

Leadership in Times of Uncertainty



INTER-AMERICAN DIVISION



4th Annual SeLD Conference

July 6-9, 2020

Leadership In Unusual Times

A Cutting Edge Online Leadership Program

Registration must be done through the Union

Presenters



Ted Wilson



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Leonard Johnson



Filiberto Verduzco



Balvin Braham



Ella Simmons



Guillermo Biaggi



Geoffrey Mbwana



Juan Prestol



Belkis Archbold



Richard Hart



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Lowell C. Cooper



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Keith Morris



Delbert Baker



Abraham Jules

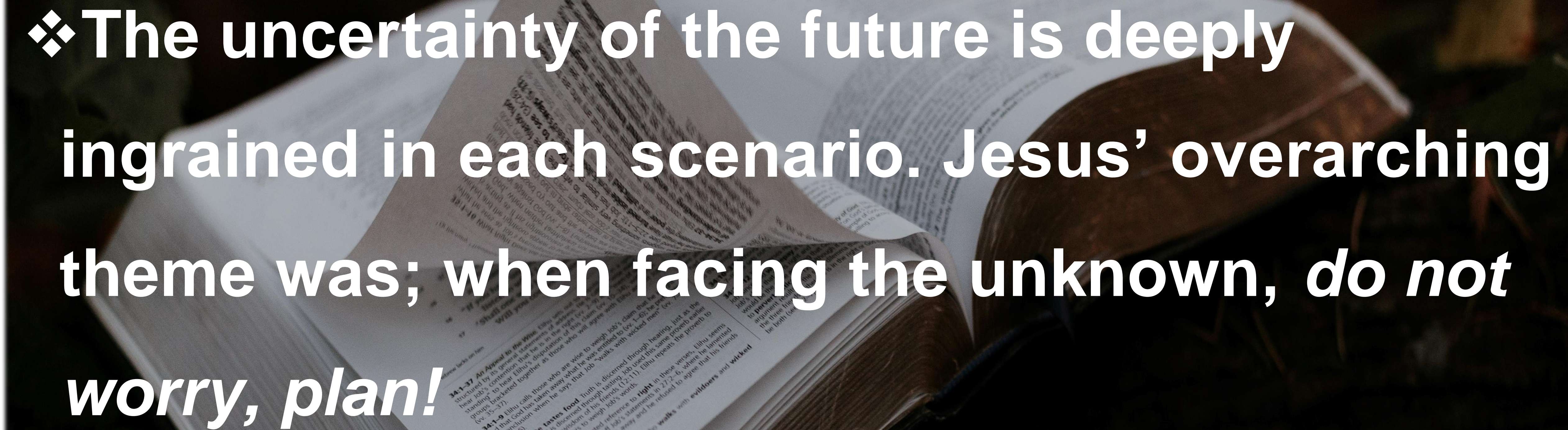


Seventh-day
Adventist[®] Church

INTER-AMERICAN DIVISION

❖ Jesus addressed a series of practical issues in the process of preparing His followers for life's eventualities recorded in Matthew 6:25-34; 10:26-31 and Luke 14:1-33 NIV.

❖ There are numerous other biblical references in support including; James 1:14, 21-22 NIV; 2 Corinthians 5:7 NIV; Genesis 1:26-27; Psalm 8; John 1:1-3; 1 Thessalonians 5:17; Acts 12:1-25; Galatians 5:25).



❖ The uncertainty of the future is deeply ingrained in each scenario. Jesus' overarching theme was; when facing the unknown, *do not worry, plan!*

SINCE HUMAN BEINGS DO NOT HAVE FULL KNOWLEDGE OF THE FUTURE, THEY MUST SEEK AND THEN TAKE ACTION.

