



THE LEADERSHIP MODEL • Eric Swanson

Fulfilling our vision and accomplishing our organizational objectives calls for spiritual leaders who lead well. Increasingly, everything we want to accomplish is leadership dependent. Our ability to open new campus ministries and metro teams, fill regional, national and international positions, and to reach every student on every campus, is impossible without godly leaders. If the movement expands only as rapidly as leadership is developed, then we must be very intentional about attracting, developing, utilizing and retaining leaders. Leadership development must move from “optional” to “essential” — from “incidental” to “intentional.”

Within Campus Crusade for Christ we want to define three types of leaders:

- “leaders” — those who lead individuals and small groups. Any student leader or staff member.
- “Leaders” — those who lead from an organizational position in Campus Crusade (CD, ACD, RD, Stint leader, etc.)
- “LEADERS” — those like Bill Bright, Billy Graham, etc., who play a unique role in history. Of these three types of leaders, we want to focus on intentionally developing “Leaders”—those who hold, or will hold, a leadership position in a complex and changing ministry.

Assumptions about Leadership

- All of us are in process. None of us has “arrived” in any area of leadership. We are in need of grace.
- No one’s leadership will rise above one’s spiritual life.
- No one’s spiritual life, as a single factor, will compensate for personal deficiencies (social, intellectual, or emotional).
- A healthy and growing spiritual life is necessary, mandatory, and foundational, but it is not sufficient. Its absence will always ensure failure. Its presence is necessary, but will not ensure success. All spiritual leaders have a strong spiritual life, but not all with a strong spiritual life are spiritual leaders.

Observations Regarding Our Leadership Model

- Our Leadership Model is descriptive, as well as it is prescriptive. That is, it is derived and discovered, more than invented. The model we use comes from observing the lives and practices of effective leaders. Though some aspects are unique to the Campus Ministry (i.e. “Relationship with God” and “Results”), we find that effective leaders (apart from pure dictators) have operated in these same arenas of relationships, roles, responsibilities, and results.
- We want to remove much of the mystery of leadership. We want to give definition to the things effective leaders do, and take responsibility for. As we begin doing the things that effective leaders do, we will find ourselves improving in our ability to lead.
- We are asking our staff to lead—not simply manage, supervise, or administrate. In fact, the team leader job is designed so that if you do not lead, you will fail.



Our Leadership Model is comprised of Relationships, Roles, and Responsibilities.

Relationships

Relationship with God. An effective spiritual leader will have a matrix of healthy relationships. The most important relationship to be cultivated is one's relationship with God.

Relationship with self. We measure the health of this relationship with the acronym DICE.

- **Dynamic determination**—getting the job done, no matter what it takes. Determination is seen in one's passion—the heart-felt belief that what you are pursuing is worth expending your best hours, talents, and resources to achieve. Passion comes from the heart, and will ultimately be more determinative in your ability to lead, than position or personality. Be careful of the amount of things you are passionate about. Paul wrote, "...this one thing I do... (then, of course he mentioned three things). If we are passionate about everything, we will be seen as fanatical, and people really don't want to be led by a fanatic.
- **Intellectual flexibility**—the type of leaders we will need are those who possess the intellectual tools to be able to conceptualize, assimilate, and synthesize ideas and information. This skill is more than basic IQ. It is a learned process of relating the parts to the whole...learning to see the big picture. A leader in the changing, complex environment of the student culture, must be able to deal with ambiguity, and seemingly conflicting information, and still make sense of all of it. We are not looking for leaders who ask for programs to plug into their campus. We are looking for those who can exegete (observe, interpret, and creatively apply) the culture, as well as the Scriptures, in order to determine what will work best in their given situation.
- **Character**—is the earned right to be trusted, believed, and followed. Ben Franklin defined character as "the ability to carry out a worthy decision long after the emotion of making that decision has passed." Character for the believer is always related to Christ-likeness.
- **Emotional well-being**—includes a strong, healthy, secure self-concept—being at peace with self, God, and the world. If a leader does not have a strong sense of self-worth, he or she will always be threatened by the ideas and suggestions of those on the team. Such a team is doomed to failure. Emotional well-being is also seen in healthy relationships. People enjoy being around healthy, growing believers at any stage of development. Healthy people go through life as "givers" rather than "takers." Regardless of the leadership gifts and abilities, a basis for evaluating all interpersonal relationships over time is this: "Does this person contribute to the lives and purposes of the group, or is he or she a drain on them?"

