



NURTURING LEADERSHIP

Character

EUROPEAN NAZARENE COLLEGE
FACULTY FORUM
February 1 & 2, 2022

Three Sessions

Session One: *The Need* for Leadership
Character

Session Two: Leadership Character
and *Conflict*

Session Three: How to Nurture
Leadership Character

Two Stories

1. A Letter

“How do I build up the trust of the people who work with me?”

Story One

Response to letter from a MVNU graduate

1. Is my behavior predicable or erratic?
2. Do I communicate clearly or carelessly?
3. Do I treat promises seriously or lightly?
4. Am I forthright or dishonest?

Two Stories

2. Myanmar Evangelical Alliance Seminar

“...leading others begins with leading myself.”

Story Two

Outline of Yangon, Myanmar Evangelical Alliance Seminar .

- 1. Consistency and Integrity;**
- 2. Communication and Transparency;**
- 3. Confidentiality and Courageous Conversations;**
- 4. Competence and Humility; and**
- 5. Caring Relationships, Discipline, and a “Non-anxious” presence.**

Leadership Character

Leadership Role Models

Who are *your* leadership *role models*?

What are the *character qualities and values* you most admire in these individuals?

How do you feel when you leave their *presence*?

How do these heroes *exemplify* ethical behavior for you?

Thesis for these sessions: *For the students you teach or faculty you lead, you can become leadership role models who exemplify, in word and deed, the very character qualities and values you most admire in others.*

Leadership Character

"Leadership Character" Defined

What is "Leadership Character"?

LEADERSHIP CHARACTER refers to the qualities or values that shape the leader's motivations, responses, and moral actions in the home, on the job, and in cultural and faith communities, especially as expressed through communication, relationships, decision-making, and development of trust."

E. Lebron Fairbanks (2021)

Leadership Character

Leadership Character Qualities

Character springs from the core values by which we build our lives.

“For this very reason, make every effort to add to your faith goodness; and to goodness, knowledge; and to knowledge, self-control; and to self-control, perseverance; and to perseverance, godliness; and to godliness, mutual affection; and to mutual affection, love.

For if you possess these qualities in increasing measure, they will keep you from being ineffective and unproductive in your knowledge of our Lord Jesus Christ.” 2 Peter 1:5-8

***Leadership* character engenders the trust of those we lead.**

Leadership Character

EuNC Character Qualities

The Essence or Character of EuNC ...

*“strives for academic excellence, ongoing spiritual formation,
and the practice and development
of ministerial skills and abilities*

*which are excellent and relevant to the context,
and which reflect a Christ-like attitude of servant ministry.”*

(From EuNC 2021-22 Academic Catalogue, page 9)

“And the things you have heard me say in the presence of many witnesses entrust to reliable people who will also be qualified to teach others.”

2 Timothy 2:2



Leadership Character

Mentoring and Modeling Leadership Character

How do we passionately and intentionally “teach” leadership character to our students?

Modeling is a primary method or process by which leaders “pass on” the fundamental character qualities and values needed in future leaders. We show *by example* the change we desire to produce in them.

Mentoring is an *ongoing* relationship in which the mentor helps others reach their God-given potential. A mentor communicates in word and deed that *character is more important than comfort*.

Book Chapters

Leadership Character Mentoring Questions

Five Basic Mentoring Questions

- What kind of future do you envision for your church or ministry assignment?
- What are your dreams for yourself or for the group for which you are responsible?
- How are you doing, personally?
- How are you progressing in your ministry assignment?
- How can I help you?

Book Chapters

Mentoring and Modeling Leadership Character

“In the mentoring relationship, the frequently discussed mistakes of an emerging leader include these:
inconsistency, indecision, duplicity (saying one thing and doing another), lying, lack of staying power, talking too much, and disloyalty.”

Some necessary alternatives to the above mistakes:
consistency, decisiveness, integrity (what you say is what you do), honesty, tenacity, listening before speaking, and loyalty.”

Book Chapters

Mentoring and Modeling Leadership Character

Questions I asked periodically to the MVNU leadership team:

- Has your faith been strengthened or weakened as a result of your work at MVNU?
- In what ways do your spiritual gifts match the responsibilities assigned to you?
- With which of the core MVNU values do you agree with most? Least? Which one needs strengthened or eliminated? Why do you work here?
- What questions do you have for me? How can I help you?
- What would you like for me to consider or change?

Mentoring agendas differ vastly according to need, purpose, time, money, and personnel.
Be proactive, not reactive.

The Thesis

Mentoring and Modeling Leadership Character

*For the students you lead,
you can become leadership role models
who exemplify,
in word and deed,
the very character qualities and values
you most admire in others.*

A Definition of Leadership

Mentoring and Modeling Leadership Character


“Christian leadership begins with humble service to others to enable them, through teaching and example, to live their lives under the Lordship of Christ, to understand, accept, and fulfill their ministry to each other and their mission to the world.”

End of Session One.

Session Two

**Leadership Character
and Conflict:**

The Joy and Pain
of Leadership!



*Nurturing Leadership
Character
Session Two*

Leadership Character
And Conflict:

