



the Uniting Church in Australia, Queensland Synod

Leadership Development Framework

2

Session 2 guide: Develop and lead self

Objectives:

- Introduce the leadership area (domain): *Develop and lead self*.
- Build an understanding of the impact leaders have on others.
- Explore leadership in relation to discipleship.

Description:

This session encourages reflection in relation to the capabilities listed under the *Develop and lead self* domain in the Leadership Development Framework (LDF). Participants will be encouraged to identify areas for self-development.

Facilitation process:

Session: One hour

Room set up: Tables for 3–5 people or the capacity to form small groups quickly.

1. Introduce the objectives of the session. Direct attention to the *Develop and lead self* capabilities listed in Box 1, page 1 of the handout. Provide a brief introduction and read out the capabilities. (5 minutes)
2. “James Kouzes and Barry Posner (authors of the book *The Leadership Challenge*) have conducted research for over 25 years across six continents to see just what people are looking for from their leaders. Over time their research has involved surveying well over 100,000 people from around the globe. Their survey is on page 2 of your handout.”

Ask participants to complete the *Leadership characteristics activity* on page 2 of the handout. Read out instructions to the group. While the participants are completing the survey, write the characteristics on a whiteboard. Ask participants to share their responses by raising their hand as you read out each characteristic. Write down the total number who chose each characteristic to see which were most admired by the group. Compare this with international results (below). Note: all are leadership characteristics so there are no right and wrong answers.

International studies (including Australian) identify the four most popular choices as:

1. **Honest**
2. **Forward looking**
3. **Inspiring**
4. **Competent**

Facilitate group discussion on what is particularly significant about these characteristics. Discuss any points regarding this group’s preferences which may differ from the international study results, for example, what is it about our context that we have a different pattern for our top four characteristics?

Ask the group to read through the list again and consider: Can these admired characteristics be developed? For example, is it possible to be a little more honest, inspiring and so on? (Yes, it is possible to develop these characteristics)

To consider why we should work on developing these characteristics, read the points *You make a difference* (Box 1, page 1 of the handout) to the group. These points come from the book *The Truth about Leadership* by Kouzes and Posner. Reinforce key points. Comments might include that if we were going to make a difference, we should aim to make the most positive difference possible. (15 minutes)

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2. Whole group discussion. *Develop and lead self* is the first of the five domains of the Leadership Development Framework. While all the domains are important, Develop and lead self comes first. What is the significance of this ordering? Note: *Develop and lead self* is seen as pivotal within the framework in that self-leadership impacts directly on other areas of leadership. There is general agreement that attending to self-development and self-leadership is necessary for sustained leadership to occur in the context of our congregations/organisations. (5 minutes)
4. Ask participants to read the *Develop and lead self* introduction and capabilities in Box 2, page 1 of the handout. Turn to the person next to them and discuss: What examples from the Bible illustrate that we as disciples are to “develop and lead” ourselves? Provide specific examples if possible. Jot them down in the space in Box 3. (5 minutes)
5. Group discussion: Ask the group to share examples. How easy was it to come up with these? Ask: “The capabilities are referred to as leadership capabilities. How do these capabilities relate to discipleship?” (Discipleship aligns closely with leadership development, and intentional development of discipleship underpins the leadership framework) (10 minutes)
6. “We are now going to delve into this area in more detail. Box 4, page 1 contains one capability and three behavioural descriptors from the Leadership Development Framework.” Write the capability on the whiteboard: *Model Christ-like and Christ-centred behaviours and values*. Read out the three behaviours relating to this capability (Box 4). “What are your observations/thoughts about the importance of these for leaders?” After discussion, highlight the following points: The behaviours support the admired characteristics, particularly “honest”, “inspiring”, “caring” and “supportive”; as behavioural descriptors they are measurable; these are representative and many more behavioural descriptors would be needed if we were going to be comprehensive; these are descriptors of any healthy individuals (not just leaders); and they will help to remind leaders of the importance of modelling. (5 minutes)
7. In pairs (or threes):
 - a) Share the parts of the session that have hit home to you personally. Have you been challenged in any way?
 - b) Reflect on this session and discuss: What will I focus on to build this capability within myself?
 - c) Write down any action you will take in the action summary box (Box 5) (10 minutes)
8. Conclusion: Share one action with the group. (One sentence each)

Materials

- The Uniting Church in Australia, Leadership Development Framework (LDF) Session 2 handout – Domain: *Develop and lead self* for each participant.
- Copy of The Uniting Church in Australia, Leadership Development Framework (LDF) ucaqld.com.au/download/6194/