

NAME _____

DATE _____



Leadership of the HEART

Seminar

Taught by
Dan Webster

 **Authentic
Leadership, Inc.**

www.authenticleadershipinc.com

Checking in...list three words that describe how you are today:

"The moment you stop learning, you stop leading." Rick Warren

"If you have made mistakes... there is always another chance for you ... you may have a fresh start any moment you choose, for this thing we call 'failure' is not the falling down, but the staying down."
Mary Pickford

"Leadership has a visionary part and an implementation part ... leadership is an influence process in which you try to help people accomplish their goals while together going somewhere ... " Ken Blanchard

"The nose of the bulldog has been slanted backwards so that he can breathe without letting go." Winston Churchill

"Whoever connects me with the hidden springs of all life, whoever increases the sense of life in me...is my leader."
Mary Parker Follett

"The ultimate measure of a man is not where he stands in the moments of comfort and convenience, but where he stands in times of challenge and controversy." Martin Luther King Jr.

"And do not be called leaders; for One is your Leader, that is, Christ. But the greatest among you shall be your servant." Jesus -- Matthew 23:10

"Nearly all men can stand adversity, but if you want to test a person's character, give him or her power."
Abraham Lincoln

"A leader is a person who has an unusual degree of power to project on other people his or her shadow, or his or her light."
Parker J. Palmer

"Leadership is the capacity to translate vision into reality." Warren G. Bennis

"Nothing can dim the light which shines from within." Maya Angelou

"Leadership is authentic self-expression that gives value." Kevin Cashman

"Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has." Margaret Mead

"Leadership is about finding your voice." Max DePree

"Leadership is the art of mobilizing others to want to struggle for shared aspirations." James M. Kouzes

"Leadership is the process of influence...it is communication and empowerment and self-mastery."
Elizabeth Jefferies

"The Christian leadership of the future is called to be completely irrelevant and to stand in this world with nothing to offer but his or her own vulnerable self.... It is not a leadership of power and control, but a leadership of powerlessness and humility in which the suffering servant of God, Jesus Christ, is made manifest." Henri J.M. Nouwen

"You cannot fix what you will not face." James Baldwin

"Leadership is best expressed when we abandon the pursuit of wealth, notoriety and security, and simply give our heart and our gifts, in every moment, to whoever crosses our path, without concern for recognition or remuneration." Jim Warner, Aspirations of Greatness

"The greatest challenge of the day is: how to bring about a revolution of the heart, a revolution which has to start with each one of us." Dorothy Day

THE HEART: That place inside you that defines who you are, what you believe, how you decide and which direction you lead. It's where wisdom is birthed and the ability to enjoy life begins. Your heart is where your deepest passions reside and most meaningful dreams originate. Worship begins in the heart and it's where you carry the people you love. Our best performance flows from combining head and heart.

SESSION ONE WHERE LEADERSHIP BEGINS...two works of leadership

"A LEADER IS A PERSON WHO MUST TAKE SPECIAL RESPONSIBILITY FOR WHAT'S GOING ON INSIDE HIM OR HERSELF, INSIDE HIS OR HER CONSCIOUSNESS, LEST THE ACT OF LEADERSHIP CREATE MORE HARM THAN GOOD."
PARKER J. PALMER

LIFE ABOVE THE WATERLINE:

EXTERNAL = COMPETENCE AND SKILLS

- A WORK **THROUGH** ME



COMPETENCE

LIFE BELOW THE WATERLINE:

INTERNAL = HEART, SOUL, CHARACTER

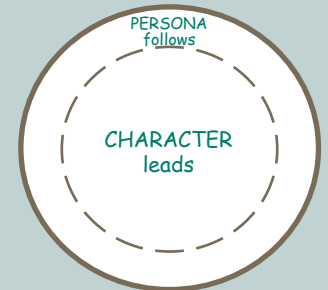
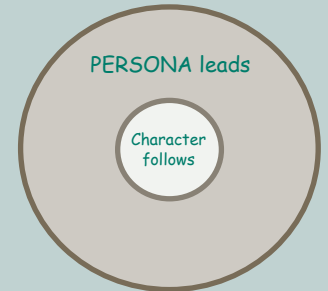
- A WORK **IN** ME

