

# The Compass

*A tool for disciplers*

MULTIPLY



## RESPONSIBILITIES OF A LEADER

### CONVERSATION ON THE JOURNEY

As you wrap up this series on the Leadership Model, you'll need to do two things. First, you need to teach on the four Responsibilities of a leader. Second, you'll need to present the model as a whole. As usual, we've included two sketches to help you do this. Please print them out to share with your disciple, or draw them as you go. You might even ask your disciple to draw last week's sketch, both to test what they've already learned, and to give you the starting point for this week's lessons on Responsibilities.

The four roles we talked about last week express the job titles of a leader. They are the hats we wear. (Can you remember what they are?) Responsibilities, on the other hand, tell us what specific things we need to do while we are wearing those hats.

From the outset, make sure your disciple understands that there is no one-to-one correspondence between roles and responsibilities. In other words, it is not the case that those in the role of coach have an exclusive responsibility to formulate strategy, while those in the role of change agent are uniquely responsible to cast vision, and so on. Rather, in order to adequately fulfill each role, leaders must discharge all of the responsibilities. That is, a good spokesperson needs to formulate strategy, cast vision, align, and motivate. Similarly, a direction setter needs to formulate strategy, cast vision, align, and motivate. A well-rounded leader will be able to play all four roles, fulfilling each responsibility as required.

Be prepared to explain the four responsibilities to your disciple, giving clear examples of each, and helping them evaluate their own proficiency.

#### **Formulating Strategy**

It all starts here. Leaders need to know what the heck to do. As a leader, it is your responsibility to figure out how to accomplish the mission. You need to come up with a battle-plan that takes all known factors into consideration in order to transform a dream into reality. Our recent victories in Afghanistan and Iraq were the result of superb strategy formulation. We didn't just fly in dropping bombs willy-nilly, but had thought through what the priority targets were, when troops would arrive, what resources would need to be spent in order to get boots on the ground in the right places, and how to overcome the enemy in specific arenas.

In the same way, you will need a strategy to reach the students on your campus. A strategy to make your weekly meetings more attractive. A strategy to pull off a fantastic Fall Retreat.

### THIS WEEK'S EXCURSION

This is the third and final lesson on Crusade's Leadership Model. You'll need to teach on the four Responsibilities of a leader. They are: Formulating Strategy, Casting Vision, Aligning, and Motivating.

We want to hear from you! Please send your feedback on this guide to [centerfield@uscm.org](mailto:centerfield@uscm.org)

# RESPONSIBILITIES • PG 2

## MORE OF THE CONVERSATION

How skilled is your disciple at formulating strategy? Have her rate herself. Is she proactive or reactive? Can she imagine the future and come up with a series of effective steps that will make it a reality? Is she able to adjust strategies in light of successes and failures?

### Casting Vision

Once a leader knows their mission and has a sense of how to accomplish it, he needs to involve others to bring it to pass. This is done by communicating a picture of the future that inspires action. William Wallace's speech before the "Battle of Stirling" is one of the best examples of this in recent film history. He helped his countrymen see a picture of a free Scotland—a picture that was worth dying for. With that vision cast, he transformed a mass of frightened peasants into an army that defeated England. There are numerous examples of great vision casting in movies. In your mind, run through *Braveheart*, *Gettysburg*, *Apollo 13*, and scan for leaders who use words to inspire men and women to action.

Does your disciple ever get a chance to practice this skill? Perhaps they could speak at your weekly meeting about an upcoming conference. Or you could assign them to share with your small group what would happen if they reached a dorm for Christ. Help them think about how to capture hearts and produce action with words.

### Aligning

A leader who can align others has the ability to bring together whatever people are needed to accomplish the mission. There is a great scene in *The Patriot* where Anne Howard (Gabriel Martin's fiancé) challenges the men in church to enlist with the militia. She is able to align them to go and fight. When members of a team are in alignment, they are all working toward the same goal, and share responsibility and ownership.

Have you or your disciple ever been part of a team where the members were not aligned? How could the leader have helped them to focus on the same mission?

A good strategy can be very aligning. So can a good vision cast. But those aren't the only tools in an aligner's toolbox. Think about your own experience. Why are you doing the difficult work of discipleship? By doing so, you give evidence that you are aligned to the mission of Campus Crusade for Christ. What was it that persuaded you to sign on? Was it the personal integrity of your discipler? Was there a specific conversation that solidified a commitment in your mind? Thinking of your own experience, share with your disciple what you have seen good aligners do.

Does your disciple have what it takes to be a good aligner? Can they engender the cooperative efforts of others? Bring others together to accomplish the mission? Help others around them own the mission?

### Motivating

This last responsibility is often confused with aligning. Aligning persuades people to get on the team. Motivating keeps them on the team when the going gets rough. *Saving Private Ryan* has a number of good scenes where Captain Miller motivates his men. Watch the scene where Private Wade (the medic) has just died and at least one of the men is about to desert. Miller steps in and immediately diffuses the situation, motivating the men to stay on the mission. It would be a great exercise to discuss that scene and learn how he does it.

Some characteristics of a good motivator are credibility, passion, empathy, and determination. Does your disciple possess these traits? How can they develop them?

Well, three relationships, four roles and three responsibilities later, you have explained the components of the Leadership Model. Nice job. Take a look at Next Steps for some thoughts on how to pull it all together.

## NEXT STEPS

Having spent three weeks going over all this stuff, it would be good to have some fun with it, while reinforcing the lessons. Here's what I recommend. Rent a leadership-rich movie and watch it together with your disciples, or small group. Any of the films mentioned in Conversations on the Journey would work. *Braveheart* is automatic. *Apollo 13* or *Saving Private Ryan* would work really well, too.

If you don't feel like watching a movie and would rather use your Bible (we are Christians, after all), *Nehemiah* is the book for you. The first six chapters are loaded with examples of Nehemiah leading well and embodying these principals.

If you explain the relationships, roles, and responsibilities simply, illustrate them, and repeat them endlessly, you can help your disciple learn much about leadership. Have at it.

## SIDE TRAILS

See "Side Trails" for *Relationships of a Leader*.

The Illustrations "Responsibilities of a Leader" and "Three R's of a Leader" can be found in the Additional Resources folder for Multiply Your Faith.

Included on this CD.

# The Responsibilities of a Leader

Present

(People)

Coach

Formulating Strategy

Casting Vision

Aligning

Motivating

Future

(Realities)

Change Agent

Formulating Strategy

Casting Vision

Aligning

Motivating

God  
Self  
Others

Spokesperson

Formulating Strategy

Casting Vision

Aligning

Motivating

Direction Setter

Formulating Strategy

Casting Vision

Aligning

Motivating

Internal

External

# The Relationships, Roles, and Responsibilities of a Leader

Present  
(People)

## Coach

Formulating Strategy

Casting Vision

Aligning

Motivating

Future  
(Realities)

## Change Agent

Formulating Strategy

Casting Vision

Aligning

Motivating

God  
Self  
Dynamic Determination  
Intellectual Flexibility  
Character  
Emotional Stability  
Others

## Spokesperson

Formulating Strategy

Casting Vision

Aligning

Motivating

## Direction Setter

Formulating Strategy

Casting Vision

Aligning

Motivating

External