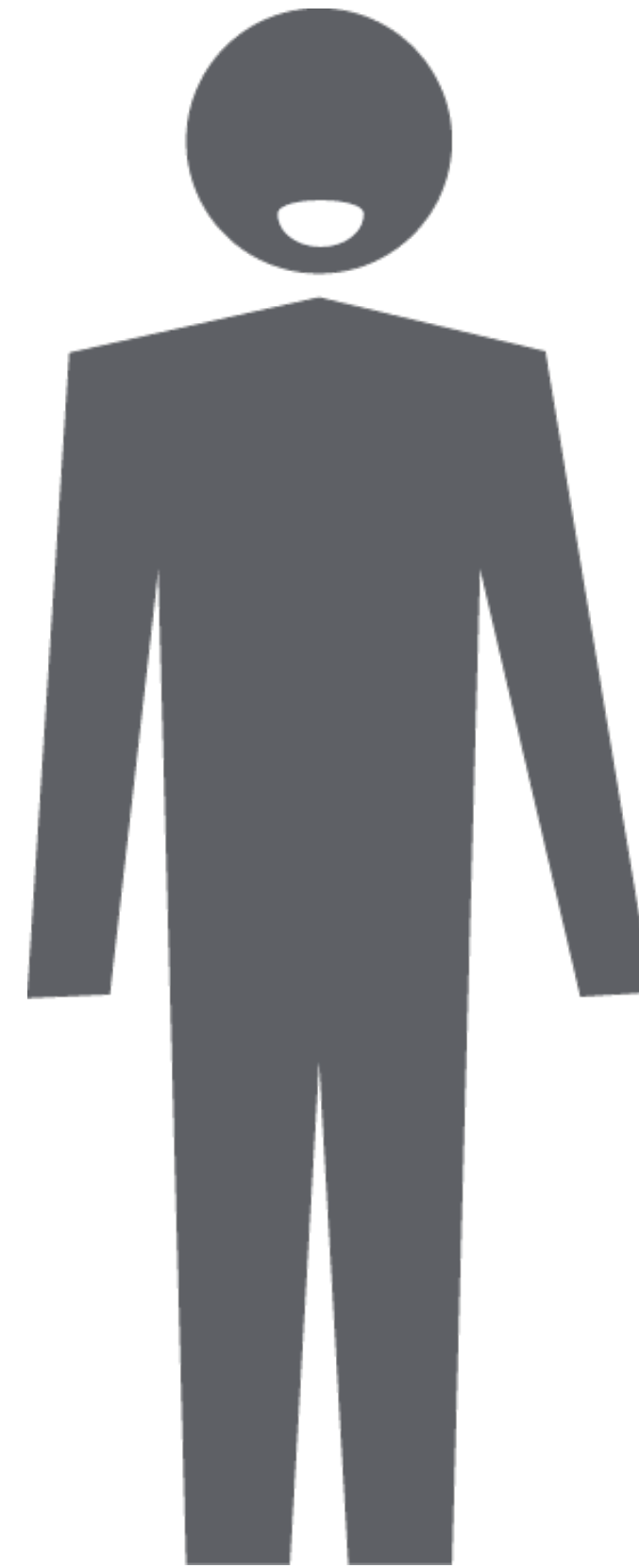
*The Joy and Pain
in Leadership*



SEVEN “ANCHORS”

hold servant leaders steady
as we lead decisively and faithfully
in the tensions and transitions
of our leadership responsibilities.