CHARACTER

"Watch over your heart with all diligence, for your life flows out of your heart." **Proverbs 4:23**

"For we are **His workmanship**, created in Christ Jesus for good works, which God prepared beforehand, that we should walk in them." **Ephesians 2:10**

HOW TROUBLE COMES



Kevin Cashman - LEADERSHIP From the Inside Out

7 Signs of a Healthy Heart

- 1- It can feel emotion. Is your heart...
FEELING EMOTION.....FLAT-LINED
- 2- It is mindful and able to engage in the moment. Is your heart...
PRESENT.....DISTANT
3. It has room for spontaneity, fun and laughter. Is your heart....
SPONTANEOUS AND JOYFUL.....GRUMPY AND DEAD
4. It has compassion for lost and hurting people. Is your heart...
CARING.....CALLOUS
5. It is hopeful, optimistic. Is your heart...
LOOKING FORWARD TO THE FUTURE.....PESSIMISTIC
6. It has energy for people. Is your heart...
ENJOYING BEING WITH OTHERS.....HIDING AND ALONE
7. It has the capacity to hear God's prompting. Is your heart...
LISTENING TO GOD.....INATTENTIVE AND CLOSED OFF

(Nancy Beach - Heart Check for Christian Artists - 2000 Arts Conference - www.willowcreek.org)

AUTHENTIC LEADERS . . .

experience an ongoing _____ with _____,
 honestly face the inner spiritual and _____ journey, and
 identify, develop and use their God given gifts and _____ to impact
 the world.

AN ONGOING INTIMACY WITH GOD

- JOB #1 IS TO LEAD MYSELF
- KEEPING FAITH 'PRESENT TENSE'

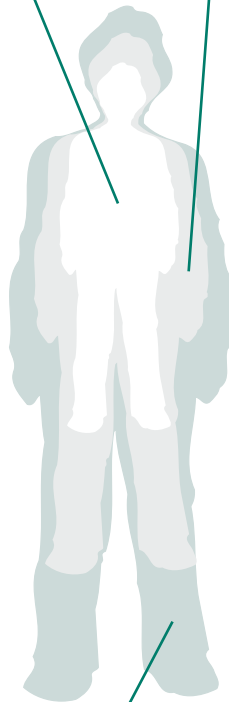
The **TEMPTATION** is to _____!

HONEST SPIRITUAL & EMOTIONAL JOURNEY

- ASSESSES THE REAL CONDITION OF LIFE
- UNDERSTANDING YOUR PERSONAL HISTORY

The **TEMPTATION** is to _____!

INNER WORLD



OUTER WORLD

USES GIFTS & PASSIONS TO IMPACT THE WORLD

- DO THE WORK OF DISCOVERY AND DEVELOPMENT
- DISCOVERING YOUR 'SACRED TRUST'

The **TEMPTATION** is to cave in to the shallowness of _____!

The word **AUTHENTIC** comes from a Greek word meaning to...

"THE FIRST AND PARAMOUNT RESPONSIBILITY OF ANYONE WHO PURPORTS TO MANAGE (OR LEAD) IS TO MANAGE SELF: ONE'S OWN INTEGRITY, CHARACTER, ETHICS, KNOWLEDGE, WISDOM, TEMPERAMENT, WORDS, AND ACTS. IT IS A COMPLEX, UNENDING, INCREDIBLY DIFFICULT, OFT-SHUNNED TASK. WE SPEND LITTLE TIME AND RARELY EXCEL AT SELF-MANAGEMENT PRECISELY BECAUSE IT IS TOO MUCH MORE DIFFICULT THAN PRESCRIBING AND CONTROLLING THE BEHAVIOR OF OTHERS. HOWEVER, WITHOUT MANAGEMENT OF SELF, NO ONE IS FIT FOR AUTHORITY NO MATTER HOW MUCH THEY ACQUIRE, FOR THE MORE AUTHORITY THEY ACQUIRE THE MORE DANGEROUS THEY BECOME."

