



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.
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# 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)?
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# 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
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# 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