Relationship with others. The third relationship is that with others. Here are several indicators of healthy relationship:

- Involves others appropriately
- Treats others with respect
- Allows others to make decisions
- Creates an atmosphere of trust
- Gets others to own the work
- Relates well with peers, supervisors, and with those whom they supervise

Roles

1) **Direction Setter**—the one who bears responsibility for the organization's future. As the Direction Setter, you are the one who is responsible for saying, "This is where we purpose to go as a group. Here are our values, vision, and mission." The first question that is asked of a leader is, "Do you know where you are going?" If you fail to set direction, it will be almost impossible to ask anyone to join with you. The blind cannot lead the blind. Leadership implies that you know where you are going before you ask others to commit themselves to going with you.

2) **Spokesperson**—the one who communicates the vision to those outside the organization—to the campus, the community, campus supporters, churches, faculty, etc.



3) Coach—the one who prepares the team to claim their future. A coach is the one responsible for building a team. A coach is one who not only maximizes the potential of each player, but one who also molds these individuals into a team, so they will maximize their chances of winning. As a Direction Setter, you are responsible for the future direction of the movement. As a Coach, you are responsible for developing and utilizing the future leaders of that movement (this includes students). Coaching, like discipleship, is helping people want the right things—then helping them achieve them. Your job is to convey, through your words and aspirations, that the best years of Crusade are still ahead of us. This is the essence of hope. Wouldn't it be tragic to think that the best years of our lives and ministries were in the past?

4) Change Agent—the one who pursues useful and adaptive change in light of the organization's future. The quality that distinguishes leaders from non-leaders is that a leader is always a change-agent. We need leaders who will shape the future, not

just manage the present. Change agents have a healthy dissatisfaction with the status quo. To them, the gap between the way things are, and the way things ought to be, calls for action. Change is not done simply for change sake. We change, adapt, and innovate, to bring us closer to accomplishing our mission. Recognize that in a changing culture, staying with the status quo is more risky than adaptive change.

Responsibilities

1) Vision casting—communicating a picture of the future that motivates people to act. Vision casting is helping people see through the mundane to the goal at the end. It is helping them see that the goal is worthy and satisfying. Vision is the starting point for leading the journey. Vision inspires and keeps us focused. Vision paints the picture of what things could be in the future. Vision touches the heart. Effective vision is phrased in a way that draws others to willingly sacrifice time, effort, and resources to bring it about. Effective leaders need to build, communicate, and lead from a shared vision. Margaret Thatcher has said, "I cannot manage the past. There are other people in my government who manage the present. It is my unique responsibility as the leader to shine a spotlight on the future, and marshal the support of my countrymen to create that future." Godly vision casting comes from the heart of a leader who is in a right relationship with God. For a vision to be on target it must be:

- Appropriate—it must fit in with who we are.
- Bold—it calls for sacrifice and emotional investment—it breaks new ground.
- Clear—it must clarify purpose and direction.
- Desirable—it's something that people want done. People find themselves saying, "Yes, that's what I want to be a part of." It's worthy of our best.
- Energizing—it challenges and motivates us, because it appeals to the best within us. It's not draining, repetitive, or boring.
- Feasible—it must be consistent with reality.
- Godly—it must be an extension of what is on the heart of God.

2) Strategy Formulation—coming up with intelligent, reality-sensitive ways to accomplish the vision. Strategy answers the question, "How can we do this?" It implies the ability to transform dreams into a plan of action. Being a visionary leader is about solving day-to-day problems with the vision in mind. A strategy is only as useful as the vision that gives it life. A vision is only as successful as the strategies that give it legs in the real world.

3) Aligning—is the ability to bring all of your human resources and structures together, in order to carry out your



strategies and accomplish your vision. Aligning has to do with people working together, sharing a vision, owning the responsibility, and cooperating in order to fulfill the vision. People who are aligned have satisfactorily answered the questions, “Do you know where you are going?” and “Can you take me there?”

4) Motivating—is about tapping into a person’s core values so that they want to work together to fulfill the mission—sustaining the “me too” response. John Kotter, in *A Force for Change* (Free Press, 1990), writes, “...being able to generate highly energized behavior is as centrally important here, as are direction setting and alignment. In a sense, direction setting identifies an appropriate path for movement, effective alignment gets people moving down that path, and a successful motivational effort assures that those people will have the energy to overcome obstacles in their way.”

End 

The Compass is the discipleship curriculum for Campus Crusade for Christ’s Campus Ministry. It was created by Centerfield Productions, the field based division of CruPress. We’d love to hear your feedback on this lesson. Please write us at centerfield@uscm.org