DEE HOCK, *THE ART OF CHAORDIC LEADERSHIP*
 LEADER TO LEADER (# 15 WINTER 2000)

"OUTSTANDING LEADERS NEVER STARTED OUT TO BECOME LEADERS. THEY BEGAN EXPRESSING THEMSELVES IN THEIR WORK AND, ALONG THE WAY, THEY BECAME LEADERS."
 WARREN BENNIS

Applying AUTHENTIC LEADERSHIP:

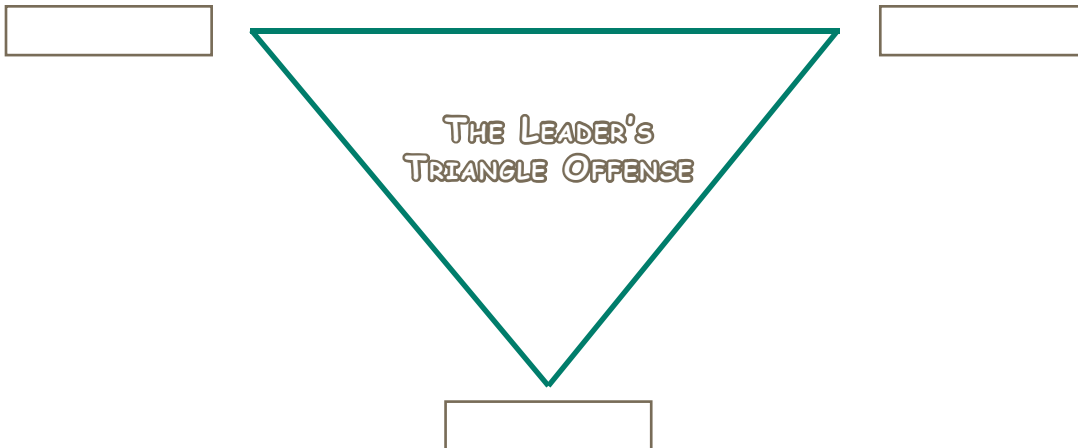
1. As you consider your life today, in which area of leadership development are you strongest and why?
- Above the waterline = developing competence and skills
 - Below the waterline = developing character, heart and soul

2. With which of the three temptations do you struggle most?
- The temptation to FADE (let my faith become past tense)?
 - The temptation to FAKE (pretending everything is always okay)? or
 - The temptation to cave into the shallowness of CONFORMITY (living everyone else's life)?

What are the signs or symptoms in your life when you have given into this temptation?

3. Fill in the chart below listing **WHAT'S RIGHT**, **WHAT'S WRONG** and **WHAT'S MISSING** or **CONFUSED** as it relates to your life above and below the waterline.

	What's Right?	What's Wrong?	What's Missing • Confused?
ABOVE The Waterline Competence			
BELOW The Waterline Character			



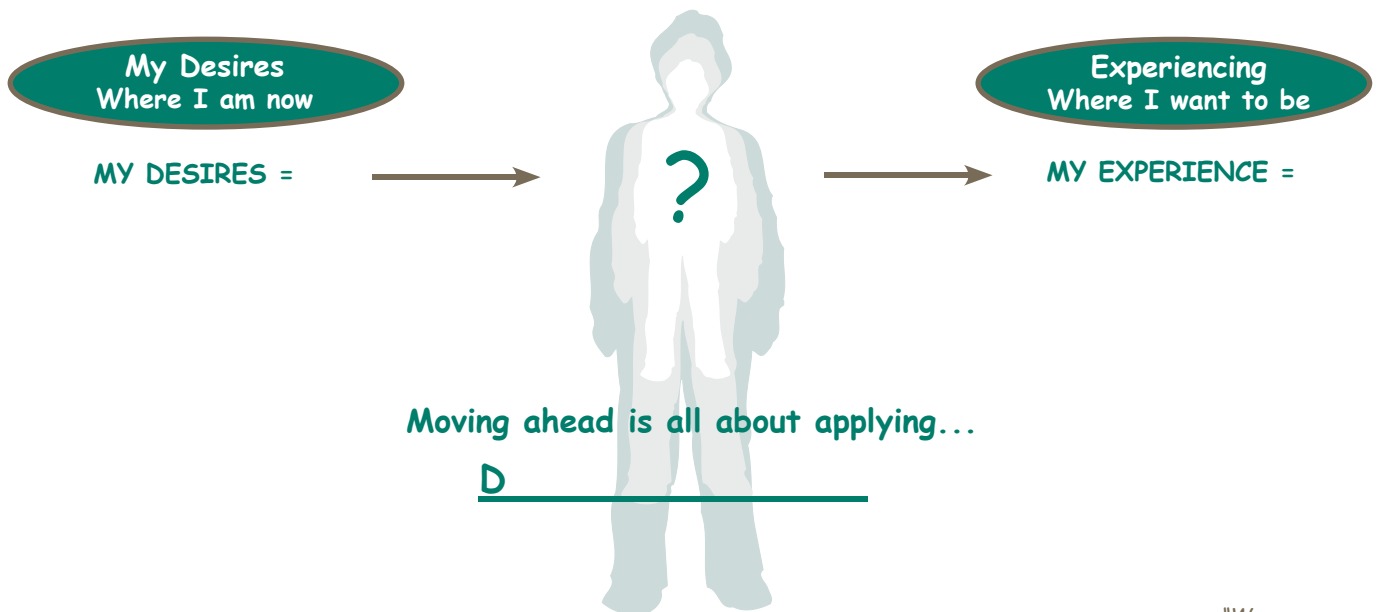
I. QUIET GIVES BIRTH TO _____...(EXPERIENCING DIRECTION)

