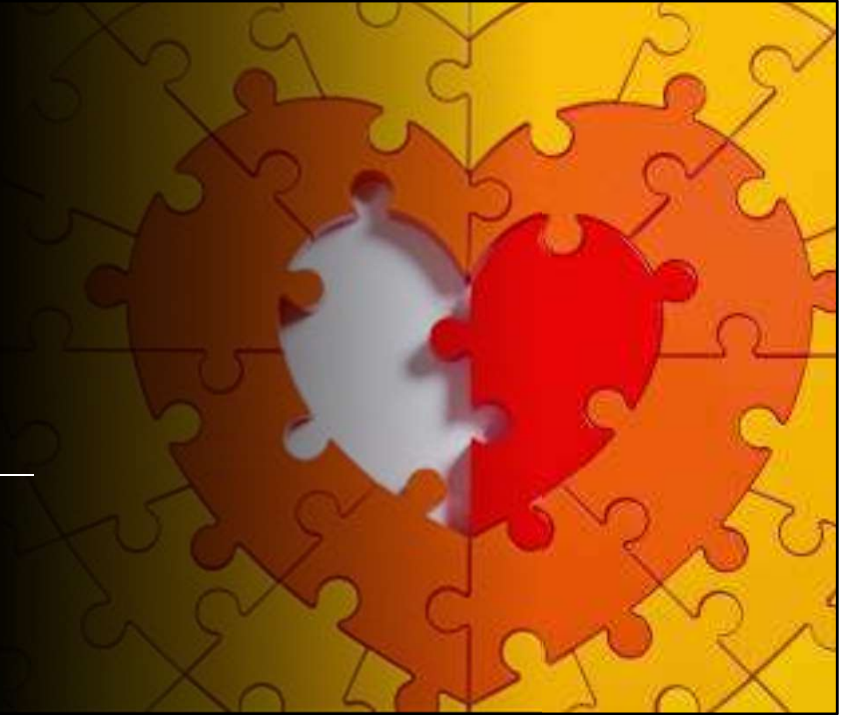


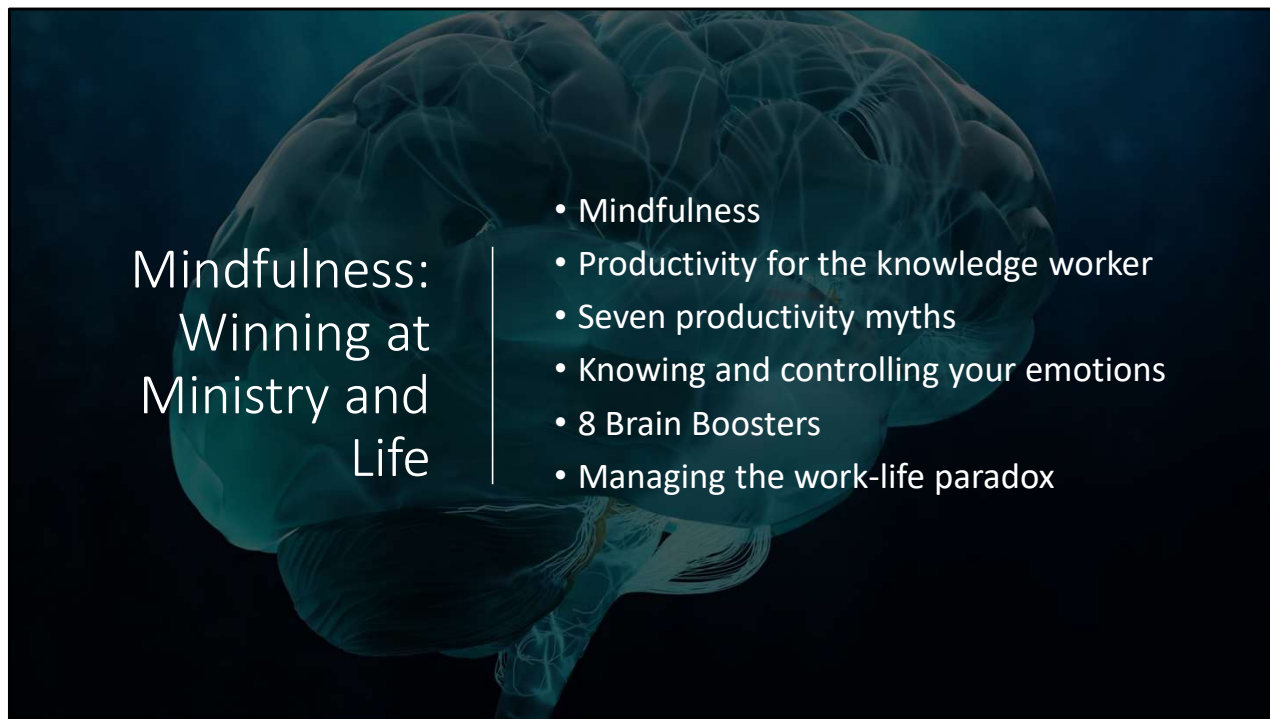


# The Heart and Soul of Leadership

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Developed and Led by Joel  
Koerschen






Winning at Ministry and Life begins with a mindfulness assessment; it's a great way to understand how mindfulness and productivity connect. Then you'll learn a mindset shift that will change how you work and live. After that, we examine seven productivity myths. If you buy into one or more of these myths, you're wasting precious time you could spend with family, friends, or yourself.

Next, we look at our emotional brain - the *automatic system* - and how it coordinates its function with the rational mind, our *deliberate system*. Because the automatic system is fast and powerful and often undermines what we do at work, *you will examine it to understand it so you can control it*. Self-awareness is a "must have" skill for twenty-first century church professionals. As educator and author Parker Palmer says, "If you choose to live an unexamined life, please don't take a job that involves other people."

Finally, as a bonus, you'll learn eight ways to boost your brain and how to navigate the work-life paradox so you can win in ministry and life.

This course has three sessions.

1.5 minutes of speaking time.



## Humbition: The Paradox of 21<sup>st</sup> Century Leadership

- Self-awareness
- Vulnerability
- Open-mindedness
- Appreciation
- Generosity
- Both/And thinking

One of the most common myths about leadership is that brash, overconfident, and self-important people are the best leaders. At the very least, those are the leaders that make the headlines. But the truth is that self-centered leaders seldom succeed in the long run. Research strongly suggests that humility – the opposite of arrogance – leads to higher performance. But leaders can't just be humble and hope to be effective. They also need to be competent, conscientious, courageous, and ambitious - not for themselves but for their organizations.

Jane Harper, a 40-year veteran of IBM, coined the term Humbition. Humbition, she explains, "is the subtle blend of humility and ambition that drives the most successful leaders." One of Harper's many achievements at IBM was a summer internship called Extreme Blue. Though the program was highly competitive and attracted intelligent, competitive, and ambitious engineers and MBA students, it emphasized humility and collaboration.

Harper wasn't the only one to discover the power of humility when joined with ambition. In the classic business book *Good to Great*, Jim Collins and his team set out to study thousands of companies to understand what sets great companies apart from good ones. They identified eleven great companies that sustained superior long-term financial performance. While they were mainly looking for organizational factors, they were

surprised that one commonality between the eleven companies was that the leaders were what the researchers called "Level 5 leaders." This leadership style combined humility with perseverance.