THE JOY OF LEADERSHIP

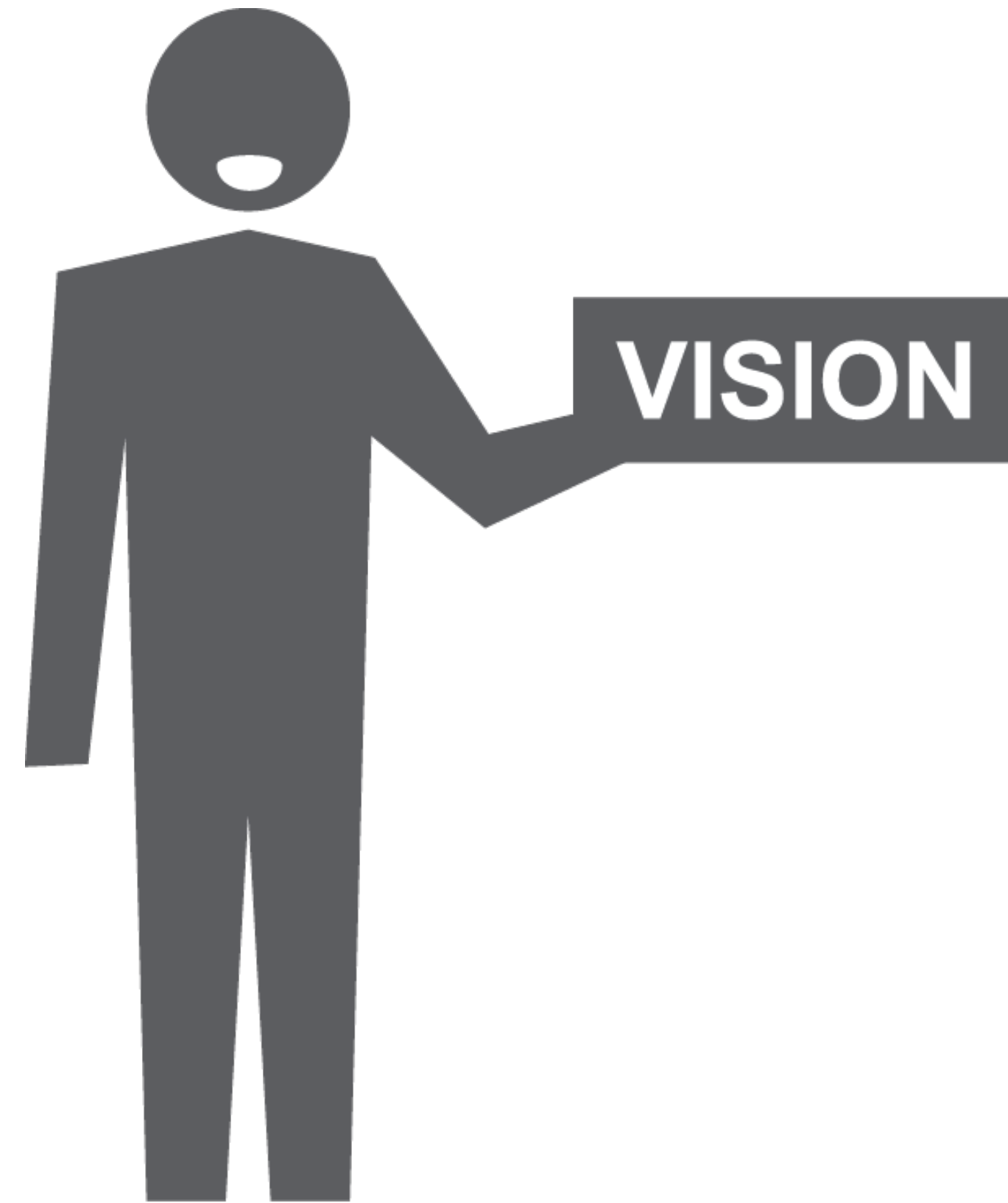


The Joy & Pain in Leadership

LEADING DECISIVELY! LEADING FAITHFULLY

Reflections & Markers

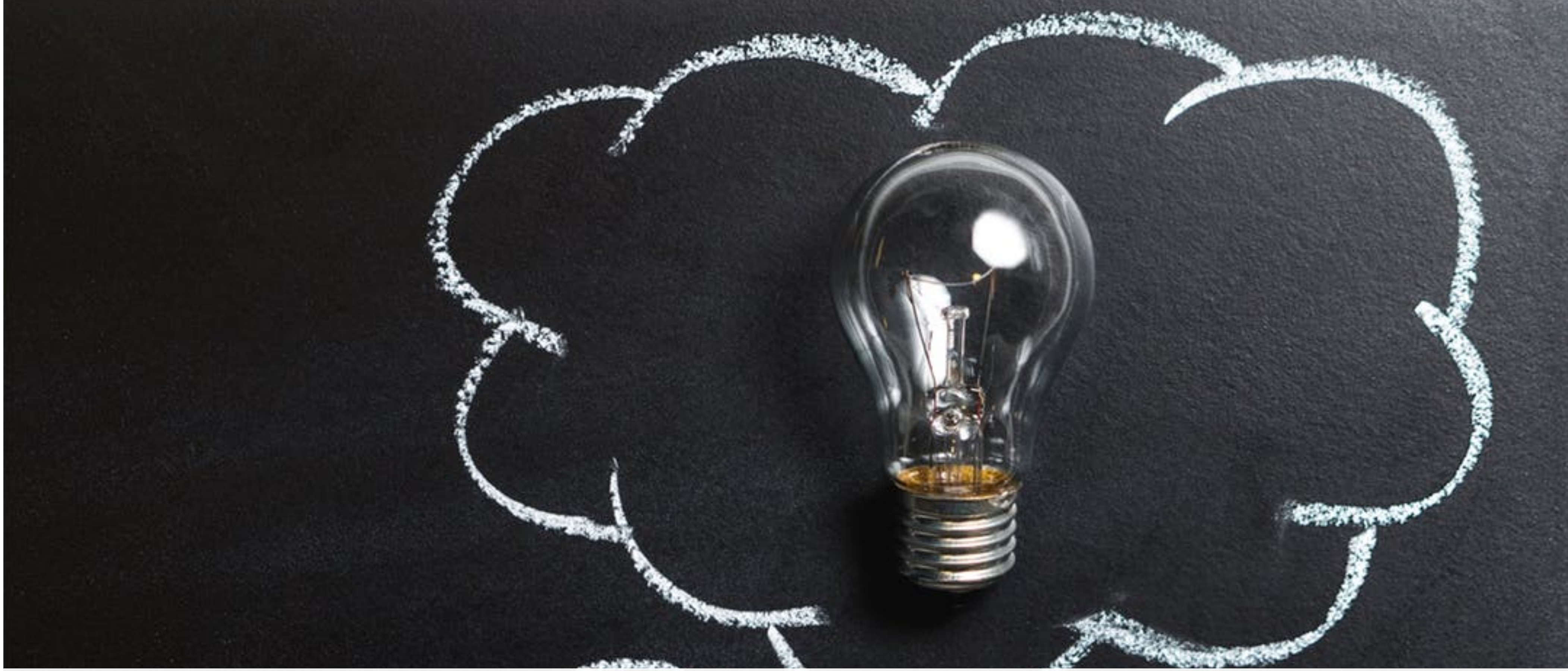
THE JOY OF LEADERSHIP



The Joy & Pain in Leadership

LEADING DECISIVELY! LEADING FAITHFULLY

Reflections & Markers



“Blessed is the LEADER
who is captured by a big, God-inspired vision!”



**“VISION” IS SEEING THINGS CLEARLY
AND AT A GREAT DISTANCE.**

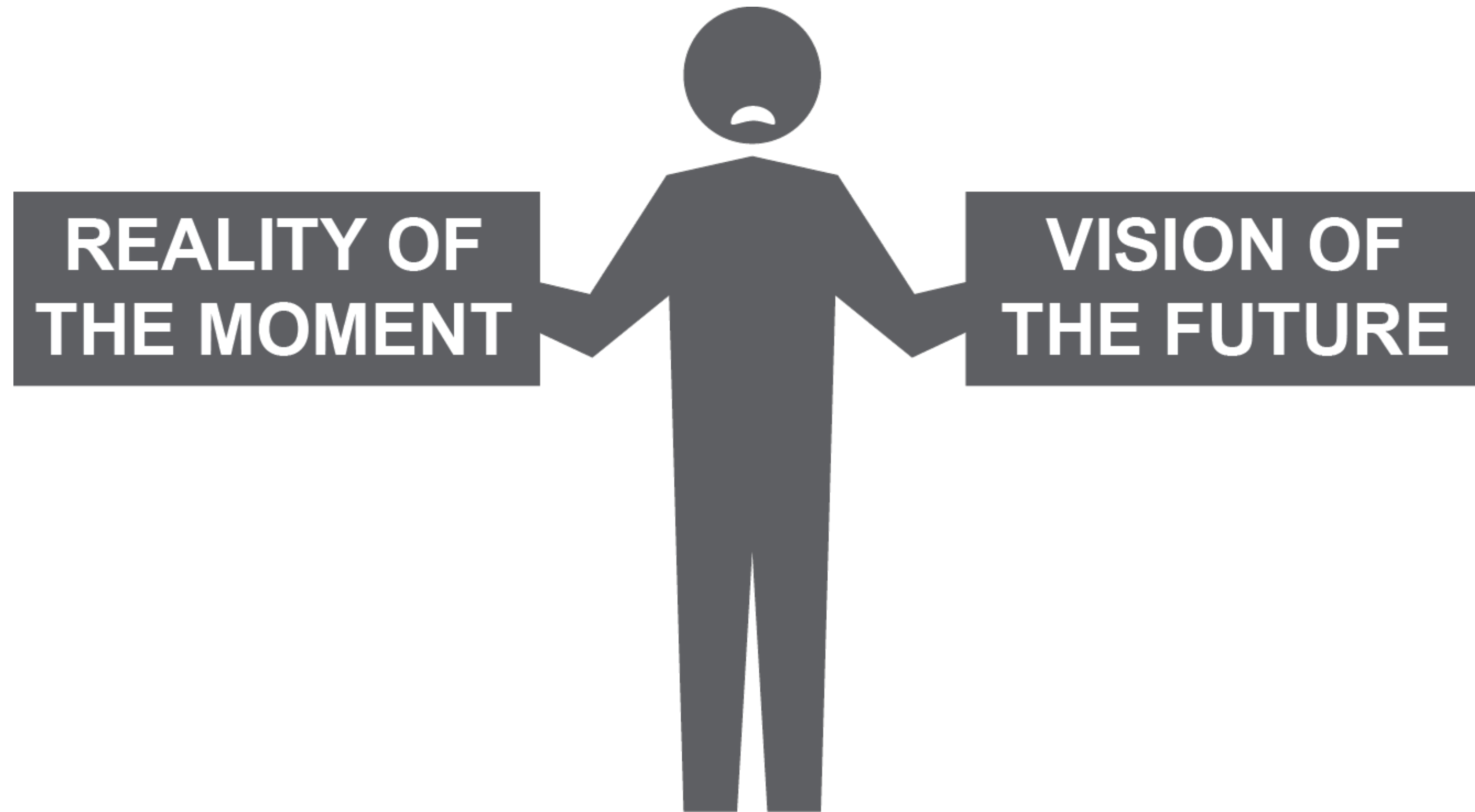




A VISION IS A CONSUMING, PASSIONATE,
AND COMPELLING INNER PICTURE.



