

DISCOVER YOUR CALLING AND DESTINY AS A LEADER YOUR AUTHENTIC LEADERSHIP STYLE

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INTRODUCTION TO THIS WORKBOOK

FOR WHOM IS THIS WORKBOOK?

The purpose of this workbook is to help Christian leaders do the following:

- understand the meaning of their own unique histories;
- see the potential that is present in their lives;
- become more aware of God's calling for their lives as well as their own desires;
- translate these insights to a unique house in which they want and are able to inhabit;
- arrive at a lifestyle that enables them to maintain all this.

THE CONTENT OF THIS WORKBOOK

The content of this workbook has been written by Paul Ch. Donders and is extended with some additions by Wouter Droppers.

The basic assumption for this book is that God is Creator of all life. And as our Creator, God has a purpose for our existence, equipping us with possibilities to respond to this calling by:

- creating us in a certain way with a particular character, personality, skills, competences, IQ, EQ and all other things that make us unique and special as creatures of God (Genesis 1: 26-28);
- equipping us with the Holy Spirit, which we can receive by our faith in Jesus Christ (Acts 2: 37-39);
- making use of our living conditions and the events that have taken place in our life (Romans 8: 28);
- the fact that the purpose of our existence does not exist solely within ourselves, but is focused on Jesus Christ (Ephesians 1: 9-11).

We do realize that all of the aforementioned truths suffer from the brokenness of our human existence.

We will deal with these aspects in the following order:

- My life story
- My potential
- My calling and passion

Then we will make these aspects concrete with:

- My life house

Maintenance of the life house is done by means of

- My support team

In all this we realize that the final purpose is not in our position, social role, or ministry, but in the transformation of us as human beings into the image and likeness of Jesus Christ (Romans 8:28-29, 2 Corinthians 3:18).

HOW TO WORK OPTIMALLY WITH THIS MATERIAL

Then it is important to discuss the results extensively with someone, perhaps with your team or your Spiritual Visionary Leadership group. When you submit your completed workshops to someone and you add your story to it, you should see a difference in the clarity of your discoveries and together you will get to some profound questions. This way, step by step, you will deal with all five themes. You can do this on your own (together with a facilitator) or in pairs, which at the same time means some co-mentoring. But you can also use the book together with a group of friends.

CHAPTER BUILDING

INTRODUCTION TO THE THEME:

“DISCOVER YOUR CALLING AND DESTINY AS A LEADER”

How can I make God visible in my work? How can I, both as a leader and a professional, make a difference from the perspective of Christian ethics? That my employees do not only hear that I am a Christian, but that they also experience that my management style and my life style are dignified, inviting and inspiring?

In more and more publications the call for “authentic leaders” gets clearer. Society is looking for leaders who are the same person in their work, at home and in their spare time. Of course, one can also be consistently immoral or dishonest. For that reason the call for authenticity goes increasingly along with the call for leaders who do not only talk about virtues, but also propagate them.

In the renowned management magazine Harvard Business Review (February 2007 edition) a team of researchers reported on the results of a very extensive search for successful, authentic leaders. Leaders of different nationalities, ages, professions and social backgrounds were among those studied. In short, the conclusion of this study can be summarized by the following:

1. There is no “authentic-leader-gene”. You are not born an authentic leader.
2. Authentic leaders know and accept their life story.
3. Authentic leaders have a strong support team that gives feedback on a regular basis.
4. Authentic leaders focus on long-term success and normally they achieve that.

