



Leading Self
SeLD 2207

***Growing your Leadership
Capacity***

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Leadership Development Conference
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SeLD 2207

Growing Your Leadership Capacity

Course Description

Leadership is much more than a position in an organization. The selection process places individuals in principal positions but does not make them leaders.

Actually, leaders are people who see opportunities and seize them. They exercise good judgment and take wise risks. They create a culture that allows others to experience satisfaction and growth that result in organizational effectiveness. They convey a sense of commitment, that compels others to follow.

Ultimately, leadership capacity is a set of values and behaviors that may be improved or stifled.

This seminar considers some essentials of growing such values and behaviors that make the leader relevant, irrespective of intervening circumstances.

Selection and Alignment

*Know Your
Strengths
Gifts and Talents*

- Choosing and assigning leaders is crucial to their growth and success.
- Identify leaders' strengths and align or assign them to positions that fit their strengths.
- Gallup's Economic Development Work in Puebla, Mexico
 - Story: Hector and Sergio Shoe Business Partnership

Clifton, Don. 2007. Strengthsfinder 2.0: Discovering your Cliftondtrengths. Pp. 8-9.



Spirit of Christ

- The position does not make the leader.
- It is the integrity of character, the spirit of Christ, that makes him thankful, unselfish, without partiality and without hypocrisy—it is this that is of value with God.



White, E. G. (1925). *Christian Leadership* (pp. 15–16). Review and Herald Publishing Association.

The Leader God Seeks

Principles for
Christian Leaders
Ellen G. White

1. Born again
2. Influenced by Christ
3. Consecrated to Christ
4. Represents Christ
5. Controlled by the Holy Spirit
6. Change Ready
7. Humble and teachable
8. Kind
9. Selfless
10. Tender in word and action
11. Principle-centered
12. Open to God's end-time innovations
13. Faithful to God and His church
14. Morally independent
15. Believer in the Spirit of Prophecy
16. Competent
17. Collaborative
18. Coworker with Angels
19. Skilled in human relations
20. Rejects false leaders
21. Alert to satan's attacks
22. Values the sacrifices of Jesus

What Disqualifies Leaders

Spiritual Leadership
H. Blackaby & R. Blackaby
2011

Guard Against Leader's Pitfalls

- **Pride**
- **Immorality**
- **Cynicism**
- **Greed**
- **Mental laziness**
- **Oversensitivity**
- **Spiritual lethargy**
- **Domestic neglect**
- **Administrative carelessness**
- **Prolonged time in same position**



What Emotional Intelligence Looks Like

Travis Bradberry & Jean Greaves

Emotional Intelligence 2.0

2009

*Emotional
Intelligence
Required*

Personal Competence 	Self-awareness	Self-management
Social Competence 	Relationship awareness	Social management

Emotional Intelligence Domains and Competencies

SELF-AWARENESS	SELF-MANAGEMENT	SOCIAL AWARENESS	RELATIONSHIP MANAGEMENT
Emotional self-awareness	Emotional self-control	Empathy	Influence
	Adaptability		Coach and mentor
	Achievement orientation		Conflict management
	Positive outlook	Organizational awareness	Teamwork
			Inspirational leadership

Emotional Intelligence Has 12 Elements. Which Do You Need to Work On?
[Goleman](#) & [Boyatzis](#), February 06, 2017

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Telltale signs that you need to work on your emotional intelligence:

*Signs That You Lack
Emotional Intelligence*
Harvard Business Review
Muriel Maignan Wilkins
December 31, 2014

- You often feel like others don't get the point and it makes you impatient and frustrated.
- You're surprised when others are sensitive to your comments or jokes and you think they're overreacting.
- You think being liked at work is overrated.
- You weigh in early with your assertions and defend them with rigor.
- You hold others to the same high expectations you hold for yourself.
- You find others are to blame for most of the issues on your team.
- You find it annoying when others expect you to know how they feel.



Four Strategies For *Working On* *Your Emotional* *Intelligence*

*Signs That You Lack
Emotional Intelligence*

Muriel Maignan Wilkins
Harvard Business Review
December 31, 2014

1. Get feedback. You can't work on a problem you don't understand. Recognize and stay cognizant of behaviors in the moment.