THE PAIN OF LEADERSHIP

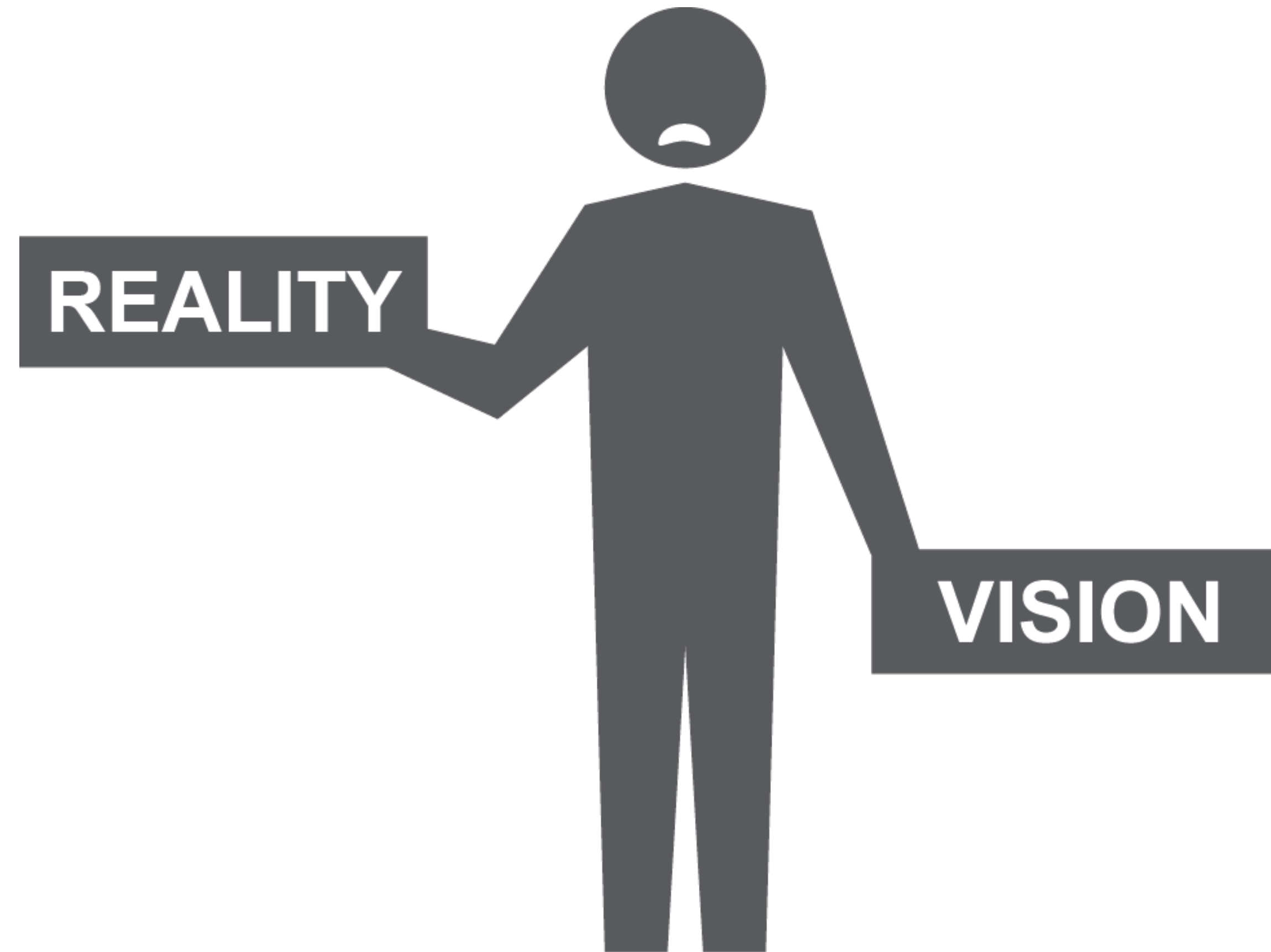


The Joy & Pain in Leadership

LEADING DECISIVELY! LEADING FAITHFULLY

Reflections & Markers

FORGET THE VISION?

