

# *Cru Leadership Model*

## **Leadership is very important**

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 vision is to reach every student on every campus in each culture. Movement expands only as rapidly as leadership is developed, so we must be very intentional about attracting, developing, utilizing and retaining leaders.

Leadership development must move from “optional” to “essential,” then from “incidental” to “intentional”. Within Cru we 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 Cru (TL, LMD, P&CFD, Nat. Leader, Executive Director, 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.

### **Why leadership matters.**

There have been many books written on spiritual leadership, each with a major omission: leadership. Most books offer an appropriate focus on the spiritual life and disciplines of a ministry leader. But some asked the question, “Are there other leadership qualities that need to be developed

that don’t directly relate to topics like prayer or preaching?” The answer seemed to be a resounding yes, but with qualifications.

## **Does Leadership Matter?**

Is it possible for you to be a godly man or woman, full of prayer and faith, and be lousy in your personal finances?

Is it possible for you to be a godly man or woman and yet be miserable at public speaking?

Let’s assume you happened to be lousy at both — broke and babbling. Do you think checking out books on the basic skills of public speaking and financial management might be a good idea? Probably so.

Leadership, like finances, requires a cluster of skills and abilities. Yet, like public speaking, it is an area that can be personally developed.

Now the qualification: In response to prayer, faith and faithfulness, God can choose to bless a person or ministry in spite of incompetence in any area. He’s God and He can do that.

But Christian maturity requires the development of stewardship and character, meaning that as we grow in maturity, we seek diligence in areas of weakness. We encourage leaders to develop rather than bailing them out and enabling them to continue in incompetence.

So God can compensate because He is God — caveat granted — but He is also our Father and desires us to develop in our weaknesses as well as partner with those who are gifted where we are not.

What would happen if every Christian involved in ministry became a proficient leader? Leadership, and the development of leadership skills, is worth allocating precious discipleship time to.

We are not interested in grooming Christian CEOs to take over Microsoft and other Fortune 500 companies, but it might be nice if those who lead our ministries knew how to plan, strategize and solve problems.

## **Nehemiah**

Nehemiah is one biblical example that clarifies the distinction between “spiritual” and “leadership.” Take a moment to read through these passages from Nehemiah.

(Nehemiah 2:7-8; 2:13; 4:13; 4:16-18; 5:14)

Let’s survey some of the decisions Nehemiah made:

- Before leaving for Jerusalem, Nehemiah seeks the raw materials needed for the rebuilding of Jerusalem.
- Upon arriving, he does a night inspection of the damage.
- To improve the local work ethic, he has each person labor on a section of the Jerusalem wall that protects their home.

- When threats of violence come from without, he devises a plan by which Israel can remain battle-ready and yet not abandon the building project.
- When famine strikes and accusations are made of royal usury, he refuses to eat the food rightly allotted to his position.

Besides being a godly man of prayer and faith, Nehemiah is a wise leader: he plans, prepares, motivates and innovates in the midst of adversity. God chose a man of faith and prayer to steward this project, but He also chose a man who had the leadership skills necessary to pull off this Herculean task.

Now what if God still wanted to use Nehemiah to lead, but he lacked the necessary skills? Again, God could compensate through intervention, but in all probability God would place someone alongside him who had leadership skills to help him execute the plans. This appears to be a pattern in Scripture.

## Moses

Consider the example Moses and Jethro from Exodus 18:14-24:

Moses listened to his father-in-law and did everything he said.

Legal problems in Israel turned Moses into a workaholic, and Jethro shared with him a simple principle of leadership he had never considered: delegation.

Employing solid leadership principles can be the difference between leading a successful Bible study or a failing one. It can be the difference between the capacity to lead two people or the capacity to lead two hundred. In the case of Moses, this meant the difference between thriving in ministry and burning out.

So where do we get a Jethro? Someone to teach us basic principles of leadership so that we in turn can be Jethros to our disciples?

## Relationships of the Leader

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

### *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.

A healthy relationship with God is characterized by:

- **Lordship:** recognizing that Christ is King of our lives, that our lives revolve around him. As leaders we need to live the Spirit-filled life.

- **Grace:** Security and acceptance with God based upon what Christ has done for us; the ability to maintain intimacy in the face of failure. The ability to “fail well.”
- **Truth:** Being in touch with reality about God, ourselves, and the world around us.

### *Relationship with self*

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

## Four Qualities of a Leader

If you were to interview a thousand of the world's best leaders, you would note the following four personal character traits surfacing again and again. The four traits follow the acronym DICE (even though dice have nothing whatsoever to do with leadership).



