



2015 Steward Leader Initiative Summit

CLA Intensive Training Institute

"Set Free to Lead: Exploring 4 Components of Leadership from the Perspective of Freedom"

April 14, 2015 – Dallas, Texas

Event Schedule

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| 10:00am | Kent Wilson: <ul style="list-style-type: none">• Welcome, Schedule Overview and Objective |
| 10:15am | Scott Rodin: <ul style="list-style-type: none">• SLI Purpose and History |
| 10:30am | Freedom and Strategy: The Steward Leader as Visionary <ul style="list-style-type: none">• R. Scott Rodin, President, Kingdom Life Publishing• Jeff Gilman, Executive Director, Redwood Gospel Mission |
| 12:00pm | Lunch Break |
| 12:30 pm | Freedom and Management: The Steward Leader as Team Builder <ul style="list-style-type: none">• Dirk Ailts, Executive Director, International Steward |
| 2:00 pm | Freedom and Finances: The Steward Leader's Role in Raising, Spending and Investing Resources <ul style="list-style-type: none">• Melinda Delahoyde, Vice President of Mission Advancement, Life International |
| 3:30pm | Freedom and Failure: The Steward Leader as a Manager of Risk <ul style="list-style-type: none">• Kent Wilson, Executive Coach & L2L Program Coordinator• George Warton, Lt Col, USAF (Ret); USAF Academy Steward Leadership and Followership Research Intern |
| 4:50pm | Debrief and Adjourn |

Presenter Bios

Scott Rodin

Scott Rodin (PhD, University of Aberdeen, Scotland) has a passion for helping Christian non-profits take a biblical approach to strategic planning, board development and capital campaign fundraising. He is president of Kingdom Life Publishing and former president of Eastern Seminary and the Christian Stewardship Association. He is the author of ten books. His books and blog are available at www.kingdomlifepublishing.com

Jeff Gilman

Jeff Gilman has been serving in rescue mission ministry for 33 years, the last 21 years as Executive Director of Redwood Gospel Mission in Santa Rosa, CA. He received his education at Central Washington University, Multnomah Bible College and the University of San Francisco. He and his wife, Kathy have been married since 1982 and have three adult children three grandchildren. Jeff and Kathy attend St. John's Anglican Church in Petaluma, CA.

Dirk Ailts

Dirk Ailts is the CEO and President of International Steward, a leadership development organization that works in partnership with indigenous majority world leaders. Its vision is to see every Christian and every ministry fulfilling the Great Commission through the message of Biblical stewardship as the foundation of local funding and Kingdom advancement. Dirk has been married to Debbie for 27 years. They have one daughter, Taylor, who is a newly engaged bride to be.

Melinda Delahoyde

Melinda Delahoyde is Vice President of Mission Advancement, Life International, Grand Rapids, MI. She is past president of Care Net, the national affiliation organization for over 1100 pregnancy centers across the country. She is the author of *Fighting for Life* and her articles have appeared in publications such as *Christianity Today*, *Moody Monthly*, *Outcomes*, and *Christian Life*. Melinda is a member of the Board of Directors of the Evangelical Council for Financial Accountability (ECFA) and Southeastern Baptist Theological Seminary. She holds an M.A. in Philosophy of Religion from Trinity Evangelical Divinity School.

Kent Wilson

Having run for-profit and nonprofit companies for over 30 years, Dr. Kent Wilson currently devotes his time working with leaders as an executive coach and organizational consultant through Vistage International and Leader2Leader, a program of CLA. He is a co-founder of the Steward Leader Institute and continues to research, write, and lecture on steward leadership worldwide. Kent's role as President of the Wilson Foundation has also influenced the development of Christian publishing in developing countries for over 30 years.

Kip Warton

For the last four years Kip has led the development and operation of unmanned aircraft systems at the US Air Force Academy. With over 35 years of experience, Kip has lead, managed, and worked alongside people from small groups to large, multi-level organizations with broad managerial experience including technologically advanced systems. He is pursuing a PhD in organizational leadership and holds a certificate of advanced graduate studies in leadership from the School of Business and Leadership at Regent University.

Session #1

FREEDOM AND STRATEGY: THE STEWARD LEADER AS VISIONARY

R. Scott Rodin

President, Kingdom Life Publishing

Jeff Gilman

Executive Director, Redwood Gospel Mission

Introduction

- I. Answer three questions
 - a. How are we defining a steward leader?
 - b. What is the link between freedom and vision?
 - c. What does it look like in practical terms?
- II. Definition => Integration => Application
- III. Introduce Jeff and his role

Definition

- I. Important way to start since this is the first paper
 - a. Steward leader is faithful steward called to lead
 - b. Start with faithful steward
- II. We are first called to be faithful stewards on all four spheres of our created reality
 - a. *Relationship with God*
 - b. *Relationship with Self*
 - c. *Relationship with our Neighbor*
 - d. *Relationship with Creation*
- III. Created to be citizens of one kingdom
 - a. The kingdom of God where God is the Lord
 - b. Full surrender, live as stewards
- IV. Enemy tempts us to be two-kingdom people
 - a. Second kingdom is the one we create
 - b. We play the Lord, control
 - c. Compromise, live as owners

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- V. We are all on the journey of becoming more faithful stewards
 - a. Where are you on that journey?
 - b. Where is God leading you to trust Him more?
 - c. Do you live less as an owner and more as a steward each day?
 - d. Have you surrendered everything to God in all four spheres of your life?
 - e. What happens when a faithful steward is called into a position of leadership?