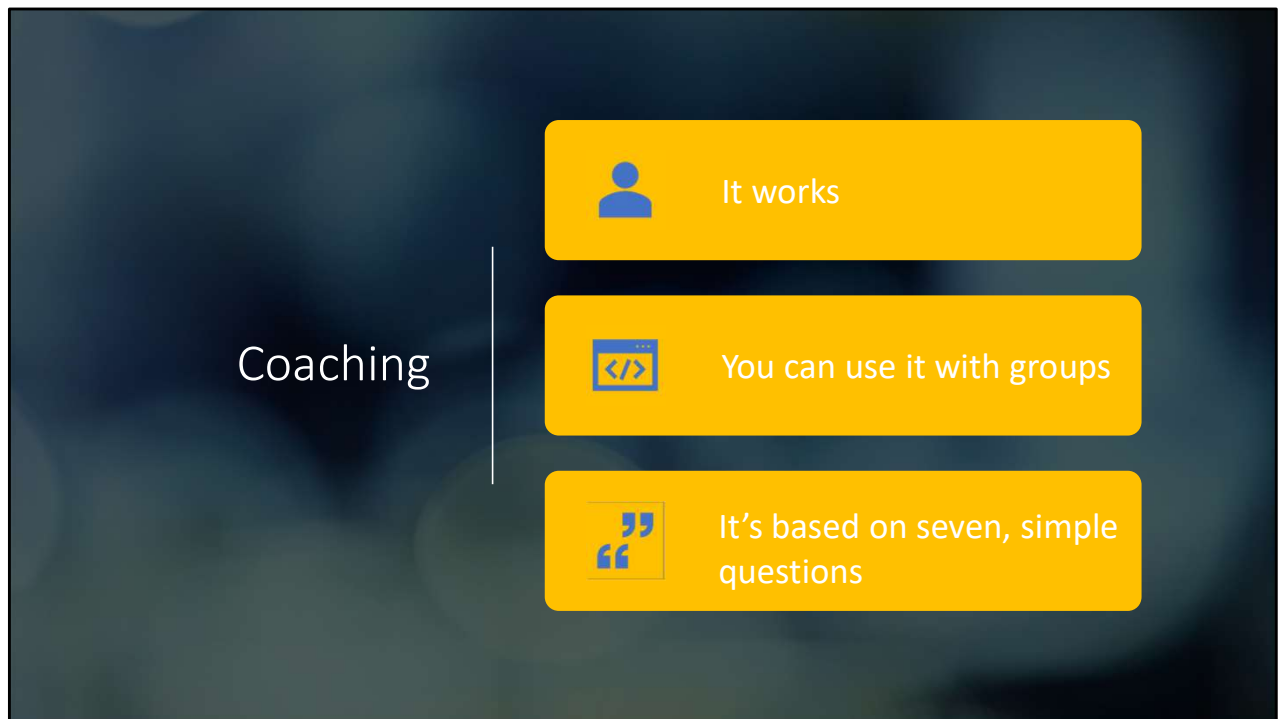
Collins published *Good to Great* in 2001. Subsequent research has confirmed what he found: the best leaders are humble. Margarita Mayo, a Fulbright Alumni of Harvard University, recently wrote: "The research from the last 25 years is clear: when we choose humble, unassuming people as our leaders, the world around us becomes a better place."

In this course, you'll learn six traits of humble leadership - self-awareness, vulnerability, open-mindedness, appreciation, and generosity. In addition to defining each trait, we'll examine the research supporting their effectiveness. And with the provided resources, tools, and activities, you'll learn how to apply those findings in your daily life.

This course will also teach you how to navigate the paradoxes underlying the everyday dilemmas we all face. Do we focus on today or the future, on ourselves or others, on stability or change, on students or teachers, on members or the unaffiliated? Competing demands surround us. In the twentieth century, we viewed these paradoxes with an either/or mindset. The twenty-first century demands a different perspective: both/and thinking. This course will teach you how to navigate competing demands by learning how to manage the tension between them instead of choosing sides.

This course has four sessions and homework.

3.5 minutes of speaking time.



In his widely read and respected article in *Harvard Business Review*, "Leadership that Gets Results," author, psychologist, and science journalist Daniel Goleman suggests that there are six key leadership styles; coaching is one of them. Goleman's conclusion: Coaching is a powerful tool. "Its impact on climate and performance are markedly positive." And while "the coaching style may not scream bottom-line results, it delivers them."

Sadly, Goleman also found that leaders didn't use coaching very often because they thought it took too much time to learn and implement. While it's true that coaching takes more time than giving directions or advice, you don't need to be a professional coach to integrate coaching into leadership.

In this course, in just one session, you'll learn seven coaching questions and how to use them in various settings - even with groups. The process is straightforward and relatively simple to use.

1.5 minutes of speaking time.