### 1. Dynamic Determination

This is the determination to get a job done — no matter what it takes. Determination is seen in one's passion: the heartfelt belief that what you are pursuing is worth spending your best hours, talents and resources to achieve. Passion comes from the heart and will ultimately be more determinative in the ability to lead than position or personality. For example, each year millions of people start diets and fail. Yet there are always some who can break the pull of gravity and arrive at their destination. They have what others don't — an uncommon drive. Successful leaders have this uncommon drive.



### 2. Intellectual Flexibility

Leaders possess the intellectual tools 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. Leaders use information to spot trends and correlations, which gives them insight into where and how to lead. Great leaders aren't always brilliant, but they are bright.



### 3. Character

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. But as recent scandals will attest, moral character and integrity are qualities leaders must demonstrate or it can spell ruin. Consider also: 1. Bonding (love); 2. Boundaries (righteousness); 3. Resolving good and bad (forgiveness); 4. Authority (adulthood)



### 4. Emotional Well-Being

Emotional well-being includes a strong, healthy, secure self-concept. If leaders do not have a strong sense of self-worth, they will be threatened by the ideas and suggestions of those around them, and they will be driven by their own neediness and insecurity rather than the need to make wise decisions. Some of the most powerful people in the world have failed in their leadership because of insecurity and unstable emotional states.

### *Relationships With Others*

Successful leadership hinges on quality interpersonal relationships. Here are several indicators of healthy relational dynamics between leaders and those they lead. They:

- Involve others appropriately.
- Treat others with respect.
- Allow others to make decisions.
- Create an atmosphere of trust.
- Get others to own the work.
- Relate well with peers, supervisors and those they supervise.

## Four Roles of a Leader

Leaders perform many different functions, which is why they usually have assistants. But if you refine these functions, you would find four distinct roles that must be performed proficiently to lead well.



### 1. Direction Setter

The leader must perform the role of setting direction, in essence saying, “This is where we are headed.” A leader functions as the rudder of the ship. If you are under good leadership, you have a clear sense of where you are headed, what you are seeking to accomplish and why.



### 2. Spokesperson

A leader must also communicate the vision to those who aren’t directly involved. Picture a presidential press conference. If a brilliant president speaks unintelligibly to the world, we will lose confidence in our leader. Leaders can exercise this role through a variety of mediums — in person, on film or in print — but they must articulate direction.



### 3. Coach

A coach builds a team. A coach maximizes the potential of each player and molds individuals into a team so they will maximize their chances of winning. Great leaders combine the gifts and talents of various individuals to accomplish more than any individual could achieve.



#### 4. Change Agent

A leader pursues useful and adaptive change in light of the future. A leader is always a change agent. Leaders shape the future while others manage the present. To them, the gap between the way things are and the way things ought to be calls for action.

Failure in any one of these areas can lead to poor performance overall.

### Four Responsibilities of a Leader

Under each of the roles that leaders must fulfill are responsibilities that they must execute in these roles. There are four major responsibilities that, if done well, will enable the leader to be a wise direction setter, effective coach, compelling spokesperson and efficient change agent.



#### 1. Vision Casting

How do I effectively motivate a team of people to go in the direction that I have set? It's fairly easy if you are a born vision caster, though most people are not. Vision casting paints a picture of a future reality so desirable that those you lead are compelled to want to go there. Some of the most memorable speeches of political and social leaders are those where vision casting was accomplished with excellence and everyone felt stirred to head for the stated destination.



#### 2. Strategy Formulation

Strategy formulation answers the question "How can we do this?" It is the ability to transform dreams into a plan of action. Feasibility is a major motivator in leading people. They have to feel that they are heading to a destination and that it's possible to get there. Strategy formulation charts the best course to get to the destination.



#### 3. Aligning

Aligning is getting people to work together, sharing a vision, owning the responsibility, and cooperating in order to fulfill the vision. Aligning is another way of saying that you can get people on board with you. What brings people on board can be a variety of things already mentioned, but often there is a relational trust component that relates to character. The leader captures their imaginations (vision), minds (strategy) and hearts.



#### 4. Motivating

Motivating is about tapping into people's core values so that they want to work together to fulfill the mission. A leader finds ways to connect the vision to what personally motivates the individuals involved. John Kotter, in "A Force for Change," 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.

### Next Steps

- First, you must internalize these concepts.
- If you want to speed up the process, read a biography or watch a movie on a great leader and look for these skills.
- Begin to practice these roles or responsibilities.
- Visit the Cru [Leader Development](#) page for more resources on how you can grow as a leader.
  - Read "[Leadership Starts With Knowing Yourself](#)" and "[When Pleasing Others Gets in the Way of Leading](#)."
  - [Cru Makings of a Leader - Leadership Model - Andrea Buczynski](#)
  - <https://www.cru.org/us/en/blog/leadership/the-leadership-model.html>