

# **STRATEGIES FOR EFFECTIVE DEPARTMENTAL LEADERSHIP**



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# Scriptural Advice

- Rom 12:3 – Don't think too much about yourself
- 12:8 – If you give guidance, be careful that you don't get bossy; as administrator, don't manipulate
- 12:16 – "... Don't be stuck-up. Make friends with nobodies; don't be the great somebody."
- 12:21 – Don't be overcome of evil; overcome evil with good

# REWARDS

## Proverbs 22:29 (Amplified Version):

**“Do you see a man diligent and skillful in his business? He will stand before kings; he will not stand before obscure men”**

# Case Study

With one year to go before the next constituency meeting, Jose was elected as a departmental director. He was known for his effectiveness as a church pastor. That formulated the basis for his election to serve at the Union level.

With similar zeal, he came to this position. The executive officers, and departmental leaders of his Union learnt of his very robust departmental plans and programs as they traveled across the field.

Though he had brilliant ideas that could effectively address issues in the mission he was not re-elected at the constituency meeting.

1. Analyze the issues
2. Provide solutions

# Roadmap for Mission

**IAD Working Policy; A 20 05 Rationale – “God’s mission for this world motivates and informs our mission. For this reason, mission is the lifeblood of the Seventh-day Adventist Church. Mission is woven into our identity; mission defines who we are and why we exist” (page 51).**

# Departments and Association

## Directors/Secretaries: B 10 40 p. 82

Department and association directors/secretaries shall assist the executive officers of the Division in the leadership and nurture of the church, by promoting plans and programs developed in coordination with their General Conference counterparts, and by facilitating the involvement of the membership in the mission of the church.

# Departments and Association

## **Directors/Secretaries: B 10 40 p. 82**

This will be accomplished through the production of resources, through promotion, coordination, and training. Departmental plans and programs shall be developed and coordinated by the departments under the direction of an administrative officer, be processed through administration, and receive executive committee approval, whenever deemed advisable, before implementation and promotion in the field.

# Departmental Relationships:

**B 10 50 p. 83**

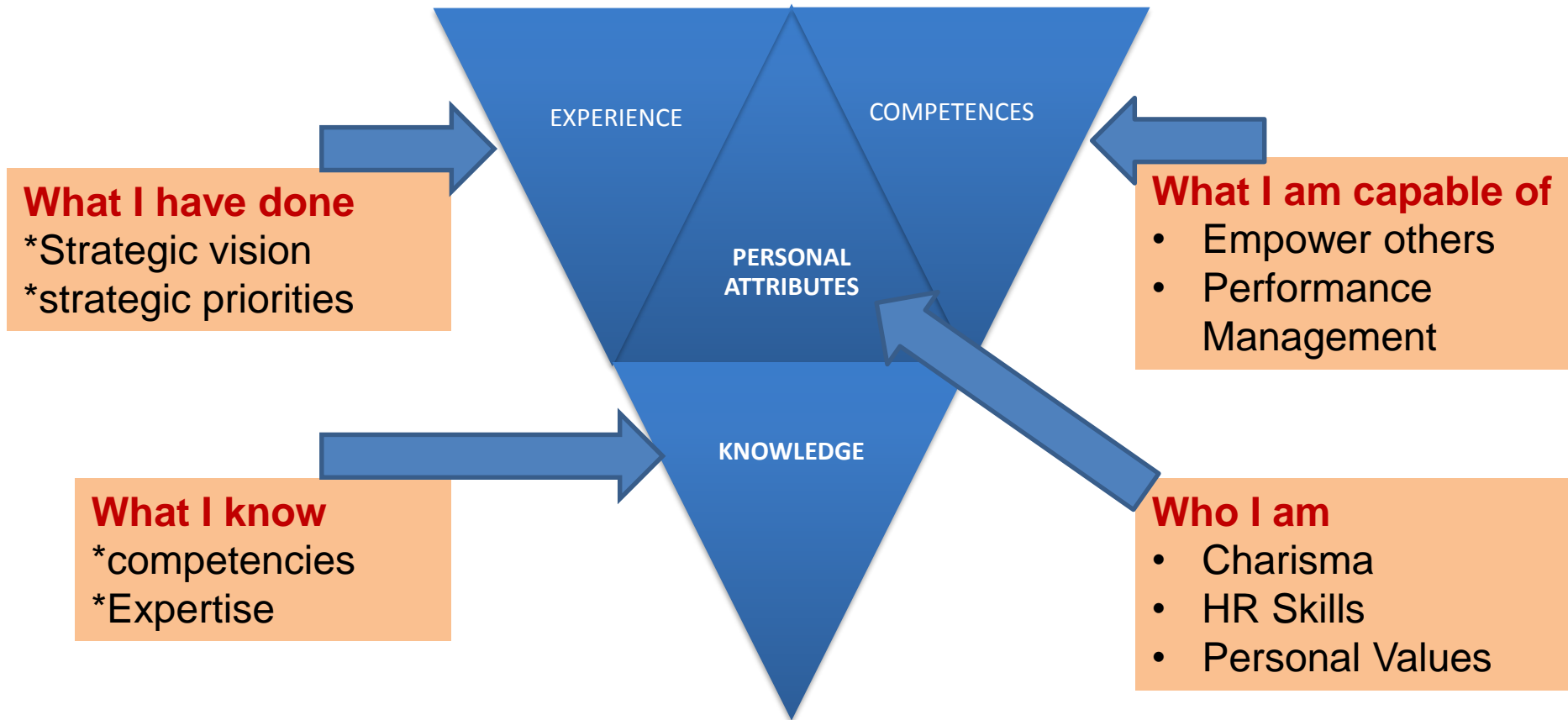
The principle laid down in the preceding paragraph as obtaining in General Conference and Division relationships, applies also to the levels of the Unions and local organizations. Necessary care should be taken to ensure that all launching of plans shall be based upon action of the executive committee, after the executive officers have been made acquainted with departmental plans and methods of promotion. Therefore, in every organization all departments will be able to cooperate with one another in the field promotion.