"Jotham became **mighty** because he ordered his ways before the Lord his God." II Chron. 27:6

MOMENTUM = an increasing energy and movement that takes me in the right direction

- Momentum **dies** in my life when I allow people, circumstances or my _____ to author my life instead of my choice to decide my direction.

Momentum comes to those who declare, own and author their future . . .



Moving ahead is all about applying...

D

"Singletary Rule >
In the important things of life don't
take _____ !

The seeds of momentum are planted in
the faithful doing of daily **disciplines!**

"WE ARE WHAT WE
REPEATEDLY DO.
EXCELLENCE THEN IS NOT
AN ACT, BUT A HABIT."
ARISTOTLE

ALBERT EINSTEIN'S
THREE RULES OF WORK:
1. OUT OF CLUTTER,
FIND SIMPLICITY.
2. FROM DISCORD,
FIND HARMONY.
3. IN THE MIDDLE OF
DIFFICULTY LIES
OPPORTUNITY.

2. QUIET IS CRUCIAL TO RE-_____...(EXPERIENCING LOVE)

"The Paterson Principle > ... 120 seconds of quiet just might change your day or your entire_____."

"MOST OF MAN'S PROBLEMS COME FROM HIS INABILITY TO SIT STILL."
BLAISE PASCAL

How To Keep Yourself In The _____ OF GOD (Jude 21):

1. Renew your _____ so you don't project your feelings about yourself on God.
"Do not be conformed to this world, but be transformed by the renewing of your mind..." Romans 12:2

"RE-MEMBERING INVOLVES PUTTING OURSELVES BACK TOGETHER, RECOVERING OUR IDENTITY, RECLAIMING THE WHOLENESS OF OUR LIVES. WHEN WE FORGET WHO WE ARE WE DO NOT MERELY DROP SOME DATA. WE DIS-MEMBER OURSELVES, WITH UNHAPPY CONSEQUENCE FOR OUR WORK AND HEARTS."
PARKER J. PALMER

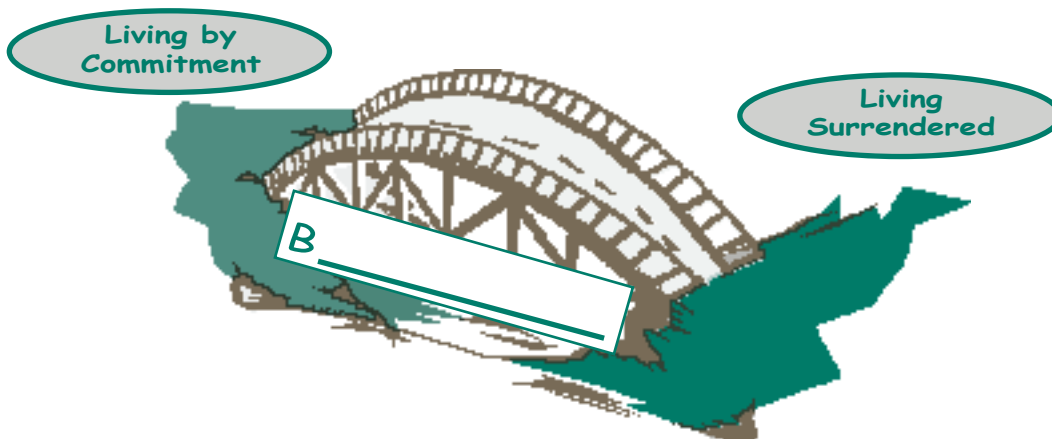
2. Refresh your spirit through _____ so you can live above the negativity of the world.
"...revive me in Thy ways." Psalm 119:37

