How to Lose at Leadership

- Focus on your own personal goals.
 - (TLC) For example: your own personal goal(s)
 - Aiming for large numbers (conversations & churches) that can be reported in your prayer letter.
 - Primarily focused on pleasing your sending churches in the USA.
 - Goal of establishing a mega-ministry or a centralized ministry with many satellite branches.

Basic Leadership Qualities

How to Lose at Leadership

- Show your superiority by forcing others into submission.
 - (TLC) Saying things like, “I’m in charge around here so you’ll do what I say. If you ever become boss then you can call the shots.”

Basic Leadership Qualities

How to Lose at Leadership

- Try to put yourself in a position of power.
 - (TLC) Saying, or even thinking, “None of this would have happened without me..... It would fall apart tomorrow if I were to pull out.”

Basic Leadership Qualities

How to Lose at Leadership

- Use threats to get others to do things your way.
 - (TLC) Declaring things like, “You’ll do what I say or I will pull my financial support out of this project.”
OR... “If you mess with me, I’ll see to it that you never preach or pastor in this area ever again!”

Basic Leadership Qualities

How to Lose at Leadership

- Act unpredictably and surprise people.
 - (TLC) Having knee-jerk reactions to problems and issues; hastily making command decisions on long-term matters.

Basic Leadership Qualities

How to Lose at Leadership

- Avoid trying to understand the feelings of others.
 - (TLC) Not bothering to seek out / or to consider cultural implications of what we plan to do.

Basic Leadership Qualities

How to Lose at Leadership

- Don't let people work together and think for themselves.
 - (TLC) Saying things to people like, “If you are going to associate with so-and-so then there’s no place for you around here.”

Basic Leadership Qualities

How to Lose at Leadership

- Emphasize the insignificance of others
 - (TLC) Blurting out things like, “Everything about this country / these people is primitive.” OR, “Idiots!” OR, “No wonder they are so backwards! Can’t they see I’m offering them the right way of doing things?”
- and the superiority of your own position.
 - (TLC) Your own superior position, OR EVEN the superiority of your own culture / nation, i.e. “Well, in America.....”