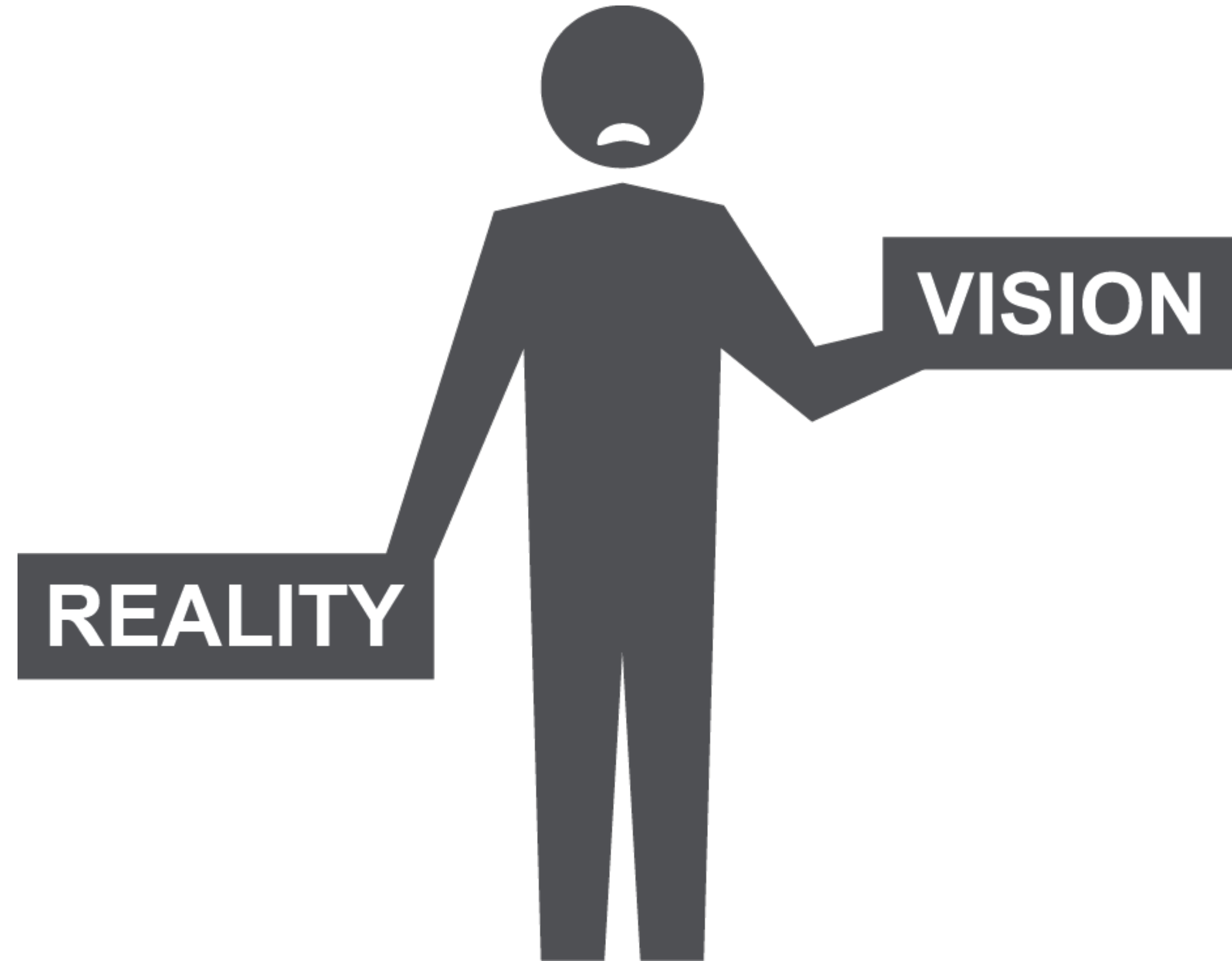


The Joy & Pain in Leadership

LEADING DECISIVELY! LEADING FAITHFULLY

Reflections & Markers

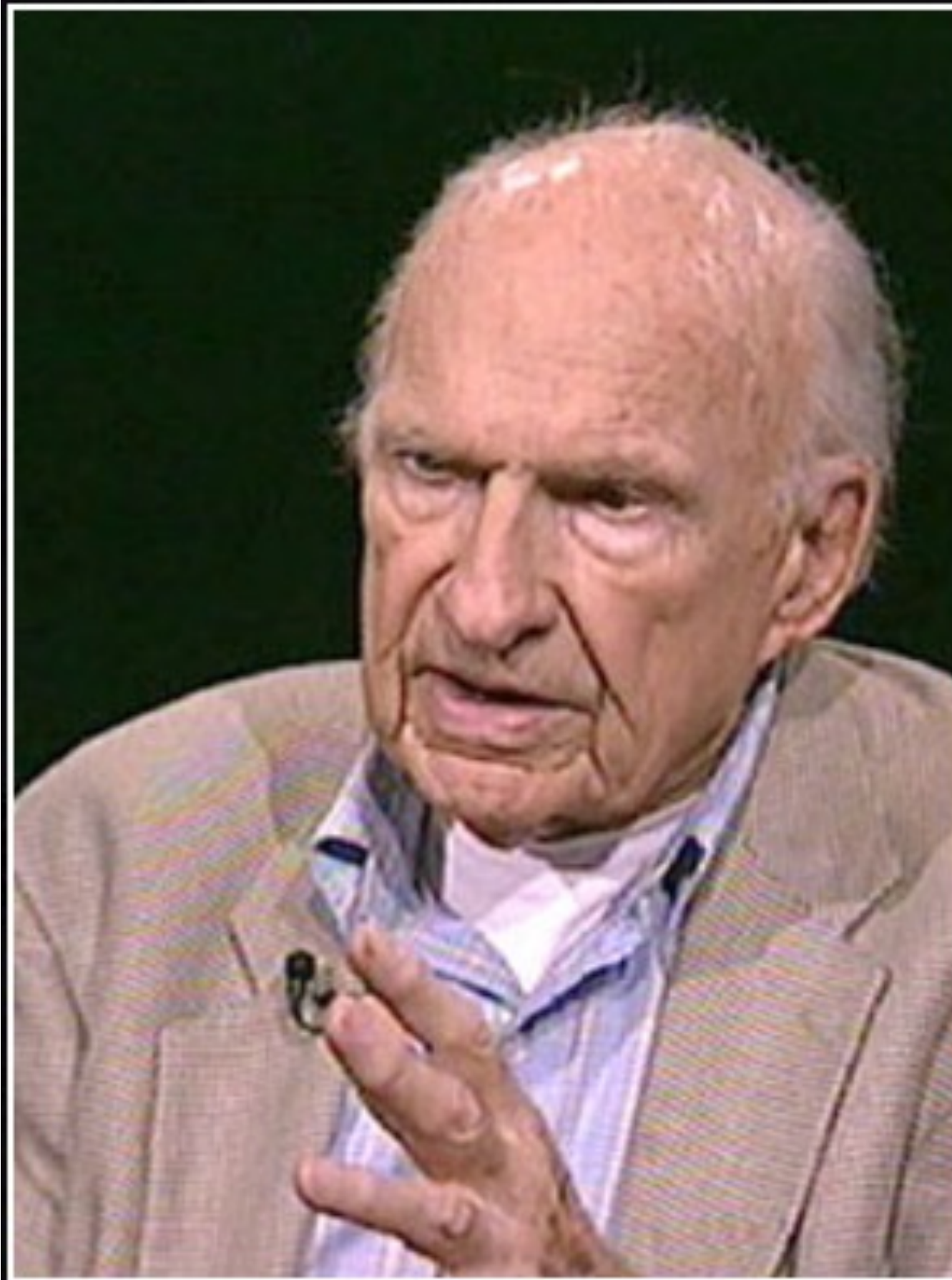
FORGET THE PEOPLE?



The Joy & Pain in Leadership

LEADING DECISIVELY! LEADING FAITHFULLY

Reflections & Markers



“LEADING FOR CHANGE IS
NOT THE SAME AS
EXERCISE OF POWER.”

-George McGregor Burns-

LEADERSHIP IN FAITH COMMUNITIES... THE TRANSFERENCE OF VISION!



Good and godly people and a younger generation of Christians most often collide with their leaders over **MISSION, VISION, VALUES, PRIORITIES, PLANS, STRUCTURE AND PROGRAMS.**





How do we LEAD
decisively and faithfully
when tensions arise
over change & transitions?



Change is inevitable.
Problems arise in the
TRANSITIONS.

We want and need
for these transitions
to be **transformative**;
not destructive
and divisive.

Anchor # 1:

Speak Gracefully

—Ephesians 4:29—

ISSUE:

“Watch the words we speak”

PRINCIPLE:


Words we speak can bless
or “destroy” people



Seven Anchors

LEADING DECISIVELY! LEADING FAITHFULLY

Reflections & Markers



As leaders, through the words
we use, we either:

Encourage or discourage...

Lift them up or put them down...

Speak positively or negatively...

Focus on “them” or focus on self.



How do others feel
when they leave my presence?

Stronger or weaker?

Larger or smaller?

Confident or “scared”?

Understood or misunderstood?

Affirmed or manipulated?

Blessed or “destroyed”?

PRAISE to CRITICISM ratio

80-90%

praise or positive statements

10-20%

criticism or negative statements

-Sven Walroos, clinical psychologist.

Anchor # 2:

Live Gratefully

—1 Thessalonians 5:18—

ISSUE:

COMPARISON IS THE ROOT OF INFERIORITY

PRINCIPLE:

“DON’T COMPLAIN. BE GRATEFUL”



Seven Anchors

LEADING DECISIVELY! LEADING FAITHFULLY


Reflections & Markers



COMPARISON

robs us of joy, relationships,
confidence and peace.

In the process,
it saps our energy
and drains us of enthusiasm.

A large, teal-colored decorative shape on the left side of the slide, resembling a stylized letter 'C' or a partial circle with a white cutout on the left side.