3. Think of someone you love deeply and remember that God loves you more than that... _____ more than that!
"What marvelous love the Father has extended to us! Just look at it—we're called children of God! That's who we really are." I John 3:1 (MESSAGE)

3. QUIET MOVES US FROM COMMITMENT TO _____... (EXPERIENCING POWER)

"Commitment challenges us to a higher level of determination.
SURRENDER calls us to yield the soul to God's higher purposes.
Commitment is me saying that I'll do better.
SURRENDER is me giving up and allowing God to do His work through me.
Commitment is my best effort.
SURRENDER is God's competency through me.
Commitment writes big impressive checks.
SURRENDER unleashes the grace that can cash them.
Commitment tries.
SURRENDER trusts."

THE APOSTLE PETER - Moving from Commitment, Matthew 26:30-35, 75 ... to SURRENDER, John 21:15-17




Applying LIVING A TRANSFORMED LIFE:

1. What do YOU LOSE when you live at the pace of modern culture rather than with a quiet spirit?
2. In what important areas of your life are you SHORT-CUTTING?
3. Why is it so difficult to remember that you are loved by God and what can you do this week to better remember His GREAT LOVE for you?
4. What has been your experience with BROKENNESS and SURRENDER?

MOVING FROM DESIRE TO EXPERIENCE
Determining My Preferred Future



My Desires?	What Must I Do To Get There?	What is Holding Me Back?
		

FINISHING IS DIFFICULT AND DEMANDS GREAT COURAGE AND DETERMINATION

Words from an expert.... 70% of leaders don't finish well

• Common traits of leaders who didn't finish well:

1st - they lose their learning posture

2nd - the attractiveness of their character wanes

3rd - they stop living by their convictions

4th - they fail to leave behind ultimate contributions

5th - they stop walking in an awareness of their influence and destiny

6th - they lose their once vibrant relationship with God

Dr. Robert Clinton - Professor of Leadership at Fuller Theological Seminary

Leadership in the Nineties; Six Factors to Consider, (Altadena, CA, Barnabus - 1992 - Page 7)

"I have fought the good fight, I have finished the course, I have kept the faith" II Timothy 4:7

COMMON PITFALLS THAT SIDETRACK LEADERS

1 - COMPLACENCY / LAZINESS

Complacency is an issue of **PERSPECTIVE!**

Laziness is an issue of **CHARACTER!**

"He also who is slack in his work is brother to him who destroys."

Proverbs 18:9

OUR DEFENSE:

A. Associate with _____ people.

"But I do not consider my life of any account as dear to myself, in order that I may finish my course, and the ministry which I received from the Lord Jesus..." Acts 20:24

B. Remember God's **REPUTATION**.

"I always do the things that are pleasing to Him." John 8:29

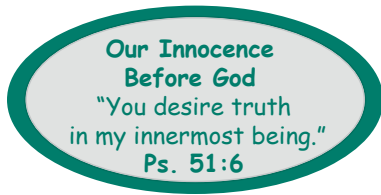
C. Remember...you have been assigned a _____.

"We must work the works of Him who sent Me, as long as it is day; for night is coming, when no one can work." John 9:4

"I have accomplished the work You have given me to do." John 17:4

2. TEMPTATION . . . "BUT" statements - II Chronicles 26:16

= the walk away from innocence happens one step at a time



"The man who wanders from the way of understanding will rest in the assembly of the dead." Prov. 21:16



SIN Management Methods:

METHOD "A"
I John 1:9

VS.