❖ In context with planning for uncertainty, He used two metaphors:

❖ 1. Erecting a tower

❖ 2. Conquering an enemy who is twice your strength (Luke 14:28-32)

A. Concerning the tower, He said, “you must budget to see that you can finish it.

B. About the war He posited; the enemy is formidable, be sure your are able to stand.



SUCCESS THE RESULT OF ORDER AND HARMONIOUS ACTION—

”GOD IS A GOD OF ORDER. EVERYTHING CONNECTED WITH HEAVEN IS IN PERFECT ORDER; SUBJECTION AND THOROUGH DISCIPLINE MARK THE MOVEMENTS OF THE ANGELIC HOST. SUCCESS CAN ONLY ATTEND ORDER AND HARMONIOUS ACTION. GOD REQUIRES ORDER AND SYSTEM IN HIS WORK NOW NO LESS THAN IN THE DAYS OF ISRAEL. ALL WHO ARE WORKING FOR HIM ARE TO LABOR INTELLIGENTLY, NOT IN A CARELESS, HAPHAZARD MANNER. HE WOULD HAVE HIS WORK DONE WITH FAITH AND EXACTNESS, THAT HE MAY PLACE THE SEAL OF HIS APPROVAL UPON IT”.—[PATRIARCHS AND PROPHETS, 376 \(1890\)](#).