Gratitude is the
“life-giving” antidote
to the negative impact
of comparison

Anchor # 3:

Listen Intently

—James 1:19—

ISSUE:

“SEEK FIRST TO UNDERSTAND”

PRINCIPLE:

**UNDERSTANDING, NOT AGREEMENT,
is the key to conflict management**



Seven Anchors

LEADING DECISIVELY! LEADING FAITHFULLY

Reflections & Markers

Theological vision
precedes
organizational vision.





Growth *producing* questions:

- “What can I learn?”
- “How can I change?”

Growth *inhibiting* questions:

- “Why me?”
- “What if...?”

Anchor # 4:

Forgive Freely

— Luke 23:34 —

ISSUE:

BE PROACTIVE IN EXTENDING FORGIVENESS

PRINCIPLE:

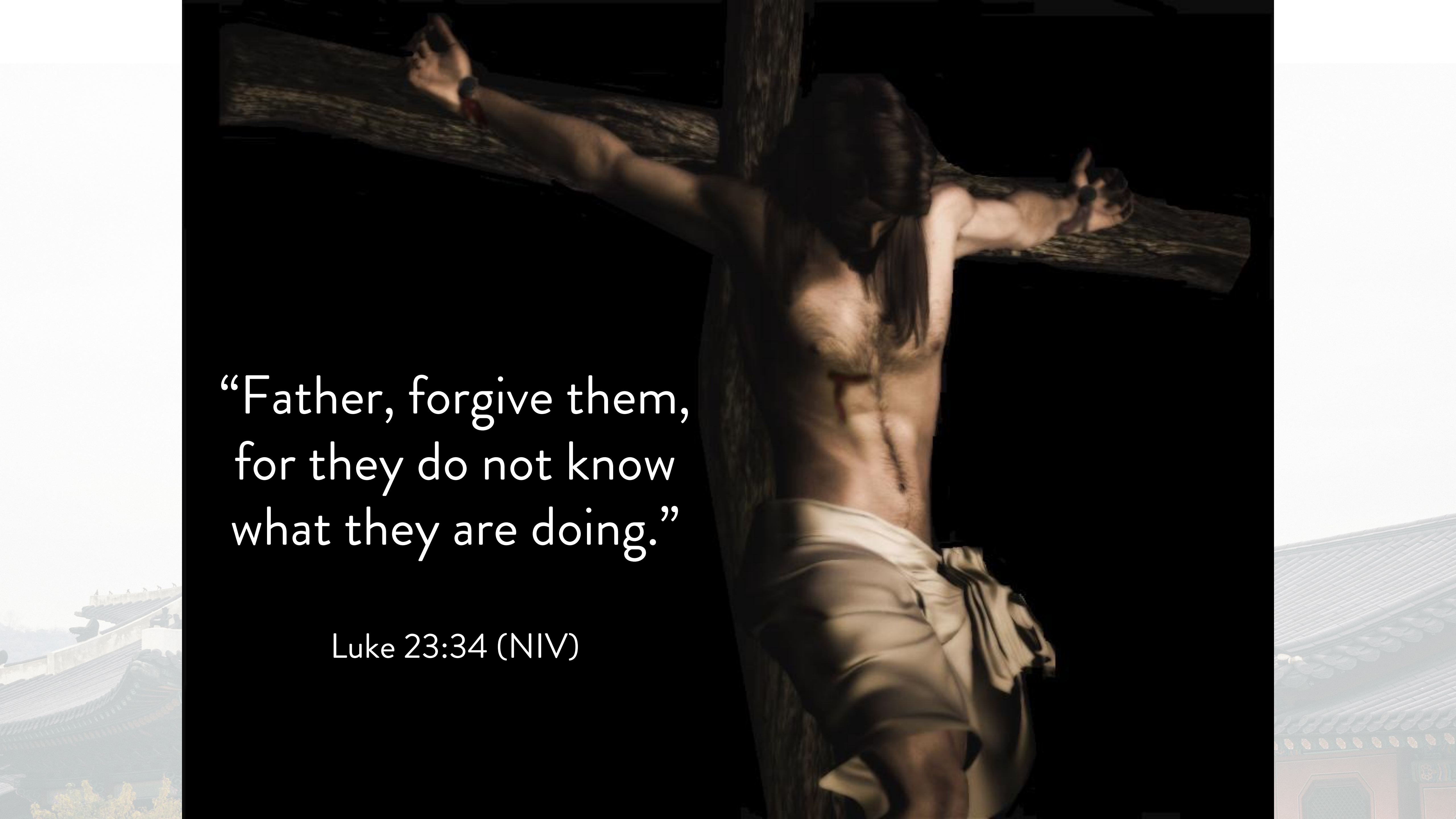
A SPIRIT OF FORGIVENESS TRANSFORMS
and empowers leaders



Seven Anchors

LEADING DECISIVELY! LEADING FAITHFULLY

Reflections & Markers



“Father, forgive them,
for they do not know
what they are doing.”

Luke 23:34 (NIV)

Anchor # 5:

LEAD Decisively

— Romans 12:8c —

ISSUE:

Christian leaders combine deep humility,
clear vision, and intense resolve

PRINCIPLE:

Our holiness testimony is reflected in and through the way
we *make* and *implement* decisions

Seven Anchors

LEADING DECISIVELY! LEADING FAITHFULLY

Reflections & Markers





They give passionate attention to the leadership roles of:

- Dreaming and planning
- Organizing and administering
- Motivating and encouraging
- Evaluating and reviewing

PLANNING CYCLE





We move ahead – decisively –
through:

PRAYER, with *them*, for *them*, and for
“me” as leader;

COLLABORATION, involving *them*
when and where we can in the process;
and with

GRATITUDE, thanking God, and “*them*”
for their gifts, talents, abilities and
testimonies of faith.

Anchor # 6:

Love Deeply

—1 Thessalonians 2:7—

ISSUE:

Value people not power (or position)

PRINCIPLE:

The evidence of leadership is seen
in the lives of the followers



Seven Anchors

LEADING DECISIVELY! LEADING FAITHFULLY

Reflections & Markers



Leaders who inspire others..

- #1. Set Clear Standards
(or Expectations)
- #2. Expect the Best
- #3. Pay Attention
- #4. Encourage People
- #5. Tell the Story
- #6. Celebrate Together
- #7. Set the Example

ENCOURAGING THE HEART
James Kouzes and Barry Posner

Anchor # 7:

Pray Earnestly

— 1 Thessalonians 5:17 —

ISSUE:

SOME ISSUES ARE ONLY RESOLVED THROUGH PRAYER
AND DEPENDANCE ON GOD

PRINCIPLE:

RECOGNIZE THAT GOD CAN WORK IN US
to become the change we desire to see in others



Seven Anchors


LEADING DECISIVELY! LEADING FAITHFULLY

Reflections & Markers


In the midst of experiencing honest
and intense differences



between good and godly people, the “pray-er”
can be **changed** and **transformed!**



“TEACHERS with *the mind of Christ* seek humbly to TEACH others, for the purpose of inspiring and enabling them, through mentoring and modeling, to live their lives under the Lordship of Christ, and to understand, accept, and fulfill their ministry to each other, and their mission in the world.”



