



The Heart of Leadership

THE ENCOURAGER

Isaiah 50:4 (KJV)

The Lord God hath given me the tongue of the learned, that I should know how to speak a **word in season to him that is weary**:

Isaiah 50:4 (MsgB)

The Master, God, has given me
a well-taught tongue,
So I know how to **encourage** tired people.
He wakes me up in the morning,
Wakes me up, opens my ears
to listen as one ready to take orders.

Seek first the kingdom of God and His righteousness....

- Really believe in your heart of hearts that your fundamental purpose, the reason for your being, **is to enlarge the lives of others.** Your life will also be enlarged.
- Then other things we have been taught to concentrate on will take care of themselves.

Pete Thigpen

Romans 12

If you:

- preach, just preach the message nothing else..
- help, just help, don't take over..
- teach, stick to teaching..
- give encouraging guidance, be careful that you don't get bossy..
- are put in charge, don't manipulate..
- are called to give aid to people, be quick to respond..
- work with the disadvantaged, don't get irritated or depressed by them.

Keep a smile
on your face.



With gracious cheerfulness

Paul in Romans 12

- The Prophet
- The Minister / Carer
- The Teacher
- **The Encourager**
- Conduit for kindness
- Zealous leader
- Vendor of Mercy

Kouzes & Posner

- Set Clear Standards
- Pay Attention
- Tell the Story
- **Personalise recognition**
- Celebrate together
- Set the example
- Expect the Best

The Heroic Tradition displays:

- **Courage** when faced with challenges
- **Hope** when confronted with difficulty
- **Fortitude** to reach inside and give your best.
- Heart involves:
 - Strength and toughness
 - Awareness of responsibility toward others
 - Awareness of values of organisation
 - Generosity and Charitableness

**Toughness & Tenderness, Guts & Grace,
Firmness & Fairness, Fortitude & Gratitude,
Passion & Compassion**

The clear word of the prophet: Goals, Values & Principles

- Commitment requires personal and organisational values but the evidence is:
 - - personal values matter most!
 - Organisational value mantra's have little motivational impact.
 - Goals give us a sense of direction, indicate threshold of success,
 - Feedback consummates the experience of success.
 - Encouragement is a personalised form of feedback that motivates and endears.



Questions: on Standard Setting

- What values are really important to you?
- How do you communicate these beliefs?
- Are others clear about your operational beliefs?
- How do you create meaningful endeavour?
- How do you know when you have 'arrived'?
- Does your feedback encourage and naturally create intrinsic enthusiasm?

The Pygmalion effect: a ministry

- Caring enough to see people as they can be.
- High expectations that lead to high performance.
- We don't disappoint those we love!
- We all have stories about people who believed in us.
- **We need to feel: unique, competent, secure, empowered and connected to people around us.**



Questions: On expecting the best

- How do you rate your expectations of those around you?
- What detriment have you contributed to the under achievers in your midst?
- Is there anything in your achievers that you have reinforced?
- What images of the future are you creating?
- How do you go about creating positive expectations?

Attention, Attention

- Leaders travel around their work
- The journey should always be purposeful
- Presence is more caring than controlling.
- They see themselves as a carers, ministers.
- Caring comes from being really curious, really!
- **Intentional attention. Schedule it.**
- Ditch the badges of office – control freaks lose respect, trust and they de-motivate.

Openness & Proximity

- Focusing on others is precisely what is required to engender trust.
- Walk in their shoes
- Look with their eyes
- Listen with their ears
- Evaluate fairness from their hearts
- This can only be done in close proximity
- **“Bring fragrance to the people we touch”**
- Followership and Friendship contribute to Trust. Someone has to trust first...do it.



Questions On paying attention

- How do you show appropriate curiosity?
- What do you pay attention to?
- **Is your inquisitiveness inspiring?**
- Do you see positive more often than negative?
- Does your body language say, 'I am here to recognise the best'?
- Do people know about your hopes, joys, passion and life meaning?

Encouragement is individual rather than generic

- Team praise for personal achievement can disappoint. Singling out an individual from a team effort can create jealousy.
- Honour but do not diminish.
- **Praise should be precisely proportionate.**
- Colleagues should be asked how they most appreciate recognition. (Differentiate between the bold and the shy)
- Know the taste of colleagues.
- Learn their cultural morays.



Questions On personal recognition

- How do I develop my capacity for 'thoughtfulness'?
- How do I find out what brings honour?
- Do you keep a supply of gratitude tokens?
(Gifts / Stationery etc...)
- What are the cultural buttons in the diversity of your church / company?
- How much time do you spend reflecting on gratitude?