**What would you do?*

** The Session concluded on a Wednesday.*

**There were three new officers in a Conference of over 65,000 members*

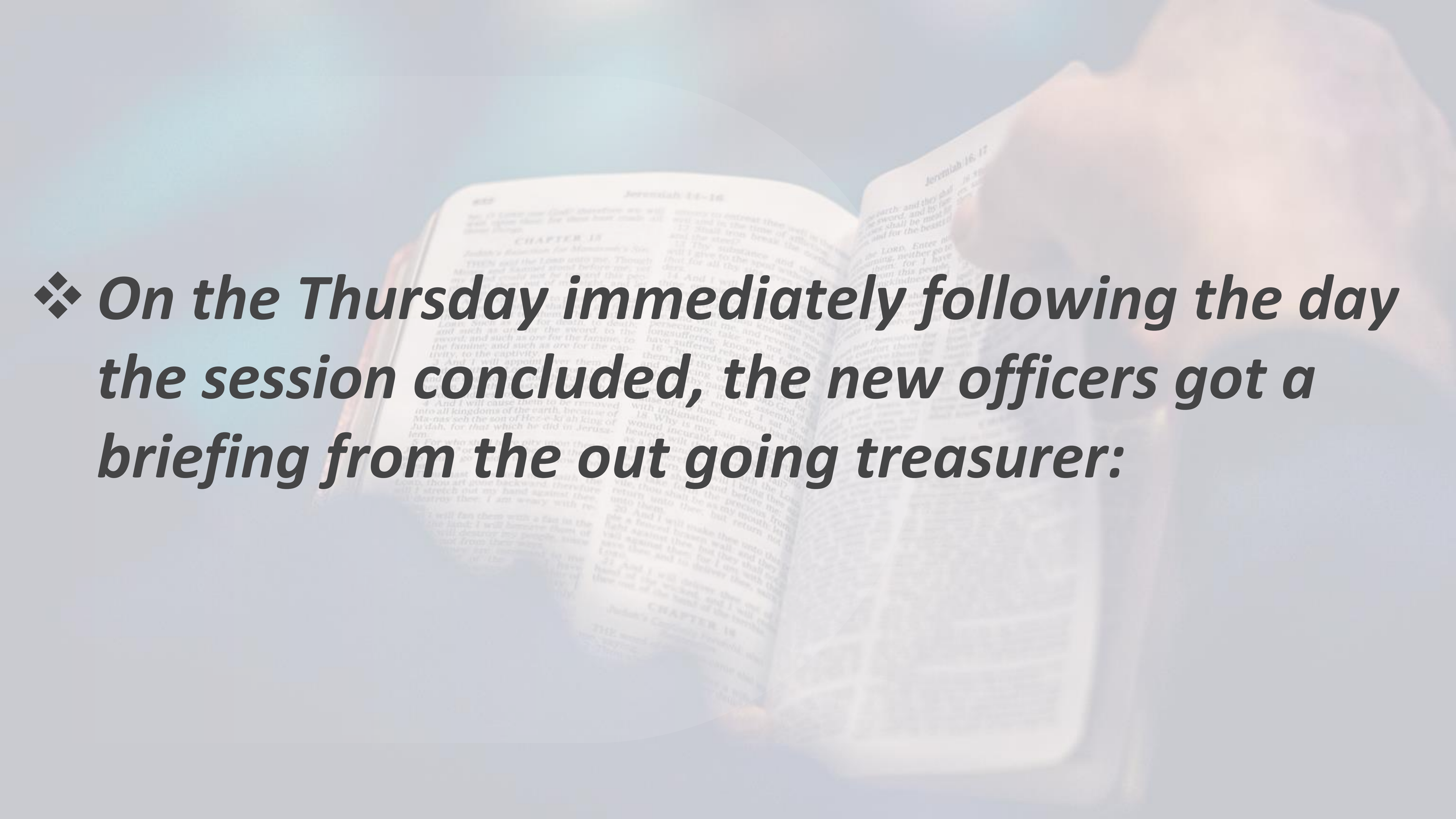
❖ *12 Educational Institutions*

❖ *A home for the age*

❖ *A campsite*

❖ *Approximately 200 employees*

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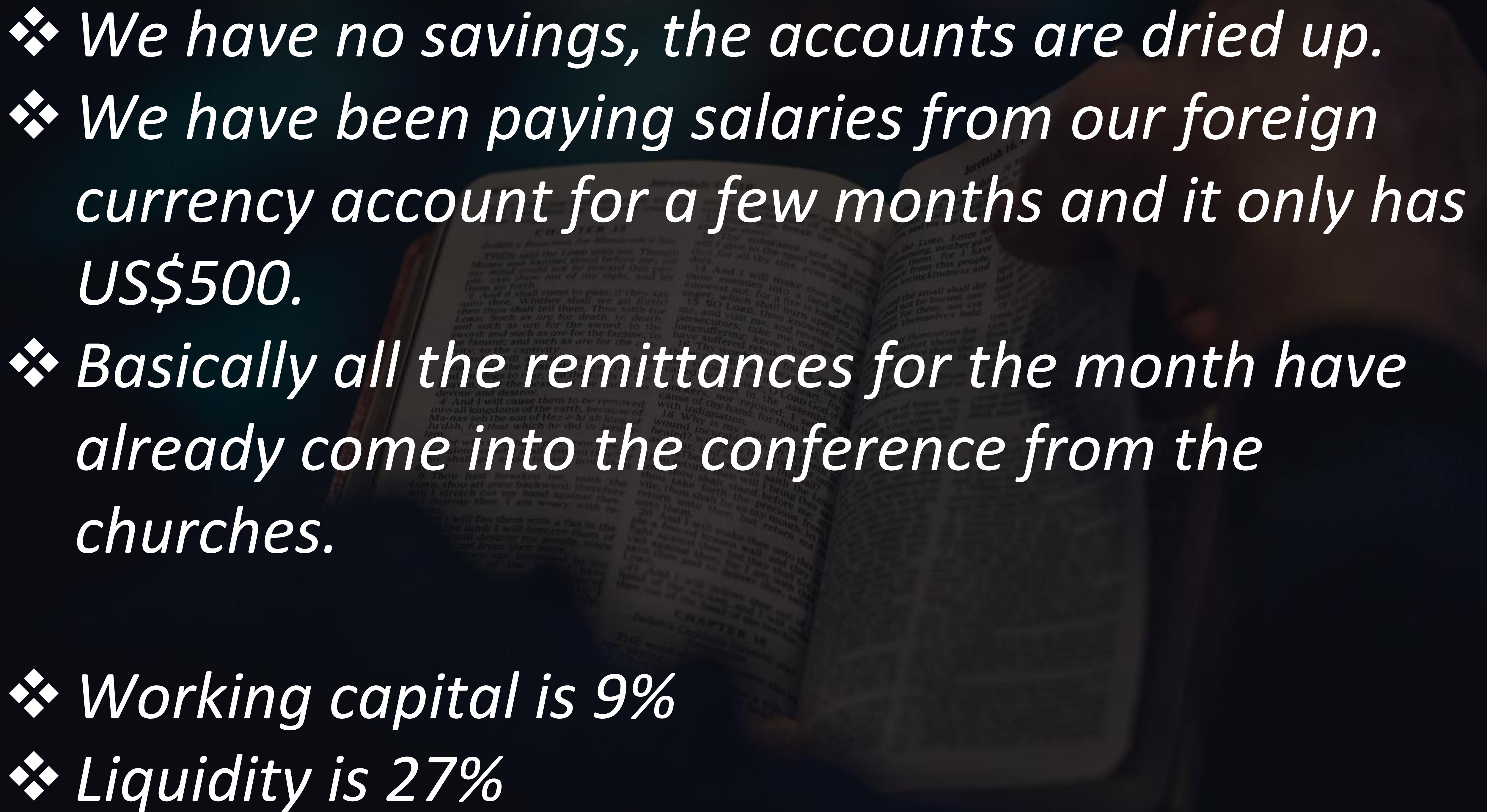
A hand is shown holding an open Bible. The text is overlaid on the image, which has a soft, blurred background. The Bible pages show text from the Book of Jeremiah, including chapter 15 and 16. The text overlaid on the image is a bold, black, sans-serif font, reading: ❖ On the Thursday immediately following the day the session concluded, the new officers got a briefing from the out going treasurer:

❖ *On the Thursday immediately following the day the session concluded, the new officers got a briefing from the out going treasurer:*

A person is seen from the chest up, holding an open Bible. The Bible is open to the Book of Jeremiah, with the chapter number '16' visible at the top of the right page. The person's face is partially visible in profile, looking down at the text. A semi-transparent dark blue circle is overlaid on the center of the image, containing white text. The background is dark and out of focus.

By next Wednesday we will need \$17,000,000 to:

- 1. Clear expenses of the Session*
- 2. Pay salaries*
- 3. Attend to some over due payments that should have been dealt with before.*

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- An open Bible is shown in the background, with its pages displaying text from the Book of Jeremiah. The text is in English and includes chapters 15 and 16. The Bible is open to a spread showing both the left and right pages. The text on the pages is in a standard serif font, and the paper appears aged. The overall lighting is soft, and the Bible is the central focus of the image.
- ❖ *We have no savings, the accounts are dried up.*
 - ❖ *We have been paying salaries from our foreign currency account for a few months and it only has US\$500.*
 - ❖ *Basically all the remittances for the month have already come into the conference from the churches.*
 - ❖ *Working capital is 9%*
 - ❖ *Liquidity is 27%*

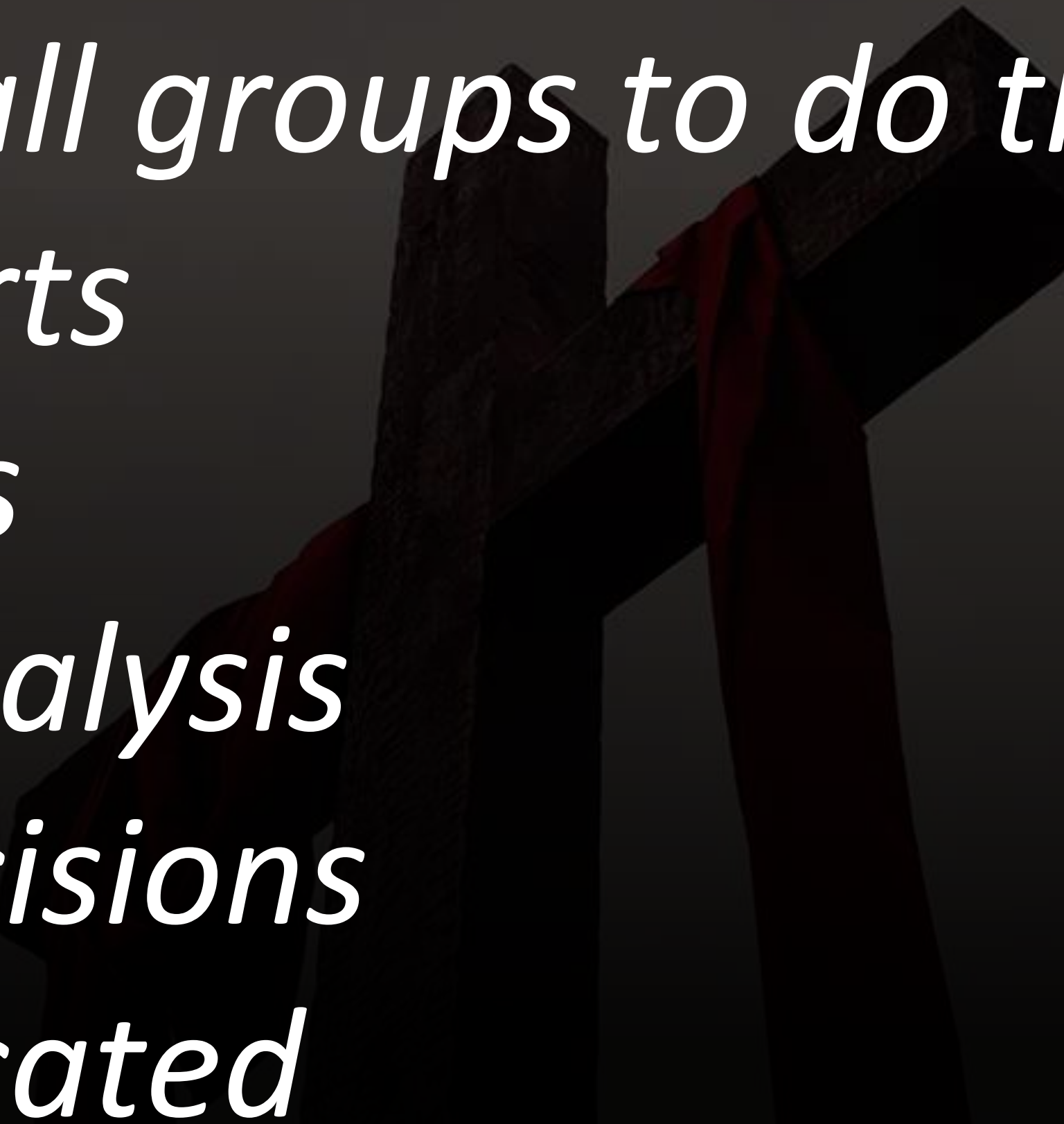
What Would You Do?

Take a minute to discuss it in your group



Since I was the new President, here is what I did:

- ❖ *I took the Word and went to the Lord on my knees*
- ❖ *I met with my fellow officers*
- ❖ *We spent time with the Word and prayer*
- ❖ *We discussed the situation*
- ❖ *We took decisions*
- ❖ *We called an emergency meeting of the employees*
- ❖ *We spent time in the Word and Prayer with them*

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- ❖ *We discussed the situation*
 - ❖ *We asked them for suggestions and placed them into small groups to do that exercise*
 - ❖ *We took reports*
 - ❖ *We took notes*
 - ❖ *We did our analysis*
 - ❖ *We made decisions*
 - ❖ *We communicated*