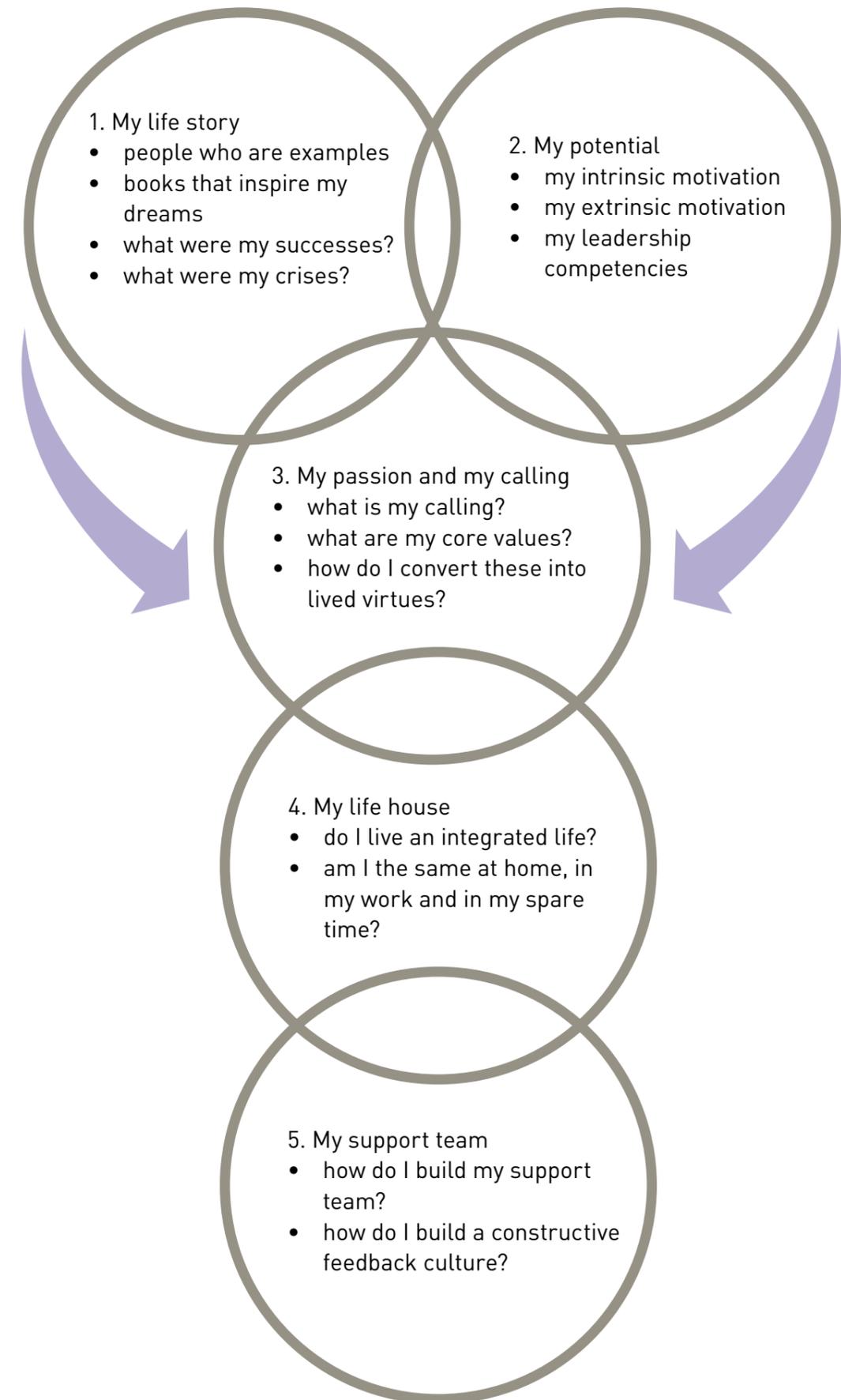
The big question is: How do I become and how do I remain an authentic leader? To begin this small journey of discovery, you are invited to explore these five questions:

1. Who am I? Why do I exist?
2. What is most important, what are my core values?
3. What can I do, how do I effectively integrate my values in life?
4. With whom do I share my life?
5. For whom do I live my life?

Gradually we will elaborate these steps in the various chapters.

By all means I wish you lots of fun, Blessing and wisdom on your journey to your unique destiny as an authentic leader.

Paul Donders



1

MY LIFE STORY



Günther Refle, philosopher and director of a renowned education institute in Dresden, Germany, notes: “[He] who does not know, accept and embrace his history, cannot enjoy today and cannot make meaningful plans for his future”. Authentic leaders know their own life story. They know the resources from which they draw.

What are your resources? You may name all kind of resources; below I indicate some that are important for leaders. These include resources that have formed your leadership and lifestyle, consciously and unconsciously.

In order to be able to develop and convincingly live your authentic leadership style, today and in the future, it is essential to know your own resources and to uncover the lessons that are often hidden, so that you can apply them to daily life.