2. Beware of the gap between intent and impact. Learn not to underestimate the negative impact your words and actions can have on others.

3. Press the pause button: Learn to make deliberate choices about how you respond to situations, rather than having knee-jerk reactions.

- *Pause to listen to yourself.*
- *Pause to listen to others.*

4. Wear both shoes. Learn to “put yourself in the other person's shoes” to develop empathy, but do not dismiss your own feelings. You need to wear both shoes.

Spiritual Intelligence

“If there were more praying among us, more exercise of a living faith, and less dependence upon someone else to have an experience for us, we would be far in advance of where we are today in spiritual intelligence. What we need is a deep, individual heart and soul experience.”

White, E. G., Fundamentals of Christian Education, 1977, p. 531

Spiritual Intelligence Is An Absolute

- Spiritual intelligence is what we use to develop our capacity for meaning, vision and values.
- It allows us to dream and to strive.
- It underlies the things we believe in and the role our beliefs and values play in the actions that we take.

Mark O'Doherty, *The Spirit of Laws in the Information Age: Synergizing spiritual intelligence with the legal philosophy*, 2015, p. 18

12 Principles Underlying Spiritual Intelligence

Danah Zohar, 1997

1. Self-awareness: Knowing what I believe in and value, and what deeply motivates me.
2. Spontaneity: Living in and being responsive to the moment.
3. Vision and value-led life: Acting from principles and deep beliefs, and living accordingly.
4. [W]Holism: Seeing larger patterns, relationships, and connections; having a sense of belonging.

12 Principles Underlying Spiritual Intelligence

Danah Zohar, 1997

5. Compassion: Having the quality of "feeling-with" and deep empathy for others.
6. Celebration of diversity: Valuing other people for their differences, not despite their differences.
7. Field independence: Standing against the crowd and having one's own convictions.
8. Humility: Having the sense of being a player in a larger drama, of one's true place in the world.

12 Principles Underlying Spiritual Intelligence

Danah Zohar, 1997

9. Tendency to ask fundamental "Why?" questions: Needing to understand things and get to the bottom of them.
10. Ability to reframe: Standing back from a situation or problem and seeing the bigger picture or wider context.
11. Positive use of adversity: Learning and growing from mistakes, setbacks, and suffering.
12. Sense of vocation: Feeling called upon to serve, to give something back.

A *Requirement*

Spiritual growth is not an option for the Christian, especially the Christian leader.

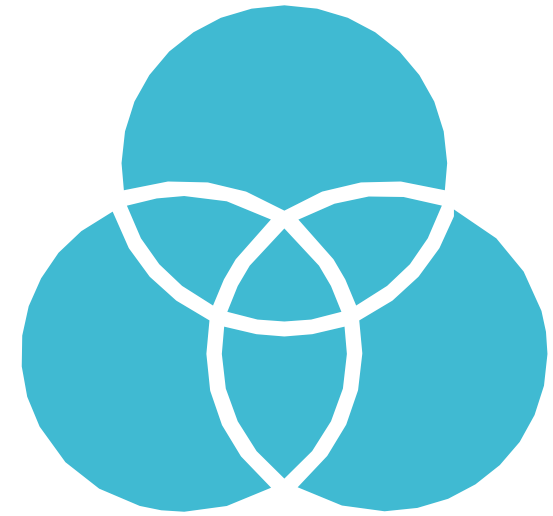
- It is a requirement.
- It fills a lifetime.

“Not that I have already obtained all this, or have already arrived at my goal, but I press on to take hold of that for which Christ Jesus took hold of me. Brothers and sisters, I do not consider myself yet to have taken hold of it. But one thing I do: Forgetting what is behind and straining toward what is ahead, I press on toward the goal to win the prize for which God has called me heavenward in Christ Jesus.”

Philippians 3:12-14 NIV

Job 31:6
NKJV

“Let me be
weighed on
honest scales,
That God may
know my
integrity.”



Integrity God's Absolute for Leaders

Guidance from Ellen White for Developing Leaders

An honest man, according to Christ's measurement, is one who will manifest unbending integrity.

Deceitful weights and false balances, with which many seek to advance their interests in the world, are abomination in the sight of God....