1-4

WE ASKED THE
PASTORS

PROVIDE SPIRITUAL
LEADERSHIP

PREACH THE SECOND
ADVENT MESSAGE

VISIT THE MEMBERS

BUILD
RELATIONSHIPS

TO MAINTAIN
THE **FAITH**



5-8

WE SPOKE TO THE HIGHER
ORGANIZATION

WE PETITIONED THEM FOR
ASSISTANCE

DEVELOPED A STEWARDSHIP
PROGRAM

WE TRUSTED THE
LORD

TO MAINTAIN
THE **FAITH**



9

WE DEVELOPED WITH EACH
PASTOR, A SPECIAL
CONTEXTUALIZED MISSION PLAN
FOR EACH PASTORAL DISTRICT

TO MAINTAIN
THE **FAITH**



- ❖ Managing a crisis and providing leadership in a crisis are not the same thing, although each addresses different aspects of a difficult situation.
- ❖ **Crisis management** relates mainly to operational issues.
- ❖ **Crisis leadership** principally deals with how leaders handle the human responses to a crisis, including their own.

- ❖ We all have natural behavioral responses to crisis situations based on our needs and emotions.
- ❖ Our behaviors send messages to others about our underlying needs and emotions.
- ❖ It is within this set of behaviors that we find the core of leadership in times of uncertainty.

**COVID-19 has brought Uncertainty. What
do we need to lead or how shall we lead?**

1. Plan - In the Fayolian management cycle, Fayol suggests “planning means studying the future and drawing up a plan of action.”

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2. Make assumptions – (These are essentially hypotheses, that establish the basis for the development of actions to address specific uncertainty.

a. this is a part of studying the future.

b. Assumptions are things that are accepted as true or as certain to happen, without proof (*Oxford dictionary*).

c. They influence people's mental model and are based on perceptions which bring about relevant viewpoints

An effective guide to make assumptions is to:

1. Ask challenging questions
2. Consider past history
3. Identify trends in the specific area of uncertainty
4. Develop a menu of options

What do you do with assumptions after you make them?

1. Challenge them to identify the most potent as the basis of plans to address uncertainty.
2. Make decisions based on the assumptions.

In our personal lives we make assumptions daily. That is why we engage in activities that include:

- a. Opening a bank account
- b. Engage in investment options
- c. Take certain types of risks
- d. Exercise caution or restraint
- e. Consider migration
- f. Engage in career development
- g. Praying
- h. Fasting

assumptions are pathways through uncertainty.

Great care must be exercised in developing assumptions as they may:

- a. Derail dreams
- b. Intercept progress
- c. Self-impose limits
- d. Motivate negative self-fulfilling prophecies
- e. Distort motives
- f. Affect relationships and or
- g. Impede creativity and innovation

Lack of comprehension and knowledge in dealing with uncertainty and decision making has costs.

According to Uncertainty Reduction Theory, these may be manifested in:

- a. less desirable outcomes
- b. negative impacts
- c. lost opportunities

3. High-tech equipment
4. Collaborative and cross cultural participation
(associate with other social units).
5. An extremely diverse volunteer force at very
level within the organization.
6. Train