Below you will find some resources:

1. People who were or are an example, including Jesus Christ;
2. The Bible and other texts that inspire;
3. Desires and dreams I had as a child or young adult (or that I still have);
4. Successes that I have experienced in my leadership, and the lessons I have learned from them;
5. Crises that I have experienced in my leadership, and the lessons I have learned from them.

The following exercise is meant as a starting point of your personal discovery journey into the world of your resources. Spend a night or morning (choose a time of the day where you feel the most alert, awake, and inspired) on each source to explore the lessons and reflect, asking yourself: “How can these lessons become a daily reality for me?”

1. JESUS CHRIST AND/OR PEOPLE WHO WERE OR ARE AN EXAMPLE FOR ME....

People who were or are an example	What do I especially appreciate in their leadership style?	What 2-3 principles do I want to convert in my leadership style?

2. THE BIBLE AND OTHER BOOKS AND TEXTS THAT INSPIRE ME...

Books and texts that inspire me...	What appeals to me in particular?	What 2-3 principles do I want to build into in my leadership style?

3. DESIRES AND DREAMS I HAD AS A CHILD OR YOUNG ADULT OR THAT I STILL HAVE...

Dreams I had or that I still have	Dreams I did / did not realize	What do they mean to me today

3. DESIRES AND DREAMS I HAD AS A CHILD OR YOUNG ADULT (OR THAT I STILL HAVE)

In his book “The Last Lecture” (2008), Professor Randy Pausch tells about his search for “the last lecture” he wants to give to his children (aged one, four and five years), while diagnosed with pancreatic cancer and given three to six months to live.

After an intensive quest he concludes that what makes him unique and authentic are his dreams from childhood. If children experience the grace of a healthy and inspiring parental home, many dreams will grow in their hearts. Small and big dreams. Simple and meaningful dreams. As a child and later as a young adult, the biblical Joseph dreamt directional dreams for his own life, which he later realised in his duties as a leader and the impact he had on the survival of an entire people. The psalmist says, **“Take delight in the Lord, and he will give you the desires of your heart” (Psalm 37: 4).**

I myself love to dream, without fanatically trying to fulfil my dreams. When I was twenty-four years old, I often dreamt that I was driving with my daughter. I dreamt of three children, a dream which my wife Sylvia and I would have liked to realise. I even made a little painting for Sylvia: a rose with five symbolic rosebuds. It was not until I was 30 years old, when this dream started to come true. Then Sylvia became pregnant with our eldest son. Even still, for seven years there were to be an endless series of disappointments. Until one year, on sabbatical, we decided to completely give this dream to God. A lecture from my life: I learned to dream diligently, hand it over to God, look for open doors to realise my dreams. I let myself be surprised again and again, no matter the outcome. And what does this dream mean to me today? Our three children (ages twenty, eighteen and sixteen years old) are our greatest resources. How about your dreams?