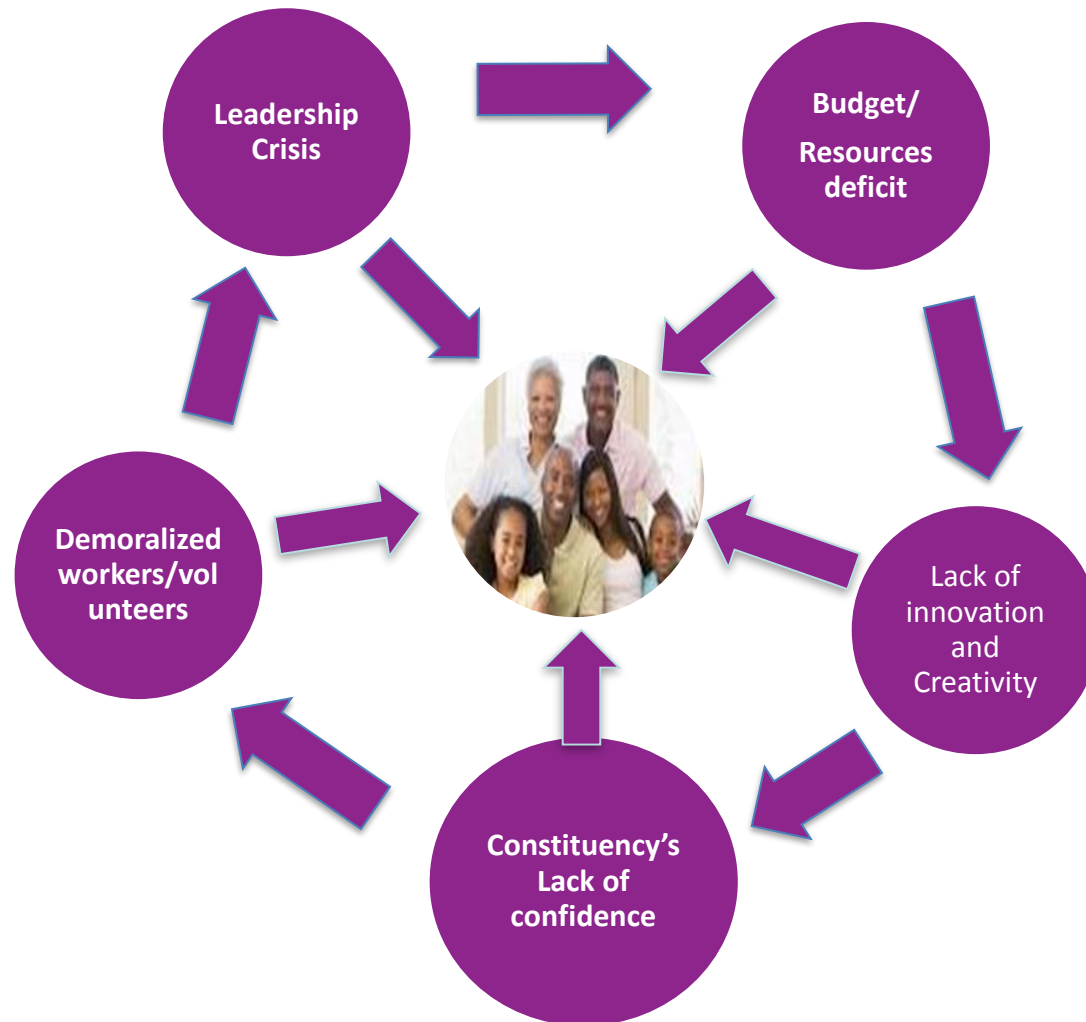
# Strategy in Departmental Leadership

Effective departmental strategy is complete when the leader has the right knowledge, skills, attitude, strategy and the necessary resources to execute the vision.