- VI. Seven Marks of a Steward Leader
 - a. Steward leaders understand that their lives are not their own.
 - b. Steward leaders seek intimacy with God as their highest calling.
 - c. Steward leaders are secure in their identities in Jesus Christ.
 - d. Steward leaders see those with whom they lead and serve as fellow pilgrims
 - e. Steward leaders regard all resources as gifts from God.
 - f. Steward leaders recognize the spiritual battle they are in as they strive to lead as faithful stewards in a world of people playing the role of master.
 - g. Steward leaders have learned that victory starts with surrender

Integration with Vision and Strategy

- VII. Leaders cast vision, develop and implement strategy
 - a. Three steps: vision, strategy, execution
 - b. Vision is a narrative of a desired future
 - i. How is that narrative created?
 - ii. Who creates it?
 - iii. Based on what?
 - c. Strategy is the aggregation of the actions that must take place to bridge the gap from your present reality to your desired future
 - i. Vision sets the target, strategy develops the plan to get here
 - ii. Who creates strategy?
 - d. Execution is the day to day work of implementing the strategy in pursuit of the vision
 - i. Who implements?
 - ii. How is it managed?
 - iii. Does the plan ever change?

VIII. Contrast Owner Leader with Steward Leader to answer these three questions

- a. Vision as an Owner Leader
 - i. Owner leaders hold tight control over the process and product of vision casting
 - ii. Tie their identity to their vocational success and so must control the means and ends that lead to success
 - iii. Limited and managed input from stakeholders
 - iv. Owner leaders become persuaders and convincers in this process
- b. Vision as a Steward Leader
 - i. Steward Leaders are free to let God speak and lead the process with full participation of stakeholders
 - 1. Steward leader's passion is knowing and doing the will of the Owner
 - 2. They lead process to that end regardless of what it costs
 - ii. Steward leaders become facilitators, encouragers and guides in this process
 - iii. They contribute and lead, but do so with the freedom of knowing that their agenda is not driving the process
 - iv. *Do you cast visions from a position of control or freedom?*
- c. Strategy as Owner Leader
 - i. Owner leaders build 'learned helplessness' into their strategy
 - ii. They create a culture where they are needed to make strategy work
 - iii. They struggle with delegation and empowerment and are always looking for ways to control outcomes
- d. Strategy as Steward Leader
 - i. Steward leaders are free to engage their people and their people's skills fully in the process of setting strategy
 - ii. They empower others, rely on the skills of the team and delegate authority easily as appropriate
 - iii. Steward leaders are free to let other shine and they purposefully lift others up, give away power and set people up for success.
 - iv. *Do you develop strategy from a position of control or freedom?*
- e. Implementation as Owner Leader
 - i. Owner leaders see everyone's work as a means to an end – the success of the ministry which = their own success

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- ii. "I've never failed..." See failure as personal; guard reputation and drive people to succeed
 - iii. Production driven leaders => expansion-focused strategies => earthly-oriented metrics => results-based management
 - iv. Everything revolves around leaders need to succeed => control
 - f. Implementation as Steward Leaders
 - i. Steward leaders are free to set kingdom metrics and manage people to grow and excel in their abilities that through their growth they might best serve the ministry to help meet its goals
 - ii. People become ends and not merely means
 - iii. *Do you manage the implementation of strategy from a position of control or freedom?*
- IX. Summary
 - a. Steward leaders have been set free to lead according to God's vision. They build strategy that engages and empowers others and they manage its implementation in ways that builds the skills of people and has space risk and failure.
 - b. As a result, steward leaders build great teams (Dirk), raise kingdom resources with freedom, obedience and joy (Melinda) and have the freedom to embrace risk and even failure in pursuit of God's vision for them and their ministry (Kent and Kip)
 - c. What does this look like 'on the field?'
- X. Jeff Gilman - History and background of Ministry
 - a. Understanding of my calling
 - b. Understanding of my role in the ministry
 - c. Understanding of my relationship to the community
- XI. Impact of understanding
 - a. Impact on my relationship with staff
 - b. Impact on my relationship with supporters
 - c. Impact on my relationship with the Lord
- XII. Transformational Experience
 - a. Initial reaction
 - b. A new understanding
 - c. Process of transformation
- XIII. Impact of my transformed understanding
 - a. Impact on my relationship with staff
 - b. Impact on my relationship with supporters
- XIV. Impact on my relationship with the Lord