METHOD "B"
EVERY OTHER _____

"For You, O God, are good and ready to forgive. And abundant in lovingkindness to all who call upon Thee."
Psalm 86:5

OUR DEFENSE:

1. Pursue high levels of personal _____.
"Thou dost desire truth in the innermost being." Psalm 51:6

2. Think through what a fully inflamed flaw might do to you if left _____.
"The sins of some men are quite evident, going before them to judgment; for others, their sins follow after them." I Timothy 5:24

3. Arm yourself with _____ truth.
"How can we keep our way pure? But by keeping it according to Thy word." Psalm 119:9

4. Have _____ friends who know your secrets.
"This man receives sinner and eats with them." Luke 15:2

BIBLICAL EXAMPLES OF LEADERS WITH "BUT" STATEMENTS

- The Rich Young Ruler **loved money** more than eternal life - Mark 10:17-27
- Herod **loved himself** more than God - Acts 12:21-25
- David was **independent** - II Samuel 11:1-4
- Martha was too **busy** - Luke 10:38f
- The Man with the barns was **greedy** - Luke 12:16-20
- Pilate caved in to **peer pressure** - Luke 23:20-25
- The rich man **loved comfort** - Luke 16:19f
- Nebuchadnezzar was exceedingly **proud** - Daniel 4:29-37
- Demas **loved this world** more than heaven - II Timothy 4:10
- Ananias and Sapphira **loved recognition** - Acts 5
- Judas **loved silver** more than Jesus - Matthew 26:14-16
- Simon the Sorcerer **loved power & control** - Acts 8:19
- Samson had a **lust** problem - Judges 16
- Solomon allowed **the opposite sex** to turn his heart away from God - I Kings 11
- Solomon's son was warned about **envying** what others have - Proverbs 23:17
- Peter was **overconfident** - Matthew 26:31f
- Paul had a **thorn in the flesh** - II Corinthians 12:7f

"THE CULTURE OF ANY ORGANIZATION REFLECTS ITS DOMINANT PERSONALITIES, AND ALL TOO OFTEN I FIND THAT BENEATH APPARENT STRUCTURAL PROBLEMS LIE HUMAN PROBLEMS THAT LEADERS FIND TERRIBLY HARD TO ADMIT, MUCH LESS RESOLVE."
JOHN R. O'NEIL
THE PARADOX OF SUCCESS

3 - DISCOURAGEMENT = a condition of sadness or doubt, to be without courage

Sources of discouragement

A. From within

*"I will rejoice and be glad in Your love,
Because You have seen my affliction.
You have known the troubles of my soul."
Psalm 31:7*

B. From without

OUR DEFENSE:

Discouragement is resolved by...

A. Gaining a more mature spiritual _____.

*"...some seed fell beside the road...other seed fell on the rocky ground...
other seed fell among the thorns...other seed fell into good soil..." Mark 4:3-20*

B. Community and team _____.

"Two people can accomplish more than twice as much as one; they get a better return for their labor. If one person falls, the other can reach out and help. But people who are alone when they fall are in real trouble." Eccl. 4:9-10 NLB

C. Borrowing the _____ of others.

"Brothers, I do not regard myself as having laid hold of it yet; but one thing I do: forgetting what lies behind, I reach forward to what lies ahead. I press on..." Philippians 3:13-14

Applying WHAT SINKS AND SIDETRACKS LEADERS:

1. Which issue most threatens you?
 - Laziness/Complacency?
 - Temptation?
 - Discouragement?
2. What defense can you build into your life so that this issue doesn't sink or sidetrack you?
3. What do you want your friends to be praying for this week as it relates to this topic?

AUTHENTIC LEADERS CHOOSE TO BE LED BY GOD BEFORE THEY LEAD

1 Samuel 3:1-11

1 Now the boy Samuel was ministering to the Lord before Eli. And word from the Lord was **rare** in those days, visions were **infrequent**.

2 And it happened at that time as Eli was lying down in his place now his eyesight had begun to grow dim and he could not see well,

3 and the lamp of God had not yet gone out, and Samuel was lying down in the temple of the Lord where the ark of God was,

4 that **the Lord called Samuel**; and he said, "Here I am."