Firm integrity shines forth as gold amid the dross and rubbish of the world.

White, E. G. (1954). Honesty and Integrity *Child Guidance* (pp. 152–155). Review and Herald Publishing Association.

Unbending Integrity

Christian Integrity

Christian integrity is opposed to all deception and pretense.

The man who cherishes the most of Christ's love in the soul, who reflects the Saviour's image most perfectly, is in the sight of God the truest, most noble, most honorable man upon the earth.

Testimonies for the Church. (1855). (Vol. 5, pp. 235–236). Pacific Press Publishing Association.

The Greatest Want of the World

The greatest want of the world is the want of men—men who will not be bought or sold, men who in their inmost souls are true and honest, men who do not fear to call sin by its right name, men whose conscience is as true to duty as the needle to the pole, men who will stand for the right though the heavens fall.

Education, p. 57

Christian Character

- Some men have no firmness of character. They are like a ball of putty and can be pressed into any conceivable shape.
- This weakness, indecision, and inefficiency must be overcome.
- There is in true Christian character an indomitableness that cannot be molded or subdued by adverse circumstances.
- We must have moral backbone, an integrity that cannot be flattered, bribed, or terrified.

White, E. G. (1905). *The Ministry of Healing* (pp. 498–499). Pacific Press Publishing Association.

White, E. G. (1855). *Testimonies for the Church*. (1855). (Vol. 5, p. 297). Pacific Press Publishing Association.

Strong Integrity Needed

- Men of tried courage and strong integrity are needed for this time, men who are not afraid to lift their voices for the right.
- To every laborer . . . , let integrity characterize each act.

White, E. G. (1915). *Gospel Workers* (p. 141). Review and Herald Publishing Association.

Unswerving Integrity

- The fear of the Lord lies at the foundation of all true greatness.
- Integrity, unswerving integrity, is the principle that you need to carry with you into all the relations of life.



White, E. G. (1923). *Fundamentals of Christian Education, Instruction for the Home, the School, and the Church* (pp. 82–83). Southern Publishing Association.

Strictest Integrity

The least departure from the strictest integrity under any circumstances because it is convenient, will harden the conscience and prepare the way for the violation of moral obligations in other ways.



White, E. G. (1961). *Our High Calling* (p. 266). Review and Herald Publishing Association.

Result of the Way of Righteousness

- The minds of many need to be renewed, transformed, and molded after God's plan.
- They are losing their desire to learn, in the school of Christ, lessons of meekness and lowliness of heart.
- Every moment that passes is fraught with eternal results.
- Integrity will be the sure result of following in the way of righteousness.

White, E. G. (1923). *Fundamentals of Christian Education, Instruction for the Home, the School, and the Church* (pp. 351–352). Southern Publishing Association.

Pure and Sanctified Integrity

- You may open your hearts to His love, and let His power transform you and His grace be your strength.
- Then will you have a powerful influence for good.
- Your moral strength will be equal to the closest test of character.
- Your integrity will be pure and sanctified.
- Then will your light break forth as the morning.

Testimonies for the Church. (1855). (Vol. 4, p. 63). Pacific Press Publishing Association.

Cultivate Integrity

- A good character is a capital of more value than gold or silver.
- It is unaffected by panics or failures, and in that day when earthly possessions shall be swept away, it will bring rich returns.
- Integrity, firmness, and perseverance are qualities that all should seek earnestly to cultivate; for they clothe the possessor with a power which is irresistible—a power which makes him strong to do good, strong to resist evil, strong to bear adversity.

White, E. G. (1913). *Counsels to Parents, Teachers, and Students Regarding Christian Education* (pp. 225–226). Pacific Press Publishing Association.

Integrity Preserved At All Costs

- In our business connection with the work of God, and in handling sacred things, we cannot be too careful, to guard against a spirit of irreverence;
 - never, for an instant, should the work of God be used deceitfully, to carry a point which we are anxious to see succeed.
- Honor, integrity, and truth must be preserved at any cost to self.
- Our every thought, word, and action should be subject to the will of Christ.

White, E. G. (1925). *Christian Leadership* (p. 16). Review and Herald Publishing Association.