4 & 5. SUCCESSES AND CRISES THAT I HAVE EXPERIENCED IN MY LEADERSHIP

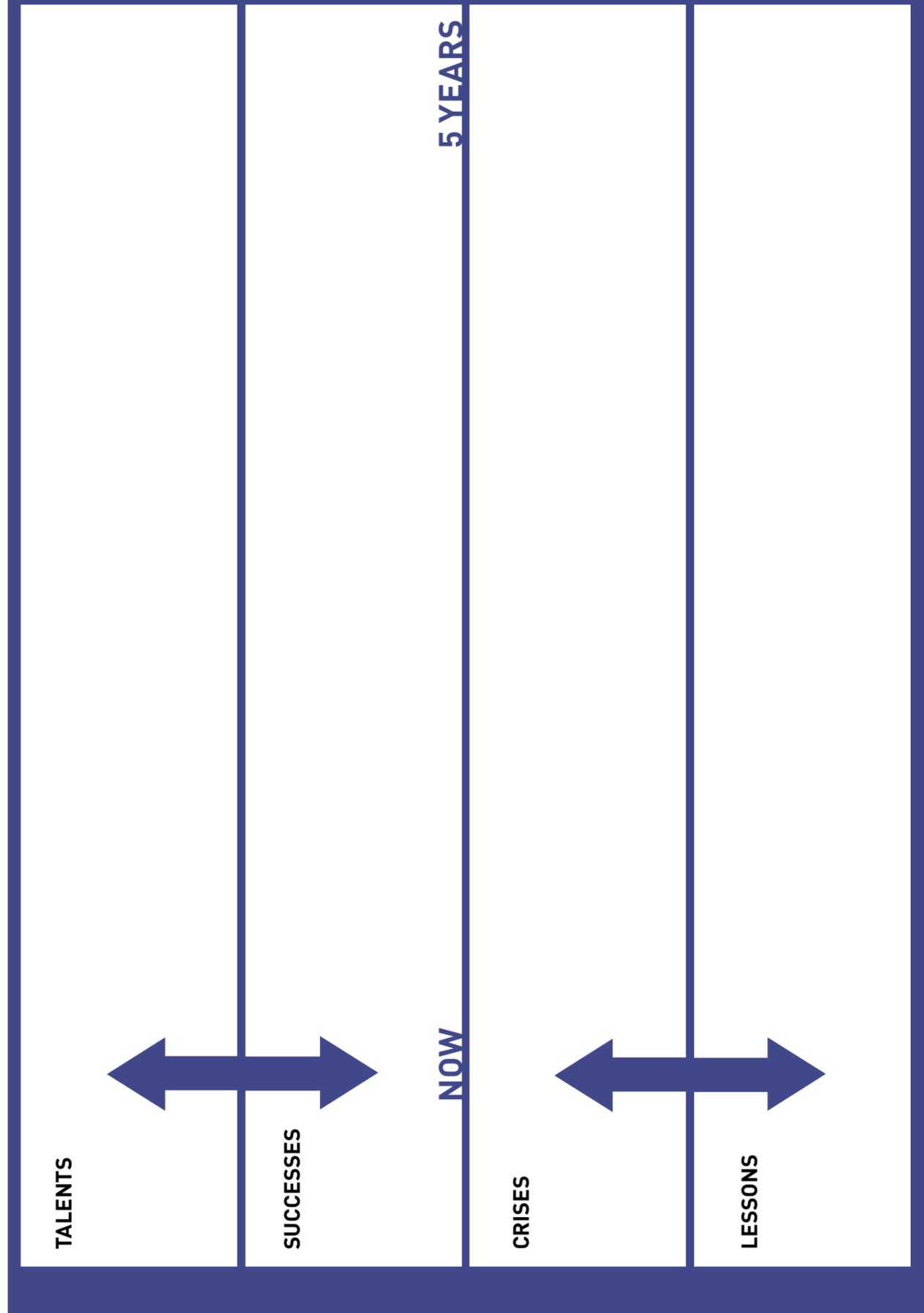
Please take time for the following questions. It is best to use a large piece of paper to write down your successes in leadership, in chronological order from your fifth year.

Also describe the crises that you have experienced. Crises can be caused by yourself, by others, or by another external factor. You may use the following format (see next page).

After describing your successes, try to attribute each success to one of your leadership talents. Similarly, try to connect each crisis to a related leadership lesson that you may have learned in retrospect. In this way, you begin collecting precious resources from your history, making sense of the puzzle pieces that slowly form an image of your authentic leadership style. If you walk mindfully through your history, you may recognize His guiding hand on various parts of your journey so far.

In summary: Authentic leaders know their life story. Take time to go on a journey of discovery. Now and then take along someone you know well and tell him or her about the various discoveries that you have made so far. I hope you become inspired!

4. & 5. SUCCESSES AND CRISES THAT I HAVE EXPERIENCED IN MY LEADERSHIP



2

MY POTENTIAL



In this chapter I would like to take you on a journey of discovery to find your unique potential. In order to discover your calling and destiny as a leader, it is essential to know your own intrinsic and extrinsic motivations.

My father was an ophthalmologist and a surgeon; he had a private practice and worked as a surgeon in hospital. As a doctor and a surgeon he was not only very popular, but also a master of his craft. When he was asked to become Medical Director of the hospital (a very enticing motivation: more influence, more power, more money, more status), he kindly rejected this offer. He knew his intrinsic motivation well enough to know that as the medical director he would not be able to develop his unique talents as an ophthalmologist and surgeon. Since he dared to choose the things important to him in life, he was able to fill that life in his unique way. By remaining close to what he found to be his true calling, he was able to become masterful in his profession and to gain a strong and authentic authority in the field.