## Managing Conflict

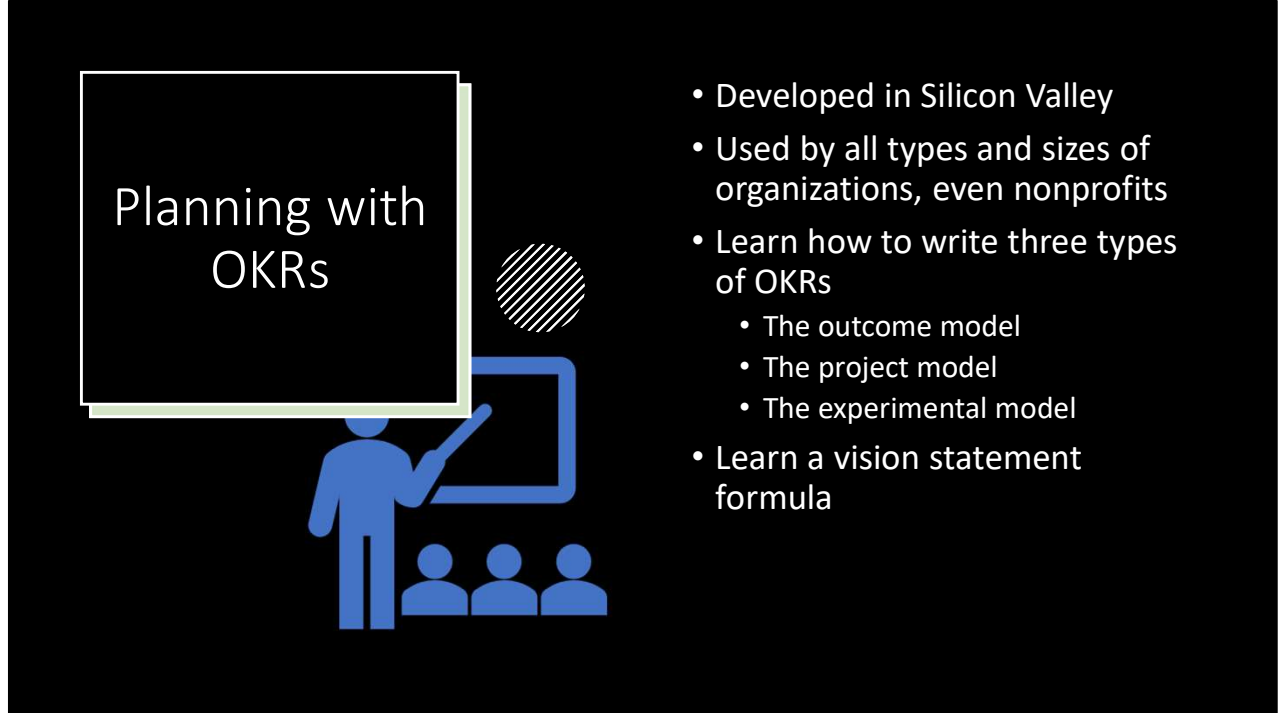
- Conflict is inevitable; making enemies over it is optional.
- Conflict can have positive outcomes
- Some people are difficult

We all know there's no such thing as a conflict-free ministry. And as uncomfortable and draining as conflict can be, conflict in and of itself isn't the problem. It's how we engage in conflict that matters; we don't have to make enemies over it. And, as you'll learn, all productive teams go through conflict because it sharpens and refines their thinking and leads to better ideas.

In this course, you'll learn how to take your team through conflict so that you can reap the benefits of conflict and mitigate its risks.

This course has two sessions.

.5 minutes of speaking time.



- Developed in Silicon Valley
- Used by all types and sizes of organizations, even nonprofits
- Learn how to write three types of OKRs
  - The outcome model
  - The project model
  - The experimental model
- Learn a vision statement formula

In the fall of 1999, venture capitalist John Doerr met with the founders of a start-up he'd just given \$12 million, the most significant investment of his legendary career. Larry Paige and Sergey Brin had amazing technology, entrepreneurial energy, and lots of ambition but no actual business plan. Doerr introduced them to a proven approach to operating excellence - Objectives and Key Results. The rest is history.

John Doerr learned the OKR planning process in the early 1970s from Andy Grove, Intel's legendary, long-time leader. The genius underlying Grove's planning process is that he designed it for the knowledge worker; all other planning processes were developed for manufacturing.

Today OKRs are used worldwide in companies large and small, for-profit, and non-profit. In this course, you'll learn how to write three types of OKRs: the outcome model, the project model, and the experimental model. All three types work in churches, schools, and districts.

Finally, you'll learn a simple but powerful formula for writing a vision statement that's both reachable and inspiring.

This is a two-session course with homework.

1.5 minutes of speaking time.