

# Developing Effective Leaders



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- » Do you have enough leaders to achieve the vision that God has given you?
- » Is your desire to produce not only more but better leaders?
- » Do you want an easy to use in-house leadership training process that delivers structured learning, practical application and specific evaluation?
- » Would you benefit from a process that is flexible enough to begin where a person is and robust enough to take any individual on an effective journey of growth?
- » Are you ready to use a leadership development process that has a dynamic coaching relationship rather than a static education system as its foundation?

*Start with the premise that the function of leadership is to produce more leaders, not more followers.*

—RALPH NADER

Many Christian leaders today are keenly aware of the need for more and better leaders. Though some people may be “born leaders”, people are rarely born good leaders. Becoming a good leader is something that must be developed. Effective leaders don’t fall from heaven; they are grown on earth.

The Developing Effective Leaders Process is a unique easy-to-use in-house leadership training process that delivers structured learning, practical application and specific evaluation to ensure that the existing leadership of a local church has the resources to produce more and better leaders.

The process which is flexible enough to begin where a person is and robust enough to take any individual on an effective journey of growth covers two foundational aspects of leadership: the **Leadership Development Process** and the **Key Leadership Competencies**.

## Leadership Development Process

To achieve the best results from this process it is important to understand the design structure. This design structure can be best illustrated by looking at the structure of a news paper article. In a newspaper article the editor tells the story three different ways.

- » **The Headline**  
A brief, sharp statement of the story’s essential facts.
- » **The Lead Line**  
A summary of the main facts using who, what, when, where, why or how
- » **The Story**  
Supporting paragraphs that go into more detail about the topic, often including quotes and interesting facts

The Leadership Development Process is designed to convey the leadership story in three different ways through the following three resources.

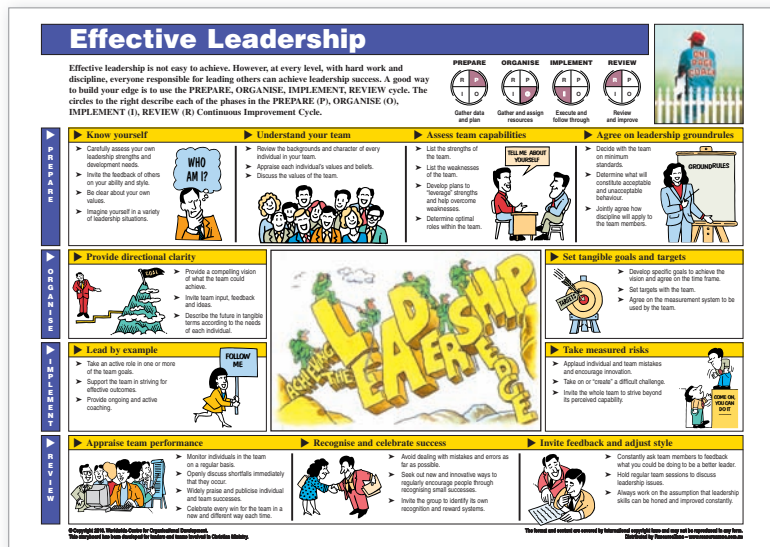


If you would like more information about Developing Effective Leaders Training, contact us at [office@infocusnet.org](mailto:office@infocusnet.org).

# 1. The Effective Leadership Storyboard (The Headline)

A brief, sharp overview of the development process for effective leadership.

Modelled on the story board used to create movies, this resource is comprised of the eleven key stages for developing effective leaders and includes sub topics supported by key bullet points as well as full colour diagrams. Using a continuous improvement cycle that consists of Prepare, Organise, Implement and Review, this resource is an overview of the complete **Leadership Development Process** on one sheet. It is designed as a simple visual process as well as a coaching tool for working with potential leaders.



## The eleven key stages for Developing Effective Leaders:

- » Know yourself
- » Understand your team
- » Assess team capabilities
- » Agree on leadership ground rules
- » Provide directional clarity
- » Set tangible goals and targets
- » Lead by example
- » Take measured risks
- » Appraise team performance
- » Recognise and celebrate success
- » Invite feedback and adjust style

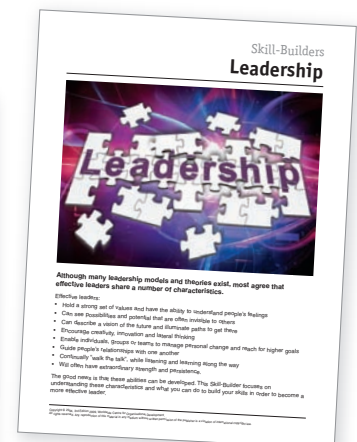
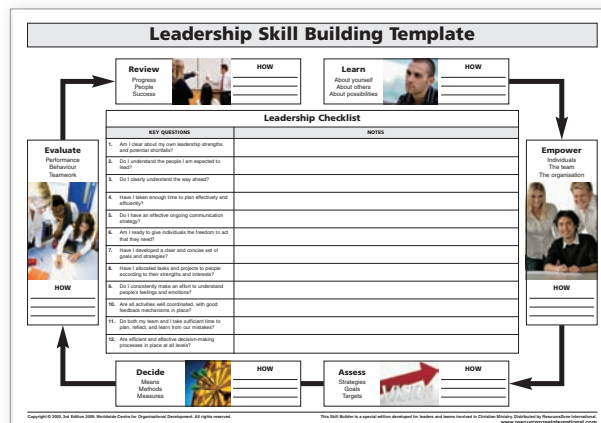
# 2. The Leadership Skill Builder Booklet (The Lead Line)

A summary of the key stages of the development process for effective leadership.