Anchors hold the servant leaders steady in the tensions and transitions in our leadership responsibilities:

1. Speak Gracefully. **Watch our words**
2. Live Gratefully. **Don't complain, be grateful**
3. Listen Intently. **Seek first to understand**
4. Forgive Freely. **Be proactive in forgiving**
5. Lead Decisively. **With vision, humility and resolve**
6. Love Deeply. **Value people, not power**
7. Pray Earnestly. **Become the change**



QUESTION #1

Which of these seven anchors
is your greatest strength?




QUESTION #2

On which one of these “anchors” do you need most to focus in your leadership ministry of teaching?



QUESTION #3

What difference would it
make in your ministry if
you intentionally embrace
this anchor?

A large teal decorative shape on the left side of the slide, featuring a white circular cutout.

Our testimony of faith in
Jesus Christ must
increasingly **inform and
transform** the way
we *teach* and *lead*
in our homes, classes,
and organizations.

DISCUSS THESE QUESTIONS
AND THE SEVEN ANCHORS
IN “BREAK-OUT” GROUPS



The Joy & Pain in Leadership

LEADING DECISIVELY! LEADING FAITHFULLY

Reflections & Markers

Session Three

How to Nurture Leadership Character

The challenge of communicating
this leadership lifestyle
to emerging leaders

Four Questions

Mentoring and Modeling Leadership Character

1. How can we live together in such a way that our relationships are redemptive and a witness to unbelievers of the reconciling work of God in Christ?

2. If, in Christ, all things are made new, then how does our relationship to Christ convert the way we lead (and teach) in a community of faith?

Four Questions

Mentoring and Modeling Leadership Character

3. In conflict situations, when good people differ and sometimes collide over vision, values, traditions, policies, and programs, how can I lead in these situations, really lead (and serve) with the mind and spirit of Christ?

4. How does my Christian testimony transform the way I both mentor others in the Christian faith and model before them a vibrant, maturing Christian life?

The Thesis of Chapter Three

Mentoring and Modeling Leadership Character

Let's review:

*For the students and faculty you lead,
you can become leadership role models
who exemplify, in word and deed,
the very character qualities and values
you most admire in others.*

Leadership

Mentoring and Modeling Leadership Character

Let's review:

Leadership begins with humble service to *others* to enable *them*, through teaching and example, to live *their* lives under the Lordship of Christ, to understand, accept, and fulfill *their* ministry to each other and *their* mission to the world.



How can we lead and work with students or colleagues in such a way that *they* grow in this process?

The Big Questions

Mentoring and Modeling Leadership Character

- *How do we communicate this leadership lifestyle to future leaders?*
- *How do we teach commitments, priorities, values, and disciplines? How do we teach a lifestyle?*

Whatever else it means, it demands we take seriously the principle of ***IMITATION***, or ***MODELING***.

Nurturing Leadership Character

Through the Theological Dynamics and Disciplines of
Hospitality, Acceptance, and Presence.

Dynamic #1: Hospitality

**Making Room: Recovering
Hospitality in Christian Tradition**

Nurturing Leadership Character

Dynamic #1: Hospitality

“Hospitality primarily means the creation of free space - making room - in the midst of differences of thought or behaviors that may exist.”

Christine Pohl, Making Room: Recovering Hospitality in Christian Tradition

It is being to others ... a living witness of the risen Christ.

Hospitality - “creating space and making room for the strange and the stranger.”

Nurturing Leadership Character

Dynamic #1: Hospitality

Fundamentally, it is a *core attitude* toward others.

Hospitality, biblically understood, challenges us

to relate to others

as if we were relating to Christ Himself.

Nurturing Leadership Character

Dynamic #1: Hospitality

“The gift of Christian hospitality is the opportunity we provide for the colleague, co-worker, guest, stranger, family member or friend to find her or his own way. It enables us to consider an alternative way of thinking from those who may be very different from us. This gift to others invites them to contribute insights derived from these unique gifts and abilities, even in the context of differences of thought and behavior.”

Nurturing Leadership Character

Through the Theological Dynamics and Disciplines of Hospitality, Acceptance, and Presence.

Dynamic #2: Acceptance

“What John 3:16 is to the non-Christian, Romans 15:7 is to the Christian.” *Duane Elmer*

“Accept one another then, just as Christ accepted you, in order to bring praise to God.” Romans 15:7

Nurturing Leadership Character

Dynamic #2: Acceptance

“Acceptance is the ability to communicate value, regard, worth, and respect to others.

It is the ability to make people feel significant, honored, and esteemed.”

Duane Elmer

Nurturing Leadership Character

Dynamic #2: Acceptance

Acceptance of others, as defined, does not imply acceptance of their ideas or behavior.

Listening attentively to them and accepting them as persons created by God and thus worthy of our regard and respect are critical *first steps* toward an encounter that is *transformative*.

Nurturing Leadership Character

Dynamic #2: Acceptance

“Leadership is known by the personalities it enriches, not by those it dominates or captivates.” Harold Reed

**“Leading for change is not the same as exercise of power.”
George McGregor Burns**

Nurturing Leadership Character

Dynamic #2: Acceptance

All Christians — even those who sometimes make life difficult —
are *called* and *gifted* for the ministry of Christ.

They remain our responsibility — demanding keen insight,
deep caring, and Spirit-empowered understanding.

Nurturing Leadership Character

through the Theological Dynamics and Disciplines of Hospitality, Acceptance, and Presence.

Dynamic #3: Presence

“... but what the leader brings in his/her presence. And the presence he/she needs is a non-anxious presence.”

Edwin Friedman

Nurturing Leadership Character

Dynamic #3: Presence

“Caring deeply” demands that we
listen intently,
speak directly and caringly,
ask questions for the other person’s sake,
and not for our own.

The people with whom leaders live and work ... more often
need from their leaders their *presence*.