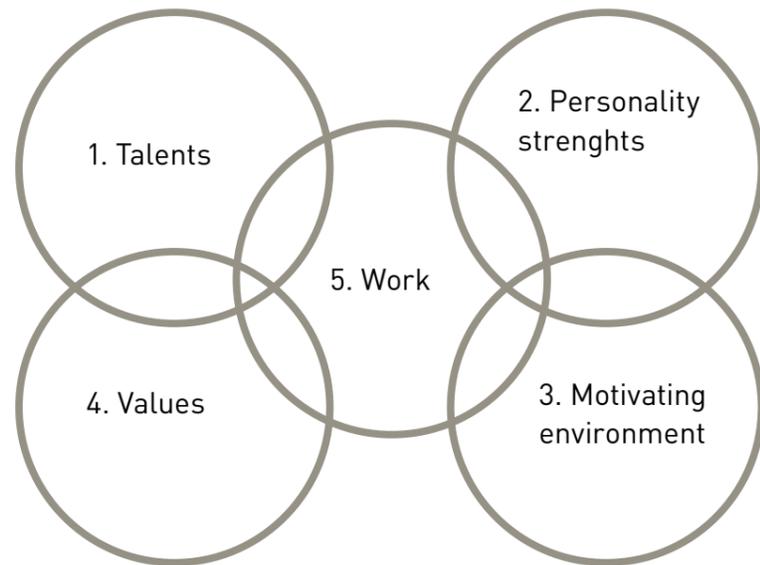
At the age of sixty-three he had the courage and energy to raise another family. As one of his three children who were born in that time, I am extremely grateful. My father was an authentic leader, fruitful far beyond his death.

What can you do to gain more insight into your intrinsic motivation?

As early as the 1930s, Dr Victor Frankl and Dr Alfred Adler discovered that a man has three basic needs to be able to develop mentally healthy. They include:

1. Talents – to discover, develop, train, use and enjoy.
2. Context – a unique place to discover where I can use my talents and can enjoy them.
3. Meaningfulness – to discover where in daily life I am able to do meaningful things that I myself experience as highly valuable.

INTRINSIC MOTIVATION



1. TALENTS

Let's start with talents. Throughout the past thirty-five years, Dr Arthur Miller and Dr Richard Bolks have done extensive research on the so called "core talents" that a person has from birth.

They discovered that everyone has about ten of these "core talents". If I use my core talents, they distinguish themselves by highly motivating me intrinsically (from the inside). For example, one of my core talents is "to develop concepts". If I have been able to work on a concept for three hours, I feel fully charged. I am energised because for three hours I was constantly and intrinsically able to use one of my "core talents".

You can imagine what happens if I am able to organize my work in such a way that I can use my unique core talents for 50 percent of my time. I will be constantly positively charged, I will go to work with great joy and I will still be fit as I go home in the evening. A burn-out would never happen. It is easy to see how immediately valuable it is to discover your own set of core talents. In a following scheme you will find a summary of forty-eight basic talents that belong to A. Miller and R. Bolks.

Which of these talents give you energy when you use them? A good exercise is to choose ten talents and put them in the priority pyramid (seen on page 21). Then submit them to a good friend and ask him/her for feedback.

TALENT ASSESSMENT

Dealing with people

1. Helping
2. Sympathizing
3. Communicating
4. Convincing
5. Solving problems
6. Teaching
7. Leading
8. Advising
9. Undertaking
10. Mediating

Dealing with information

1. Structuring
2. Calculating
3. Logical thinking
4. Investigating
5. Organizing
6. Improving
7. Strategic thinking
8. Developing concepts
9. Judging
10. Integrating

Dealing with materials/machines

1. Operating machinery/equipment
2. Working with earth and nature
3. Dealing with technology and electronics
4. Decorating
5. Dyeing and painting
6. Cooking and baking
7. Treating animals
8. Building / doing needlework
9. Performing precision work
10. Working with computers

In the field of creativity

1. Acting
2. Making music
3. Sports
4. Dancing
5. Drawing and painting
6. Creative thinking
7. Writing
8. Photographing
9. Design
10. Visual design

2. PERSONALITY STRENGTHS AND 3. MOTIVATING CIRCUMSTANCES

A second area of intrinsic motivation is the field of personality strengths. Although talents describe "what I can do well", personality strengths describe "how I work most optimally".