The Leadership Skill Builder is a 12 page black and white booklet (with colour front and back cover) designed to provide a quick summary of the leadership process but at a deeper level than the story board. The Template on the back introduces potential leaders to the concept of Personal Action Plans as well as accountability through coaching. The Skill Builder Booklet can be used as a self study tool, a workbook for a simplified training course or for general coaching/mentoring.

## The summary of the key stages of Developing Effective Leaders:

- » Learn
- » Empower
- » Assess
- » Decide
- » Evaluate
- » Review





### 3. The Effective Leadership One-Page-Coach® Training System (The Story)

*The detail of the key stages of the development process for effective leadership.*

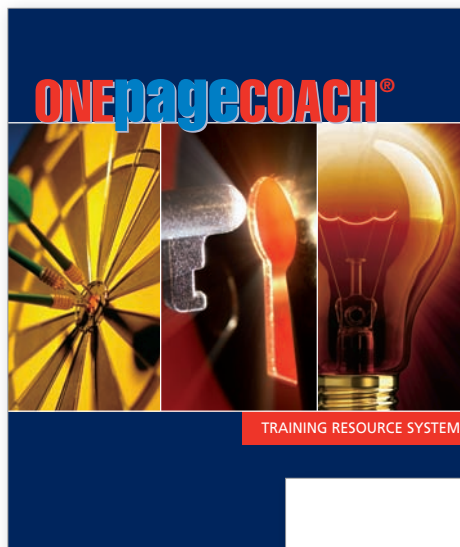
The One-Page-Coach® Training System on Effective Leadership provides a detailed look at the subject of leadership development and can be used with either small or large teams. It examines different leadership theories and styles to determine what action might be taken to improve personal leadership skills and achieve leadership effectiveness.

#### Learning outcomes

- » Identify the four stages of the effective leadership cycle (Prepare, Organise, Implement and Review)
- » Recognise the characteristics of effective leadership strategies and actions
- » Learn some personal skills and behaviours that might assist in achieving your own future leadership goals.

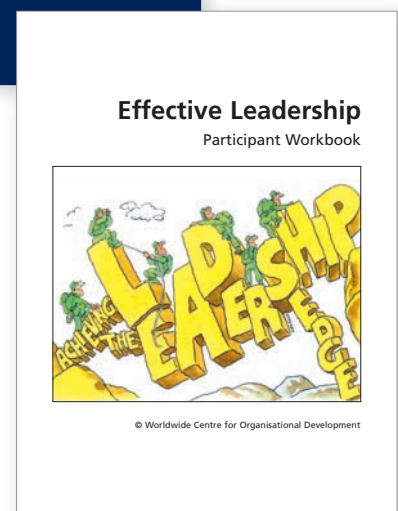
#### Course content

- » Know yourself
- » Understand your team
- » Assess team capabilities
- » Agree on leadership groundrules
- » Provide directional clarity
- » Set tangible goals and targets
- » Lead by example
- » Take measured risks
- » Appraise team performance
- » Recognise and celebrate success
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#### Training system contents

- » An introductory section on how to use the whole package
- » A suggested course timetable
- » A colour A4 sized version of the storyboard
- » Background train-the-trainer notes and a pre-course trainer checklist
- » A thorough Facilitator's Guide on the topic with discussions, exercises, case studies and role plays for interactive learning
- » Reproducible participant handouts
- » A CD with electronic flash slides for delivery of course contents
- » Action planning documents with both participant and facilitator feedback sheets
- » 5 copies of the comprehensive Participant Workbook designed for use with the One Page Coach® package. These workbooks are the only additional material needed to run a course again and again.



# Key Leadership Competencies

The second important foundation of leadership development is Key Leadership Competencies. Although there are different views about what constitutes leadership effectiveness, it is possible to name the key competencies which most good leaders will draw from to a greater or lesser extent.

## Effective leadership...

- » **Is driven from a strong set of values and 'intelligence' about people's feelings** (Emotional Intelligence)
- » **Sees possibilities and potential that is often invisible to others** (Conceptual Skills)
- » **Describes a vision of the future and illuminates paths to get there** (Clarity of Direction)
- » **Encourages creativity, innovation and lateral thinking** (Creativity Skills)
- » **Enables individuals and teams or groups of people to manage personal change and reach for higher goals** (Teamwork Ability)
- » **Starts and ends with the guiding of people's relationships with one another** (Empowerment Ability)
- » **Continually 'walks the talk' and listens and learns in the journey** (Communication Skills)
- » **Often consists of extraordinary strength and persistence** (Persistence Skills).

While there is no single competency or skill from this list that will result in effective leadership, all the competencies together, rather like the pieces of a jigsaw puzzle, result in a picture of effective leadership that will impact on an individual's ability to lead self and others in a range of different situations including a large group of people, a small group, a small team, or just a short term team working on a specific project.



These core competencies are the basis used by the Worldwide Centre of Organisational Development in the development of the Leadership Effectiveness Profile and are expressed in the following way:

- » Emotional intelligence
- » Contextual thinking
- » Directional clarity
- » Creative assimilation
- » Change orchestration
- » People enablement
- » Reciprocal communication
- » Driving persistence

**The Leadership Effectiveness Profile Resource Guide** explains the underpinning structure of the eight key competencies identified in the profile and establishes the concept that 'everyone who aspires to lead can learn to do it better'. The guide's primary aim is to aid facilitators in providing structured feedback either one-on-one or in a group situation. It can be flexibly used as part of a wider programme incorporating the profile or as a stand alone module addressing how to develop leadership style and practice. This facilitator's guide is 52 pages in length and supplies clear explanations of how to administer the accompanying instrument, interactive exercises and discussion catalysts.





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