

The Compass

A tool for disciplers

MULTIPLY



ROLES OF A LEADER

CONVERSATION ON THE JOURNEY

Pop quiz hotshot: What are the three relationships of a leader? Hmm? Do you remember? No point going forward if you've forgotten the foundation. How about DICE? What's that stand for and where does it fit? I'm not even going to tell you. If you do remember, glory to you. Well done. If you can't remember, go back to the lesson on the relationships of a leader and review. Then, when you meet with your disciple this week, quiz them. Review aids the learning process, and nothing produces teachability like the exposing of ignorance.

But it's time to press on to the second major "R" of leadership: Roles. A role is a function or position that a leader needs to fill. By our understanding, everything a leader does falls into one of four basic roles.

By the way, as we go over this, it would really be helpful for you to print out and have in front of you, the diagram entitled "Roles of a Leader," included at the end of this lesson. Like last time, we have included this sketch to help you understand and teach one component of the Leadership Model (in this case the Roles component). We also included another that gives you the whole model at a glance. Be prepared to either print it out and share this Roles of a Leader illustration with your disciple, or draw it as you go.

As you look at the diagram, notice that it's a simple two by two grid. The rows are labeled as Internal and External, and the columns as Present and Future. At the intersections lie the four roles of a leader.

Coach

A coach's job is to help individuals succeed at advancing the mission of the whole. A coach is the one who prepares his people to make the desired future a reality. His success is bound up in their success. Rather than simply doing things well himself, a coach's job is to help those he coaches begin to do things well themselves.

Remember the days of Chicago Bulls dominance? Do you know how many points Phil Jackson scored during all those years of NBA Championships? Zip. Not a single basket. And yet he's regarded as one of the greatest coaches in the history of the game. That's because a coach's success is bound up in his people's success.

Who do you think it is that a leader in Crusade has to coach? Well, if she leads a Bible study, then a leader would coach the members of that Bible study. A discipler (like you, for instance) would coach her disciples. The person who runs the weekly meetings coaches the weekly meeting team. The worship leader probably coaches the worship team.

THIS WEEK'S EXCURSION

In this lesson you'll continue to teach Campus Crusade's Leadership Model. The focus is on the Roles of a leader: Coach, Spokesperson, Change Agent, and Direction Setter.

We want to hear from you! Please send your feedback on this guide to centerfield@uscm.org

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MORE OF THE CONVERSATION

Given what we just said about the proper role of a coach, what do you think is the mark of a great Bible study leader? Is it one who knows and applies their Bible well, or is it one who helps others to know and apply their Bibles well? In every case, a coach's job is to help someone, other than themselves, succeed. Help your disciple evaluate her ability at developing, training, and shepherding others.

Spokesperson

When addressing those presently outside the organization, you are playing the role of a Spokesperson. This is a job that requires great tact and diplomacy, since our spokespersons represent Crusade, and even our Lord Himself, to unbelievers and others outside of Crusade.

Brainstorm with your disciple and come up with a list of times when they might need to be a spokesperson for Crusade. Here's a handful to get you started:

Asking an RA for permission to do a program on their floor.

Emceeding a meeting at which non-Christians are present.

Sharing your faith.

Sending out a support letter for Summer Project.

Asking your parents for permission to go to the Christmas Conference.

Inviting your friends to come to a Crusade event.

Speaking at a women's group where new people are present.

Writing a letter to the editor of your school paper.

Leaders in Crusade play this role constantly, so it's important that we do it well. Help your disciple evaluate their ability here. Can he effectively communicate our mission and vision to key constituents outside of Campus Crusade? Can he effectively relate to non-Christians, other Christian organizations, pastors, and RAs? Is he tactful, clear, respectful and humble?

Change Agent

When we move out of the Present column, into the Future column, we not only make a time shift, but a focus shift. In the present, a leader deals with people. In the future, however, she needs to concern herself with broader realities. When the reality is already present to some extent in the organization, but needs to be tweaked, a leader plays the role of a Change Agent.

A Change Agent constantly evaluates reality, and alters things that aren't working. Change Agents are not content with the status quo and don't elevate tradition above all else. Neither do they change things for change's sake. Everything gets pounded out on the anvil of effectiveness. They try to build a better future using realities that exist inside the organization as a base.

What things exist right now in your area of responsibility that need to be changed? Are students coming to your small group? If not, why not? What different approach can you try? Do you lead your prayer team? What's working? In what area are you stuck in a rut, because "that's how it's always been done"? Do you run your Fall Retreat? You don't have to do it just like last year. How can you improve it? Where do you and your disciple need to play the role of a Change Agent?

NEXT STEPS

Choose one role and give your disciple an assignment that will cause them to live out that role. You might ask them to get permission from an RA to run a program (spokesperson), or ask them to come up with a way to improve attendance at your weekly prayer meeting (change agent). Whatever it is make clear what you are doing so they can think about this lesson and apply it intentionally.

SIDE TRAILS

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

The Illustrations "Roles 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.

EVEN MORE OF THE CONVERSATION

(I KNOW, IT'S A LONG ONE)

One word of caution here for you and your disciple. If you are a strong change agent, you may be tempted to play outside the lines. Don't try to change someone else's ministry. Concern yourself with what has been entrusted to you, and do an excellent job there. If you are faithful with what you have, more will be given to you, and you can solve those bigger problems at that time.

Direction Setter

If a Change Agent is concerned with altering the future that already has seeds in the organization, a Direction Setter dreams of a future entirely outside the present experience. A direction setter can see a picture of a desired future, and is willing to do what is required to get there.

I constantly tell my staff that managers deal with what is, while leaders deal with what is not, but needs to be. It would, perhaps, be more precise to say that Direction Setters deal with what is not, but needs to be.

What is not on your campus, but needs to be? A team of students prepared to respond to letters to the editor that attack the Gospel? Make it happen! A vibrant witness in your dorm? Set some direction; create a new future. Is there an outreach on your campus to African Americans? Maybe you can create it even though there's not even a hint of it right now. What happens after your weekly meetings? If the people just disperse, maybe you can create a new post Cru social every week. Direction setters deal with what is not, but needs to be. Help your disciple begin to think about the yet unwritten future.

Coach, Spokesperson, Change Agent, and Direction Setter are the four basic roles of a leader. Once your disciple understands them all, help them evaluate where they are strongest, and where they are weakest. In the weeks to come, look for opportunities to help them practice. If your small group is planning an outreach, maybe they can be the spokesperson to the RA. Maybe it's time for them to begin to disciple a younger student, and play the role of coach. If there's nothing going on at all, it's sounds like you need a direction setter.

Do whatever you can to take this stuff out of the classroom and make it real. Experience is a wonderful teacher. Next week we'll finish up with a look at the Responsibilities of a leader.

The Roles of a Leader

Present
(People)

Internal Coach

Future
(Realities)

Change Agent



External Spokesperson

Direction Setter

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