Session #2

BUILDING A TEAM, STEWARDSHIP FREEDOM IN GROWTH AND CHANGE

Dirk Ailts

Executive Director, International Steward

- I. Leadership for the Long Haul
 - A. It's the Start *and* the Finish

 - B. Keep Your Eyes on the Peak

 - C. Shared Responsibility and Commitment

 - D. Definition of Roles

- II. The Preparation of the Steward Leader
 - A. Sacred Things

 - B. Throwing the Dart

 - C. Counsel of the Holy

 - D. Real Rewards

 - E. It's Upside Down

 - F. Exit Stage Left

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III. The Joy and Pain of Changing, Growing, and Building

A. Leaving the Old Country

B. How did that Happen?

C. Will and Humility

D. The Beach Ball

E. Sowing and Waiting

F. Ebenezer Stones

G. Looking in the Mirror

H. Party! Party! Party!

IV. Building a New Culture

A. Breaking Through Barriers

B. Stewardship at the Center

C. Without Love...

D. The Speed of Trust

E. The Fruit of Fruit

F. Repentance Wins

G. Driving in the Fog

Session #3

THE STEWARD LEADER - RAISING, SPENDING AND INVESTING RESOURCES

Melinda Delahoyde

Vice President of Mission Advancement, Life International, Grand Rapids, MI

- I. Getting the Big Picture - A Few Thoughts on God, Man and Money
 - A. God - Creator, Provider
 - B. Man- dependent, listening, waiting, trusting
- II. Ideas Have Consequences
 - A. What we believe determines what we do in Advancement
 - B. Example: "We do the real ministry. Now you go raise the money!"
 - C. Example: Advancement is a transaction of money from donor to ministry
- III. Kingdom Principles Apply in Raising, Spending and Investing Money
 - A. Being before Doing
 - 1. Prayer for ideas, direction, ideas, plans and timing
 - 2. Intimacy with God before impact for the ministry
 - 3. Example: The One Minute Steward's Prayer
 - B. Love people and use money
 - C. Transformation - not transaction
 - D. The "One Kingdom" in Advancement

Questions

- 1. Do these points sound like things you always hear in "Christian" Advancement circles?
 - 2. Does it seem hard to apply these principles and ideas in the real world of Advancement?
 - 3. Why?
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- IV. The Common Path and the Kingdom Path (taken from The Choice)
 - A. Utilitarian View of Resources
 - B. Stewardship View of Resources

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- V. Raising Resources for the Kingdom
 - A. Being with God before doing for God - He will provide, prepare people, give plans
 - B. Donor Care and Saying Thank You First
 - C. Tools of Advancement - A one page Strategic Plan and Advancement Plan
 - D. Asking for Money
 - E. Truthfulness and Accountability

- VI. Spending Resources
 - A. Provide for Your Team
 - B. Using Resources - Balance of Faith and Prudence
 - C. Resources that Follow the Strategic Plan
 - D. Ministry Reserve Funds

- VII. Investing Resources
 - A. Board Investment Policies
 - 1. Reflect the values of the ministry
 - 2. Transparency and accountability
 - 3. Consult ECFA website for resources
 - 4. Ethical investments

Additional Resources

The Sower - Gary Hoag and Scott Rodin

The Choice - Gary G. Hoag, R. Scott Rodin, Wesley K. Willmer

Waiting on God - Andrew Murray

Absolute Surrender - Andrew Murray

Answers to Prayer - George Mueller

Session #4

FREEDOM AND FAILURE: THE STEWARD LEADER AS A MANAGER OF RISK

Kent Wilson

Executive Coach & L2L Program Coordinator, Colorado Springs, CO

George Warton

Lt Col, USAF (Ret); USAF Academy Steward Leadership and Followership Research Intern

A Million Dollar Venture That Failed (Kent's Story)

The Concept of Risk

- Risk is "exposure to the possibility of loss, injury, or other adverse or unwelcome circumstances."
- Risk is generally approached with two processes: "risk _____" (planning that gauges the degree of possible loss) and "risk _____" (taking proactive steps to reduce the possibility of loss)

Secular Approaches to Risk

- Theory X
- Agency Theory
- Stakeholder Theory
- Principal Theory

Biblical Approaches to Risk

- The Parable of the Talents (Matt. 25:14-30, Luke 19:12-27)
- The Parable of the Unfruitful Fig Tree (Luke 13:6-9)

Steward Leader and Risk: Any Difference?

Who Determines the Acceptable Level of Risk: The Steward Leader or Owner?

- In secular risk management-
- In God's economy-

Failure... the Best Way to Learn

- F- _____ your goals
- O- _____ your plans
- R- Necessary _____
- W- _____ mistakes
- A- _____
- R- _____
- D- Strategy _____

Who Is in Charge? – The Owner, Steward Leader, or Follower?

- Shared role
- Courageous follower

Steward Leader and Follower Steward (George's Story)