(Gospel Workers, 447)

Christlike Integrity

- **Greatness without goodness is valueless. It is as a tinkling cymbal.**
- **Let no friendship, no influence, no entreaty, let not the smiles, the confidence, or the rewards of any man, induce you to swerve from the path in which the Lord would lead you.**
- **Let Christlike integrity and consistency control the actions of your life.**

E. G. White, Christian Integrity in the Ministry. Manuscript Releases, Volume 11: p. 82

Requirements of Heaven

- Strict compliance with the requirements of Heaven brings temporal as well as spiritual blessings.
- Unwavering in his allegiance to God, unyielding in his mastery of self, Daniel, by his noble dignity and unswerving integrity, while yet a young man, won the “favor and tender love” of the [unbelieving] officer in whose charge he had been placed. Daniel 1:9.
- The same characteristics marked his afterlife. He rose speedily to the position of prime minister of the kingdom of Babylon.
- . . . such were his wisdom and statesmanship, so perfect his tact, his courtesy, his genuine goodness of heart, his fidelity to principle, that even his enemies were forced to the confession that “they could find none occasion nor fault; forasmuch as he was faithful.”

White, E. G. (1917). *The Story of Prophets and Kings as Illustrated in the Captivity and Restoration of Israel* (Vol. 2, pp. 545–547). Pacific Press Publishing Association.

Isaiah 53

- For all in responsible positions I have a message spoken by the mouth of the Lord—the fifty-fifth chapter of Isaiah.
- Study this chapter and let not any human being consider that he is above his fellow workers because greater responsibilities are involved in his branch of the work.
- If he is like Daniel, seeking for the power that comes alone from God, that he may represent, not himself, not his imperfections in selfish and fraudulent practices, but the truth in righteousness, he will not possess a vestige of pride or self-importance; but will be weighted with the spirit of wisdom from God.

Testimonies to Ministers and Gospel Workers, 356, 357

White, E. G. (1925). *Christian Leadership* (pp. 15–16). Review and Herald Publishing Association.

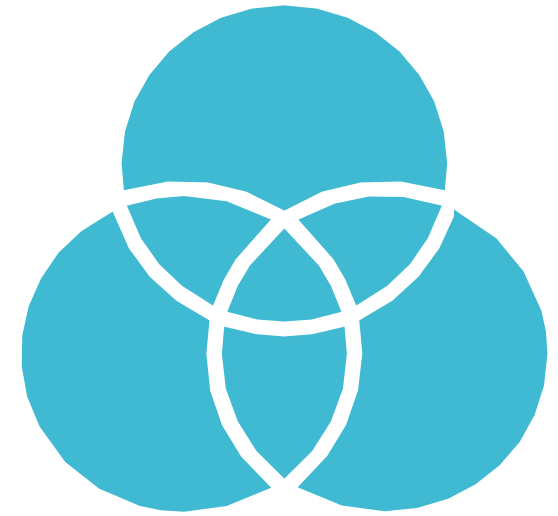
Triumph Through Divine Grace

The power that is near to deliver from physical harm or distress is also near to save from the greater evil [loss of integrity], making it possible for the servant of God to maintain his integrity under all circumstances, and to triumph through divine grace.

White, E. G. (1917). *The Story of Prophets and Kings as Illustrated in the Captivity and Restoration of Israel* (Vol. 2, pp. 545–547). Pacific Press Publishing Association.