7. Communicate

8. Execute or implement

9. Evaluate

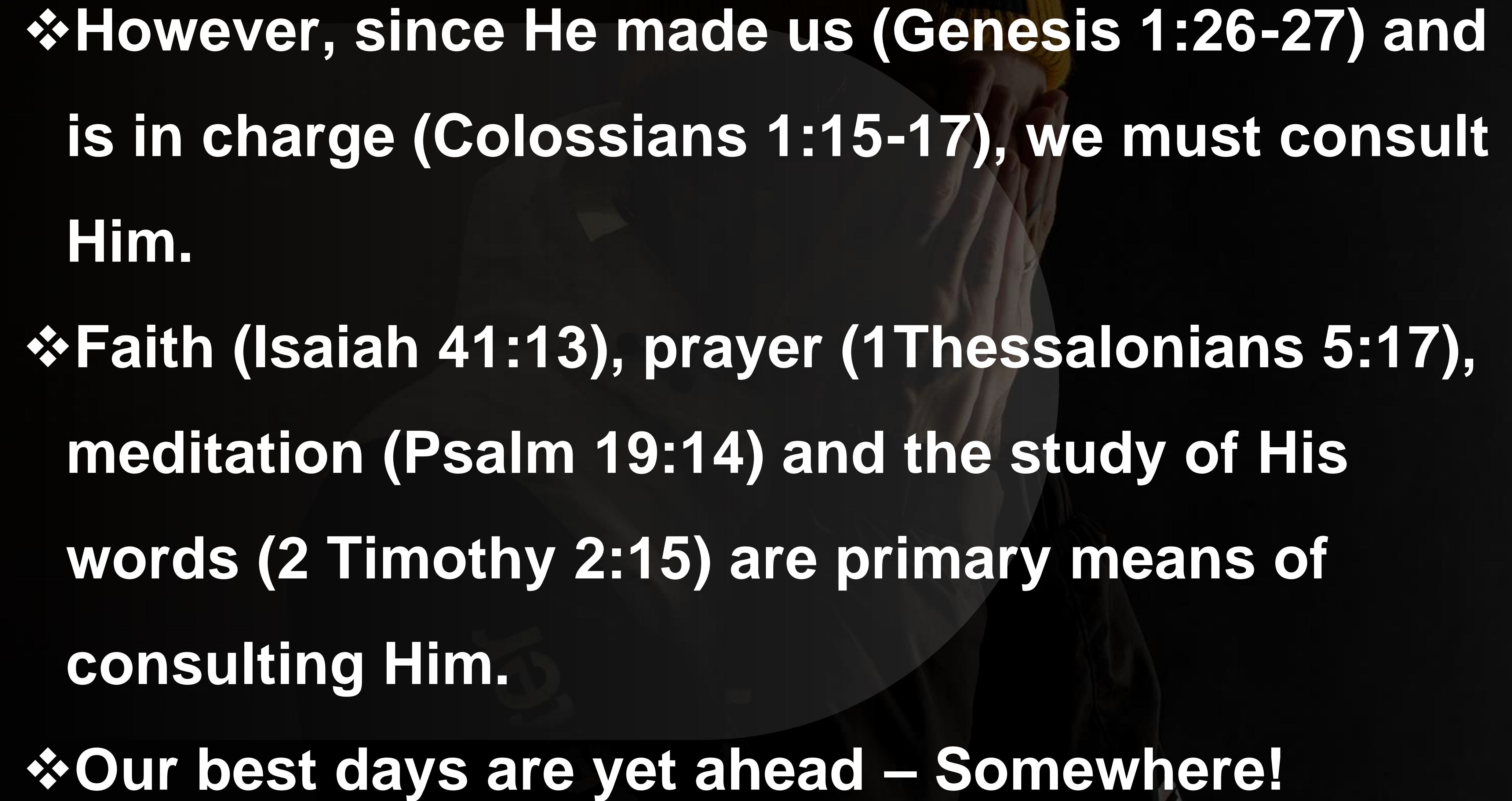
10. Take corrective action 3.

❖ God is Omniscient, Omnipotent and Omnipresent.

❖ Spurgeon said; “For a great life a man must trust a great force; and that force must be to a large extent unseen, and beyond ordinary comprehension”.

- ❖ The Supernatural, the Lord, must be trusted to fill the gaps and guide us through pathways unknown.
- ❖ He knows us and He knows the future.
- ❖ He made us and the future is under His command.
- ❖ What we do not know, He knows.
- ❖ He does not show us the end at the beginning and that contributes to human suspense and uncertainty.

- ❖ However, since He made us (Genesis 1:26-27) and is in charge (Colossians 1:15-17), we must consult Him.
- ❖ Faith (Isaiah 41:13), prayer (1 Thessalonians 5:17), meditation (Psalm 119:14) and the study of His words (2 Timothy 2:15) are primary means of consulting Him.
- ❖ Our best days are yet ahead – Somewhere!

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HUMAN COMMUNICATION RESEARCH, VOL. 17 NO. 1, FALL 1990 5-75, P.6

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