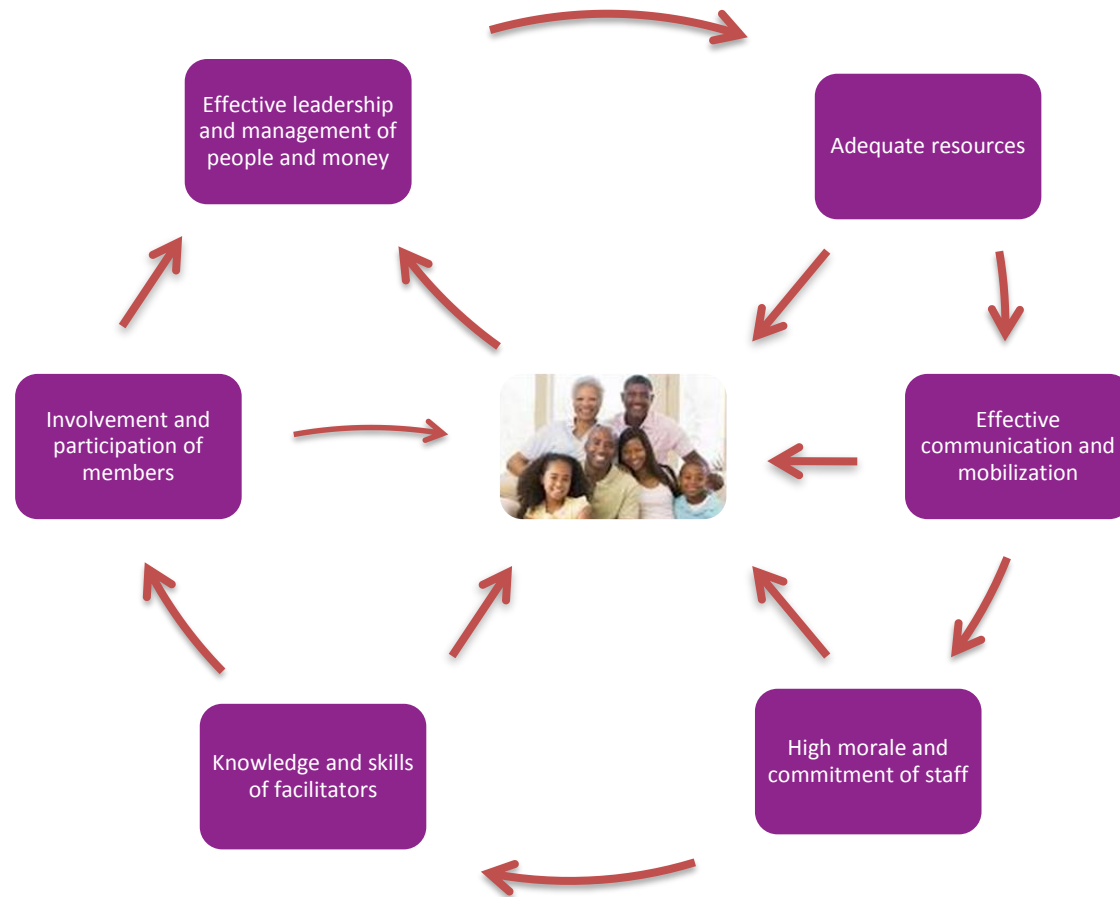
# DIRECTOR'S ATTRIBUTES



# *The negative cycle to the achievement of departmental vision*



# *Positive cycle to the achievement of departmental vision*



# WHAT LEADERS DO



## THE TRAITS THAT A LEADER POSSESSES

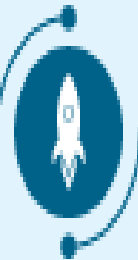
simplilearn



Vision



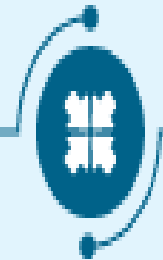
Honesty &  
Integrity



Inspiration



Communication  
Skills



Ability to  
Challenge

# Traits A Leader Possesses

- #1 Vision: A leader knows where they stand, where they want to go and tend to involve the team in charting a future path and direction.
- <https://www.simplilearn.com/leadership-vs-management-difference-article>

# Traits A Leader Possesses

- #2 Honesty and Integrity: Leaders have people who believe them and walk by their side down the path the leader sets.
- <https://www.simplilearn.com/leadership-vs-management-difference-article>

# Traits A Leader Possesses

- #3 Inspiration: Leaders are usually inspirational—and help their team understand their own roles in a bigger context.
- <https://www.simplilearn.com/leadership-vs-management-difference-article>



# Traits A Leader Possesses

- #4 Communication Skills: Leaders always keep their team informed about what's happening, both present and the future—along with any obstacles that stand in their way.

# Traits A Leader Possesses

- #5 Ability to Challenge: Leaders are those that challenge the status quo. They have their own style of doing things and problem-solving and are usually the ones who think outside the box.
- #6 Encourage the heart - incentives

# Departmental Strategy Overview

Departmental Landscape	Implementation Priorities	Process	Outcomes