The well-known DISC personality profile, created by Persolog and Professor John Geier, offers a simple and professional tool to define both your personality strengths and your place of motivation. By means of the DISC test (www.persolog.nl) you are able to discover about ten unique personality strengths and ten unique motivating circumstances. In the following scheme you will find a summary.

Now, as a first exercise, you can choose ten personality strengths (you may choose from all four areas) and ten motivating circumstances (this way you describe your "motivating place") and put them in a priority pyramid, just like you have done with your talents.

By doing this you have built three pyramids of intrinsic motivational elements.

EXPLANATION OF THE SCHEME

Fill out the scheme as follows:
 under "1." your 10 talents;
 under "2." your 10 personality strengths;
 under "3." your 10 motivating circumstances.

For example:

- 1. Leading
- 2. Results-oriented
- 3. Visible results

Try to group this by type as much as possible.

PERSONALITY STRENGTHS + MOTIVATING CIRCUMSTANCES

Dominant / direct

Strengths:

- Conflict readiness
- Results-oriented
- Quick decision
- Directs
- Solves problems
- Direct in communications

Motivating circumstances:

- Visible results
- Decisional freedom
- Challenges
- Major projects
- Work independently
- Clear goals

Influence / initiative

Strengths:

- Bridge builder
- Optimistic
- Enthusiastic
- Flexible
- Affecting
- Spontaneous

Motivating circumstances:

- Alternation
- People around
- Freedom from problems
- Flexible terms
- Public recognition
- Friendly, positive atmosphere

Conscientious

Strengths:

- Quality awareness
- Thinks critically
- Thorough
- Analytical
- Cautious
- Accurate

Motivating circumstances:

- Clear procedures
- Anticipation of change
- Recognition of the quality of performance
- Clear job description
- Tasks that require accuracy
- Undisturbed work

Stable

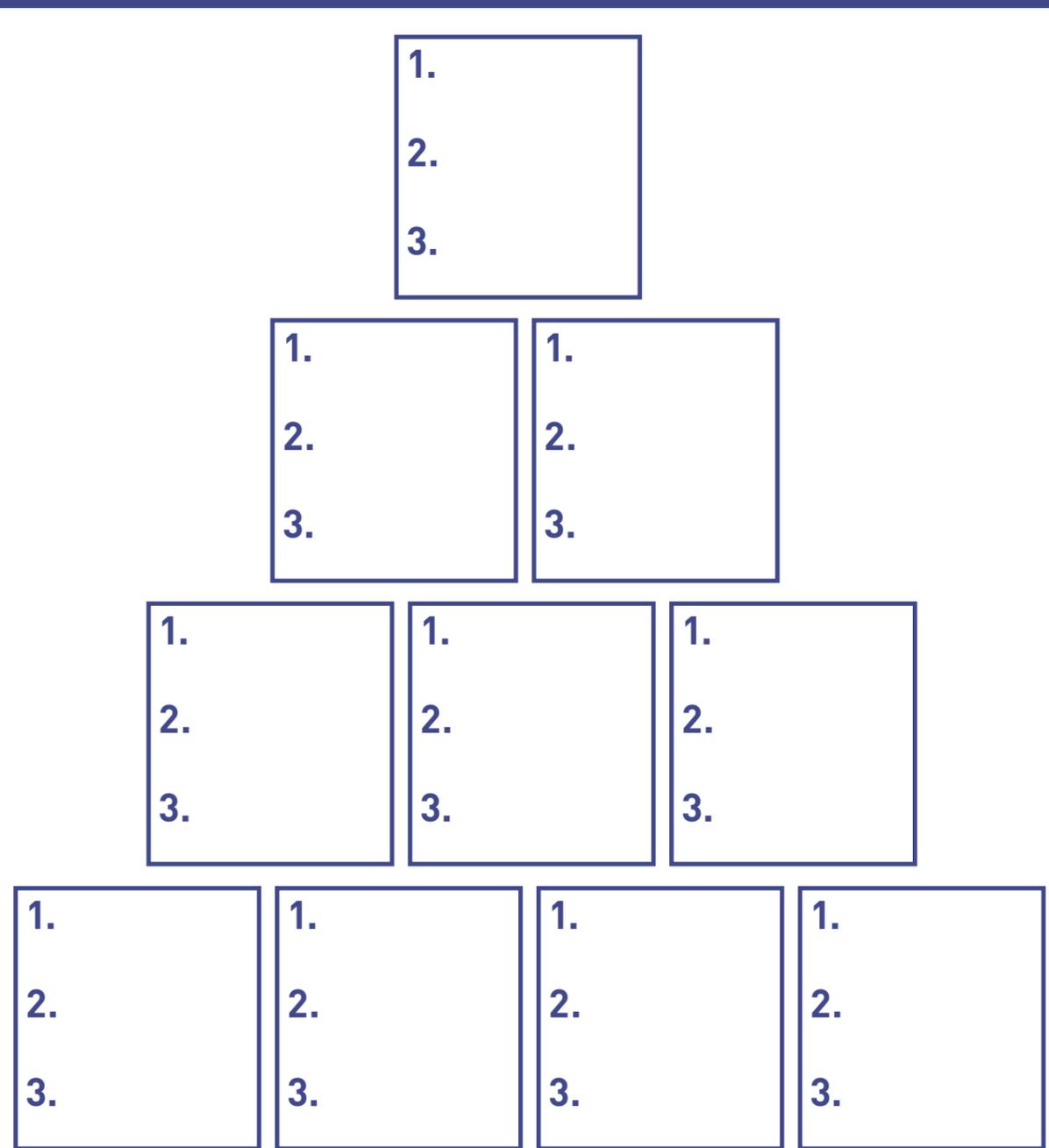
Strengths:

- Patient
- Good team worker
- Good listening skills (empathy)
- Loyal - trustworthy
- Pragmatic
- Supportive

Motivating circumstances:

- Security, stability
- Time to adapt to changes
- Working in a small team
- Recognition of the self
- Clearly formulated expectations
- Harmonious environment

2. PERSONALITY STRENGTHS AND 3. MOTIVATING CIRCUMSTANCES



The next step is to answer the following questions: how can I apply these personality strengths in my work? And how can I adjust my working conditions (at least partially), so that I will be intrinsically motivated for a greater part of the day? The outcome, hopefully, is that from the inside out I will become less dependent on all kinds of motivational incentives organized by others in order to keep me motivated.

For example, communicating with a larger audience is a motivating circumstance for me. I have spoken to audiences of 200 executives from fifteen various countries over the course of three days. This was obviously tiring. But it was also a very motivating and inspiring time for myself. Realising this, my job then is to develop my work in such a way that both my core talents and my personality strengths can be used in a manner that is appropriate to me. And this doesn't mean that I'm not looking for the perfect job! It's been helpful if I can even work 30 percent of my work time within my intrinsic motivation.

My desire, also as a Christian, is to deliver excellent work out of respect for my customers and clients. My work can be excellent if I stay close to my intrinsic motivation, therefore when I stay close to my package of talents.

In Proverbs 22:29 a very wise man remarks:

“Do you see someone skilled in their work?

They will serve before kings;

they will not serve before officials of low rank”.

It is our wish that you develop understanding of your intrinsic motivation and that you are less driven by all possible external stimuli.

4. LEADERSHIP VALUES

The latest studies regarding “Values in business” indicate that we as leaders have an enormous influence. Professor Ulrich Hemel from Munich states the following:

“The personal values of the managers of a company are de facto the value canon of this company” .

If you want to build a company or organization where healthy Christian values are propagated by all employees, then you will need to start mapping your own values, communicating them, making them clear in your daily life and training your employees in these values.

Below you will find seven reasons why leadership values are so important:

1. so that I as a leader know my priorities;
2. so that I manage in a consequent and understandable manner;
3. so that these form the basis for strategic plans;

4. so that my employees know the company culture, right from the start;
5. so that employees can identify themselves continuously;
6. so that the DNA-code of our organization becomes common practice, especially when norms are added to the values;
7. so that customers gain insight in our basic principles, enabling them to take a first step in confidence.