Stories, Myth and Truth

- Our realities are encapsulated in stories which are embellished by useful myth.
- **Stories are the narrative that teachers use to embed truths.**
- People and cultures live out their narratives.
- People react and behave according to their stories in preference to the logic of the situation. Intuition rules!
- Stories are reinforced by social events
- People have to place themselves in a story

The formula for a story

- Who are the actors?
- What was the predicament or problem?
- What was the intent of the actors?
- What did the actors actually do?
- What tools or props did the actors use?
- What happened as a consequence of the actions?
- What details embellish the story?
- What was the surprise / twist in the story?



Questions On Story Telling

- What stories from your experience are significant? (Deep history and recent history)
- When did you last tell about them?
- How do you translate your principles into your life narrative?
- What stories do you have about people around you?
- How do observe and record event making stories?



Celebrations infuse life with passion and purpose. They summon the human spirit

- People love to participate in the celebration of achievement.
 - Occasions, Publications, Informal Platforms facilitate this. (Install a WOW board)
 - Rituals and celebrations give an organisation infra-structure on which change can be built.
- 

Intimacy heals, Loneliness hurts

- Our need for affiliation motivates us to celebrate. We need to share in each others lives.
- Encourage family talk and photo's at work– it is healthy.
- Intimacy literally creates a healthy workplace,
- Relationships protect us. (Check the evidence)
- Loneliness contributes to absenteeism and poor health.

Celebrations build community

- It builds healthy people and healthy groups
- They infuse souls with corporate spirit
- When times are good – revel in the glory
- When times are tough - drawing together kindles hope and faith for better times.
- **Ceremonies are the punctuation marks that make sense of the passage of time.**
- Sabbaths among a sea of Wednesdays.

Celebrations reinforce values

- What are you reinforcing?
- Celebrations are more than parties.
- Ask: 'What meaning am I trying to create?'
- What behaviours should be repeated?
- What level of performance is really outstanding?
- Celebrations say: "Somebody just like me has done well" – they help us decide "Yes we can"



Questions On celebrating together

- When last did you celebrate, what did you celebrate?
 - How frequently do we celebrate?
 - Too often, Too infrequent?
 - Does socialisation happen in your outfit?
 - **Are your ceremonies – fun** (or are they embarrassing)?
- 



The example:

We lead by being human, not by being corporate, professional or institutional.

- Some organisations have a reputation of being a fun place to work. They are magnetic.
 - How do they do it? – Leaders model it!
 - Culture is sustained when everyone becomes an example setting leader.
 - **What happens when you enter a room...?**
Morose hush....or.....Dynamism?
- 



Credible leaders

- People want to work for credible leaders they trust.
 - Practice what they preach
 - Walk the talk
 - Actions consistent with words
 - Put their money where their mouth is
 - Keep their promises
 - DWYSYWD do what you say you will do
- 

Questions

On Setting the Example

- What is the image reflected in your mirror?
- (Bad, Sad, Mad, Fad or Glad?)
- What have you done in the last week to encourage the heart?
- **How often do you say – “Lets have fun”?**
- What is the foundation of the most credible person around you?
- How many more thank U’s can U schedUle?

Most encouragement comes by attending to little things!

- No grand plan
- No huge budget
- No psychotherapy
- No bosses permission
- **Just the initiative to implement small acts of kindness with cheer**
- Give yourself permission to do it!
- Be spontaneous
- Give of yourself
- No manipulation
- Naturally empower
- Take the plunge

He that is faithful in that which is least will be trusted with greater things.

Life as an artist / painter

- We first paint exterior landscapes
- Then we paint interior landscapes
- **Eventually we paint our own portrait!**

- In leadership we are clumsy at first, we fail more than we succeed, but soon we speak with ease, conduct meetings with grace and praise our colleagues with style.

Finding your voice

- Who is speaking, when I speak?
- Who came to work today, when I showed up?
- Who is working for what?
- **What do I really care about?**
- What is ultimate achievement?
- Who can be redeemed?
- What is the source?
- How do I stay in love with what I do?

Be ye transformed by the renewing of your spirit...

- Here's what I want you to do with God's help
- Take your everyday ordinary life – your sleeping, eating going to work and walking around life – and place it before God as an offering.
- **Embracing what God does for you is the best thing you can do for him.**
- Don't become so well-adjusted to your culture that you fit in without thinking.
- Instead, fix your attention on God. You'll be changed from the inside out. Romans 12:1,2