<ul style="list-style-type: none"><li>• Vision</li><li>• Strategic Priorities</li></ul>	<ul style="list-style-type: none"><li>• Capacity projections</li><li>• Capacity gaps</li><li>• Alignment</li></ul>	<ul style="list-style-type: none"><li>*Success profile</li><li>*Performance</li><li>*Interactions<ul style="list-style-type: none"><li>– ongoing conversation</li></ul></li><li>*Motivation</li><li>*Accountability</li></ul>	<ul style="list-style-type: none"><li>• Desired priorities achieved</li><li>• Departmental impact</li></ul>

# Studies on Organizational Leadership

- A 2012 study by Bersin found: organizations or departments with a strong learning culture are 17 percent more likely to be top performer.
- 8 + DDI's Leadership Forecast 2014 | 2015 showed that departments with high leadership quality were six times more likely to be among the top performers of all organizations.

# Studies on Organizational Leadership

- Organizations with both high levels of leadership quality and leader engagement were nine times more likely to outperform others.
- Research from Boston Consulting Group found that departments with strong performance show greater HR capabilities, including leadership, behavior and culture, employee engagement, and performance management.
- [https://www.ddiworld.com/DDI/media/booklets/ceoguidetotalentmanagement\\_bk\\_ddi.pdf](https://www.ddiworld.com/DDI/media/booklets/ceoguidetotalentmanagement_bk_ddi.pdf)

# Strategies

- 1 Establish your ultimate game plan
- 2 Determine and identify the talents or skills necessary – this is a great differentiator
- 3 Hone the skills of your staff
- 4 Offer consistent quality service
- 5 Do things that exceed the standard expectation of people
- 6 Promote/market – do not announce

# Strategies

- |    |   |
|----|---|
| 7  | Conduct regular meetings to assess        |
| 8  | Listen, analyze and take decisions        |
| 9  | offer gratitude, praise and recognition   |
| 10 | Be people oriented                        |
| 11 | Know what is happening in your department |
| 12 | Keep in touch                             |
| 13 | Be a spiritual leader – lead with Christ  |