5 Then he ran to Eli and said, "Here I am, for you called me." But he said, "I did not call, lie down again." So he went and lay down.

6 And **the Lord called yet again**, "Samuel!" So Samuel arose and went to Eli, and said, "Here I am, for you called me." But he answered, "I did not call, my son, lie down again."

7 Now **Samuel did not yet know the Lord**, nor had the word of the Lord yet been revealed to him.

8 So the Lord called Samuel again for **the third time**. And he arose and went to Eli, and said, "Here I am, for you called me." Then **Eli discerned** that the Lord was calling the boy.

9 And Eli said to Samuel, "Go lie down, and it shall be if He calls you, that you shall say, '**Speak, Lord, for Thy servant is listening.**'" So Samuel went and lay down in his place.

10 Then the Lord came and stood and called as at other times, "Samuel! Samuel!" And Samuel said, "Speak, for Thy servant is listening."

11 And the Lord said to Samuel, "Behold, I am about to do **a thing** in Israel at which both ears of everyone who hears it will tingle." (NEW AMERICAN STANDARD TRANSLATION)

FOUR LEADING LESSONS FROM
I Samuel 3

1. God always _____
leadings. v. 4, 6, 8, 10
2. We need to learn how to _____ God's
leadings. v. 9
3. Our humility & _____
make all the difference in the world.
v. 10
4. It _____ if we
follow leadings. v. 11

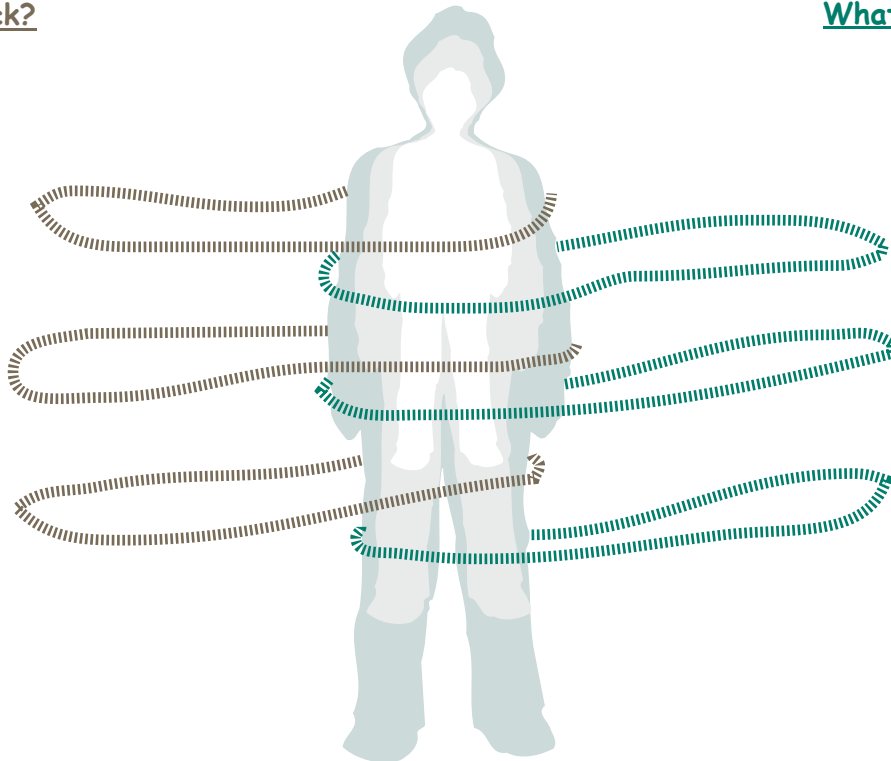
PLANNING YOUR NEXT STEPS

- 1 - What is your biggest take-away from this training experience?
- 2 - What is the most important change you want to make in your life?
- 3 - What things will **HOLD YOU BACK** and what will **MOST MOTIVATE** you to move forward?

THE TENSION

What holds me back?

What pulls me forward?



- 4 - Whose help will you need to make this change?
- 5 - Reflect on your day and list three words that describe how you are feeling at the end of this training experience:

MUSIC/VIDEO USED IN THE WORKSHOP:

If I Could Look Through Your Eyes - Ever Devoted album - Willow Creek Resources (800) 570-9812

I Am The Man - Keep A Light On album by Greg Ferguson - Willow Creek Resources (800) 570-9812

I Will Press On - From LOVE ME STILL album by Debbie McNeil. Available @ debbiemcneil@cox.net.