Insights on Christian spirituality and leadership

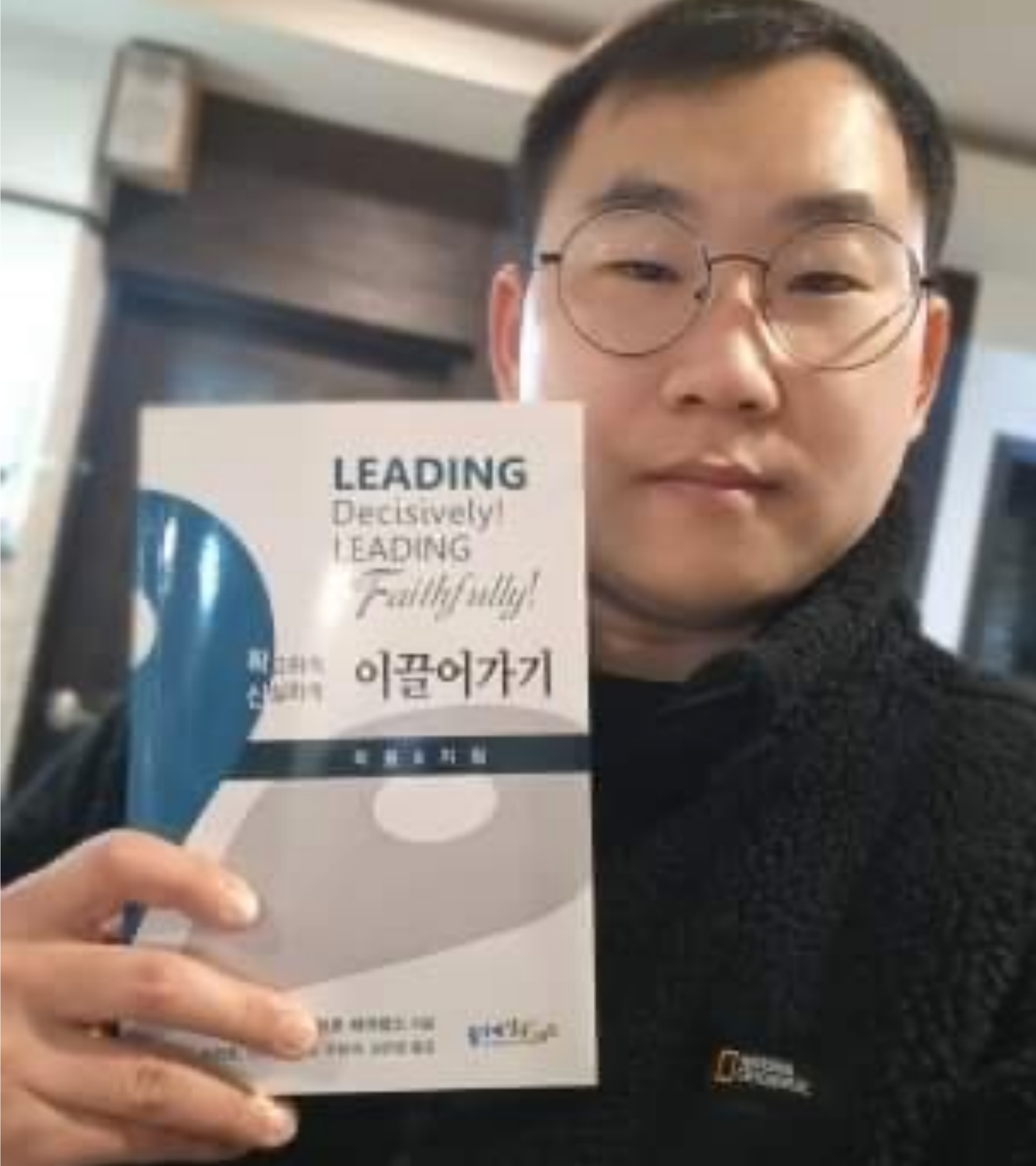
Mentoring and Modeling Leadership Character

1. **Good people often see things differently from the leader.**
2. **Many issues over which we experience conflict are based culturally, ethnically, or in the family, and are not violations of scripture.**
3. **Differences that divide us have the potential to alienate members of the body of Christ and to negatively impact the work of God in our communities.**

Insights on Christian spirituality and leadership

Mentoring and Modeling Leadership Character

4. Caring for others who differ with us is to love, respect, and honor them, as God loves them.
5. Acceptance of others implies that we can learn from them.
6. We must find ways to communicate acceptance to those who are not yet Christ-followers.



The theological dynamics of hospitality, acceptance, and presence are significant means to the end of mentoring and modeling leadership character in the lives of those we lead.

7 Questions regarding Christian Character Development

Mentoring and Modeling Leadership Character

- 1. Will this action strengthen me spiritually?*
- 2. Would I want my child, my spouse, or my best friend to copy this action of mine?*
- 3. Does this action violate a biblical principle?*
- 4. Does this action strengthen the body of Christ?*
- 5. Would an unbelieving friend be attracted to Christ and the Christian faith by my behavior?*
- 6. Do my negative attitudes affect other people?*
- 7. If this happens, what will I do to change this type of behavior in my life?*

My Leadership Credo

Mentoring and Modeling Leadership Character

My Leadership Credo

- 1. Speak Gracefully. Watch the words I speak.** “I want my words to be grace-giving, life generating and inspiring to others and not discouraging, depressing and draining utterances.”
- 2. Live Gratefully. Don't complain. Be Grateful.** “I want to be known as a person who is forever grateful, regardless of the situation, believing that God is in the midst of everything I do and is working to bring good out of the situation.”
- 3. Listen Intently. Seek First to Understand.** “I want to listen to and respect the people with whom I work, to understand them – and for them to understand me – even if we do not agree with each other.”
- 4. Forgive Freely. A Spirit of forgiveness transforms and empowers.** “I want to initiate forgiveness when I have been offended because I don't have the energy or strength to carry the heavy burden and guilt of an unforgiving spirit.”

My Leadership Credo

Mentoring and Modeling Leadership Character

5. Lead Decisively. Combine clear vision, deep humility and intense resolve. *“I want to lead with decisiveness with deep humility even when I experience the pain of holding tenaciously to the vision while acknowledging the realities of my situation.”*

6. Love Deeply. Value people not power. *“I want my relationship with others to energize them, to have a positive impact on their lives and to enable them, in some small way, to grow – become stronger – in their faith, their confidence in themselves and their competence at work as a result of our interaction in the home and on the job and with me as leader.”*

7. Pray Continuously. Become the change you want to see in those you lead. *“I want to pray earnestly so that in the midst of conflict between the leader and the led, what happens to both of us is transformative!”*

“My Leadership Credo” is from Mentoring and Modeling Leadership Character. Fairbanks. Chapter Four. (Pages 54-55)

Reflections on the Three Sessions

Mentoring and Modeling Leadership Character

In “breakout” sessions,
please share key insights
you have gained from these sessions
regarding *nurturing leadership character*
in yourself and /or in others you teach and lead.

The Thesis of these Sessions

Mentoring and Modeling Leadership Character

Remember:

*For the students and faculty you lead,
you can become leadership role models
who exemplify, in word and deed,
the very character qualities and values
you most admire in others.*

BOOK AVAILABLE AT AMAZON

Kindle & Paperback Editions

bit.ly/MMLC-ELFairbanks



Dr. Edward LeBron Fairbanks

lfairbanks@boardserve.org

www.boardserve.org

<https://mvnu.whdl.org/collections/dr-e-lebron-fairbanks-collection>