# Six Steps to Finishing Well

- ❑ Start Strong by settling on being transformational
- ❑ Prioritize the shared strategic objectives you developed
- ❑ With God's help and the buy-in of the constituency, start actions to accomplish them
- ❑ Train a successor
- ❑ Stay focused on service and matters related to mission
- ❑ Work to please God and serve God's people
- ❑ Finish strong



# References

[https://www.ddiworld.com/DDI/media/books/ceoguidetotalentmanagement\\_bk\\_ddi.pdf](https://www.ddiworld.com/DDI/media/books/ceoguidetotalentmanagement_bk_ddi.pdf)

# The Problem



- Many leaders start well but few finish well
- J Robert Clinton says:
  - 1 / 3 of leaders finish well
  - 1 / 3 finish so-so
  - 1 / 3 finish poorly
- In which group are you?

# The Problem

- ▣ Finishing well has more to do with Being than with doing, though most of us focus on doing
- ▣ Transformational leaders focus on being and on leaving behind something that wouldn't otherwise be there
- ▣ What you do is determined by who you BE



# Who We Be?

Who we  
be,  
speaks  
about  
integrity.

- What is integrity?
  - ▣ By definition it involves morality and more
  - ▣ “It is the condition of being whole, sound, complete, unbroken, unimpaired, in perfect condition.”
  - ▣ When you increase integrity, you increase workability—thus producing a healthy organizational climate

# What Is Integrity?

Integrity

...

- ❑ For humans is a matter of a person's WORD nothing more and nothing less
- ❑ For a person to have integrity, his/her word must be whole, complete, sound, unimpaired, and in perfect condition
- ❑ Honoring your word therefore involves making it whole and complete

# Integrity

- This is what Jesus meant when He said:  
“But let your communication be, yea, yea;  
nay, nay: for whatsoever is more than these  
cometh of evil?”
- James took it a little farther when he said:  
“**but let your yea be yea; and your nay,  
nay; lest ye fall into condemnation.**”

# What Is Your Word?



- Your word is:
  - ▣ What you said: whatever you said you will do or will not do by when we said we'd do it
  - ▣ What you know: whatever you know to do or not do, and if it is do, doing it as you know it is meant to be done unless you decline
  - ▣ What is expected: whatever you are expected to do or not to do unless you decline

# What Is Your Word?



- ❑ What you say is so: whenever you have given your word to others being willing to be accountable
- ❑ Standing for something: what you stand for – that is what you know your life is about and what you can unquestionably be counted on for
- ❑ Moral, ethical & legal standards: the moral, ethical & legal standards that you have not explicitly declined



# How To Finish Well?



- Begin with the end in view, but:
  - ▣ The end is not reelection
    - If that is the end, you have already failed
    - If that is the end it is transparent and all can see it
    - If that is the end, some will oppose you

# How To Finish Well



- Begin Well with the end in view by:
- Be a person of integrity
  - ▣ It will give you authenticity and power
  - ▣ People will respect you
- Setting service as your #1 criterion
  - ▣ Quality service

# How to Finish Well



- ❑ Begin with and run an administration marked by:
  - ❑ Fairness
  - ❑ Integrity
  - ❑ Justice
  - ❑ Openness
  - ❑ Fair play
  - ❑ Humility
  - ❑ Truthfulness

# How To Finish Well



- ❑ Establish and implement a strategic plan
- ❑ Develop shared goals with timelines and work toward them—support & ownership
- ❑ Concentrate on those items that align with the established mission
- ❑ Train a successor—that's a hallmark of a great leader

# How To Sustain The Momentum

- Focus on the task at hand, not re-election
- Conduct “How Are We Doing” and SWOT exercises to assess progress and learn when and where changes are needed
- Put people before policy without infringing the latter. Jesus died for people not policy

# How To Finish Well



- Some Scriptural Advice
  - ▣ Look to Jesus
    - The author & Finisher
    - The beginning and the end
  - ▣ Adopt the mind of Christ
    - Humility
    - Self-sacrificing love

# How To Finish Well

## □ Follow Paul's example:

### ▣ 2 Tim4:6-8

- Fought a good fight – past – began well with a plan
- Kept the faith – present – sustain the momentum
- Finished the course – ended well – Finish well
- Hence forth is laid up a crown of life – Certain Future