Job 31:6
NKJV

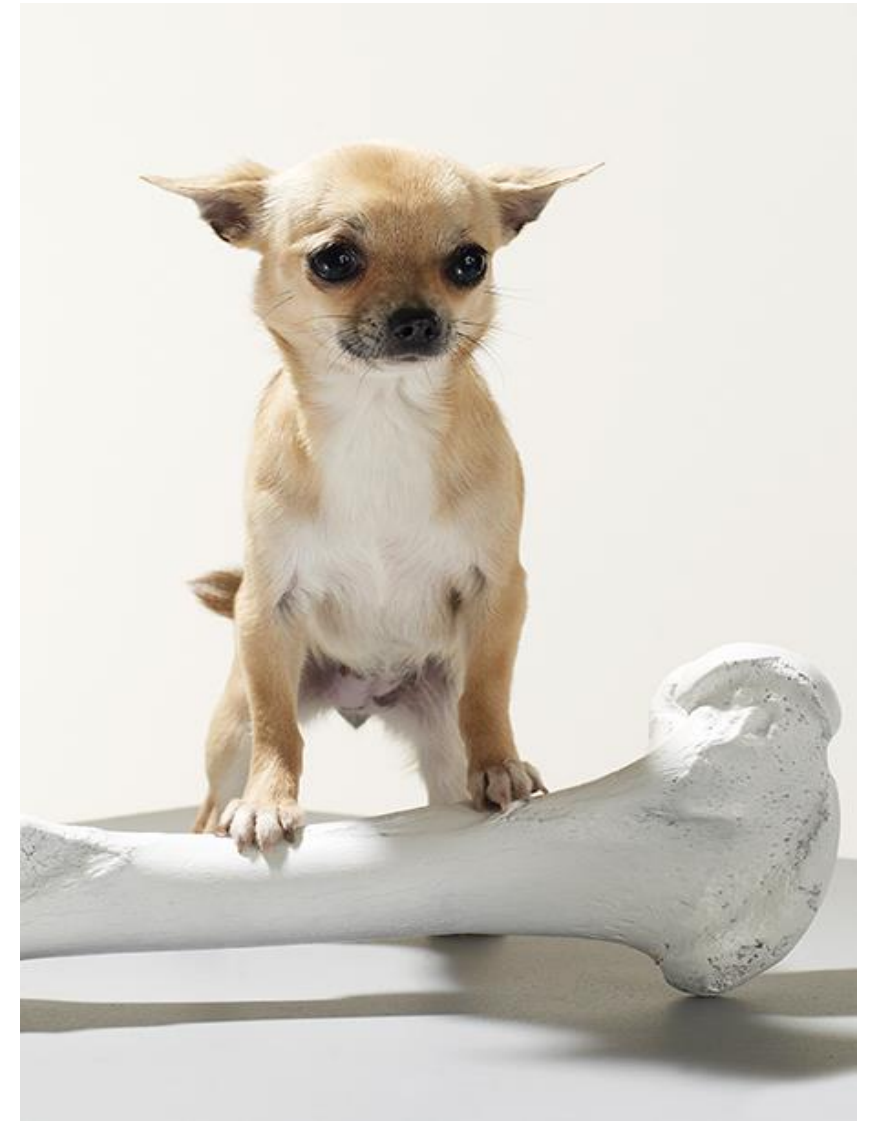
“Let me be
weighed on
honest scales,
That God may
know my
integrity.”



To Become Your Best Self, Study Your Successes

Roberts, Heaphy, & Caza
Harvard Business Review
May 14, 2019

- **Ask Questions**
- **Study Your
Successes**
- **Practice Enacting
Your Best Self**
- **Pay It Forward**



It's what you do day by day, over the long haul, that matters most.

If you continually develop your leadership, letting your "assets" compound over time, the inevitable result is growth.

A Lesson from Joseph
Personal Development: Process Not Event
John Maxwell. 2010. *The Maxwell Leadership Bible*

A Lesson from Joseph


Personal Development: Process Not Event

John Maxwell. 2010. *The Maxwell Leadership Bible*

Although some individuals have greater natural gifts than others, nearly all the skills of leadership can be learned and improved.

But that process doesn't happen overnight. Leadership has so many facets: respect, experience, emotional strength, people skills, discipline, vision, momentum, timing—the list goes on.

That's why leaders require so much seasoning to be effective.



Leadership
Develops Daily,
Not in a Day
Genesis 37:1–
50:22



For I command you today to love the Lord your God, to walk in obedience to him, and to keep his commands, decrees and laws; then you will live and increase, and the Lord your God will bless you in the land you are entering to possess.

Deuteronomy 30:16, NIV

A Lesson from Joseph

Personal Development: Process Not Event

John Maxwell. 2010. *The
Maxwell Leadership Bible*

**The good news is that you can grow
in your ability to lead. Regardless of
your starting point, you can
improve.**



**“Commit your works
to the LORD, And your
thoughts will be
established.”**

Proverbs 16:3 NKJV