League of Their Own - 1992 film by Penny Marshal; Columbia Pictures a Parkway Production

Henry V - film by Kenneth Branagh, 1991 - CBS/Fox Company

Licensed through CVLI #501463530

Eric Kapitulik clip - from 10/6/2001 Ironman Triathlon World Championship, @ www.ironmanlive.com

Gettysburg - 1993 - Turner Home Entertainment

The **Anthony & Michael Munoz** clip from the August 1, 1998 NFL Hall of Fame Induction ceremony covered by ESPN2 Sports Network (Hall of Fame Library in Canton (330) 456-8207).

RECOMMENDED BOOKS THAT RELATE TO AUTHENTIC LEADERSHIP AND LIFE PROCESS:

A Work of Heart - Reggie McNeal

LEADERSHIP From The Inside Out - Kevin Cashman

Courageous Leadership - Bill Hybels

Let Your Life Speak - Parker J. Palmer

In The Name Of Jesus - Henri Nouwen

Lead Like Jesus - Ken Blanchard

When The Heart Waits - Sue Monk Kidd

The Life God Blesses - Gordon MacDonald

Next Generation Leader - Andy Stanley

Summoned To Lead - Leonard Sweet

The Extraordinary Leader - John H. Zenger, Joseph Folkman

Good to Great - Jim Collins

When Character Was King - Peggy Noonan

Primal Leadership - Daniel Goleman

Crossing the Unknown Sea - David Whyte

What Leaders Really Do - John P. Kotter

Wild At Heart - John Eldredge

Aspirations of Greatness - Jim Warner

Surprised by the Voice of God - Jack Deere

Half Time - Bob Buford

The Courage to Teach - Parker J. Palmer

Soul Making - Alan Jones

Abba's Child - Brennan Manning

Descending Into Greatness - Bill Hybels

Sabbath: Finding Rest - Wayne Muller

Leadership & the One Minute Manager - Ken Blanchard

Traveling Mercies - Anne Lamott

Fresh Wind, Fresh Fire - Jim Cymbala

The Ascent of a Leader - Thrall, McNicol & McElrath

Love is a Killer App - Tim Sanders

Contrarian's Guide to Leadership - Steven B. Sample

Geeks and Geezers - Warren Bennis / Robert Thomas

Jossey-Bass

Executive Excellence

Zondervan Press

Jossey-Bass

Crossroad Books

Thomas Nelson

Harper Collins

Oliver Nelson

Multnomah Publishers

Zondervan

McGraw-Hill

Harper Business

Viking

HBS Press

Riverhead Books

HBS Press

Oliver Nelson

Wiley & Sons

Zondervan

Zondervan

Jossey-Bass

Harper/Collins

NavPress

Zondervan Press

Bantam

Morrow Press

Anchor Books

Zondervan

Jossey-Bass

Crown Business

Jossey-Bass

Harvard Business

WEBSITE LINKS:

www.authenticleadershipinc.com -- Dan Webster's website

www.willowcreek.org -- Resource link for Willow Creek Community Church resources

www.leonardsweet.com -- Website of Leonard Sweet

www.oncoursein.com -- Jim Warner's intensive personal growth experiences

www.injoy.com -- John Maxwell's Ministry to Leaders

www.leadnet.org -- Leadership Network

www.courageousleadership.com -- Lamont Moon's Executive/Pastoral Coaching Organization

www.pdf.org -- The Peter Drucker Foun. for Non-Profit Management = LEADER TO LEADER publication

www.rasalam.com -- A ministry to burned out ministers

<http://www.pdlife.com/pathfinders> -- Gaining perspective through Life Planning

www.one.org - A campaign to make poverty history

<http://www.heartconnexion.org/index.html> - Ministry targeted to help pastors get clarity and healing

For more information on Dan Webster and the resources of *AUTHENTIC LEADERSHIP, INC.* go to:
www.authenticleadershipinc.com.



550 Old Orchard Road
Holland, MI 49423
616-335-8500