These reasons are all about content and the way it is communicated. It is also about building trust both in the leader and in the organization that maintains these norms and values. Respect is inextricably linked to this trust.

To get started I would like to define my leadership values in three steps:

- Summarizing my resources
- Formulating my core values
- Designing my family coat of arms

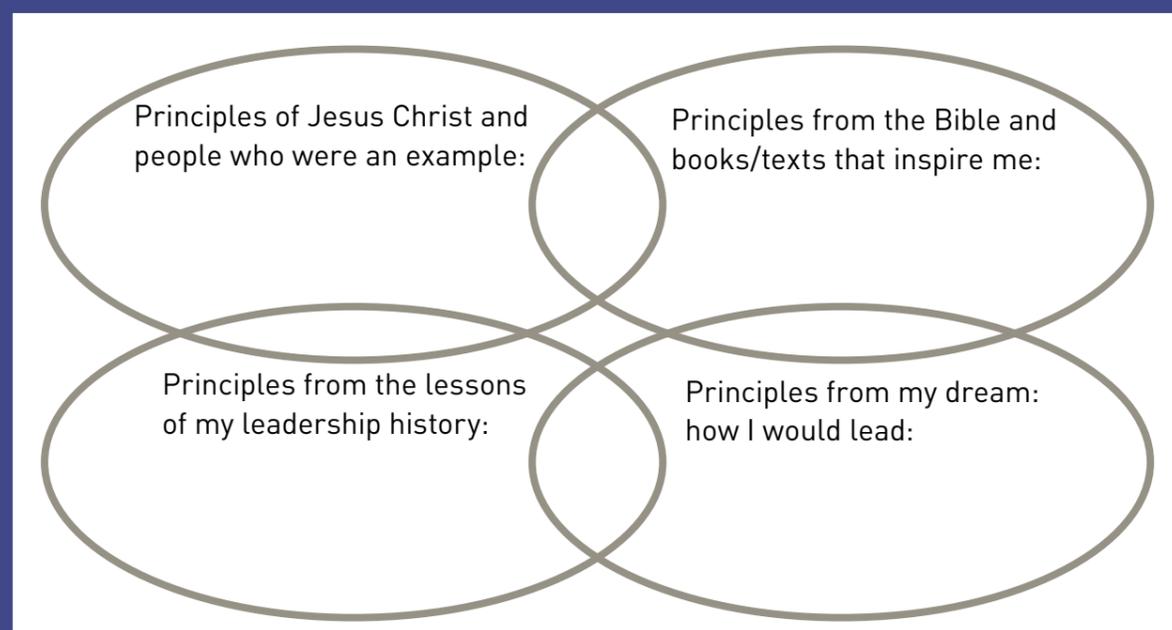
STEP 1: SUMMARIZING MY RESOURCES

Before describing your leadership values, it is worth considering what resources have influenced your thinking and actions.

We'll look at four resources, but of course there are many others. We will mainly look at positive resources, avoiding a foundation of values based on negative sources or frightening experiences. These resources are:

- Jesus Christ and/or people who have been an example to me (see: life story), three leadership principles that I have learned from them;
- the Bible and other books and texts that inspire me (see: life story), three leadership principles that I would like to integrate in my leadership style;
- lessons of my own leadership history (see: life story), three leadership principles that were most important to me;
- my dream and how I would lead a dream team, three leadership principles that I want to use anyway.

SUMMARIZE THESE 4X3 LEADERSHIP PRINCIPLES IN THE FOLLOWING SCHEME:



HOW DO I WANT TO LEAD PEOPLE?

How do I want to lead people?	Symbol
1.	
2.	
3.	
4.	
5.	

HOW DO I WANT TO LEAD PEOPLE?

How do I want to lead people?	Symbol
1. I want to lead people in such a way that the quality of their work is experienced as useful by all involved.	
2. I want to lead people in such a way, that their self-esteem grows through their work in a healthy way.	
3. I want to lead people in such a way that they can enjoy the results of their efforts.	
4. I want to lead people in such a way that setbacks do not discourage them, but can lead to good results.	
5. I want to lead people in such a way that they understand that I can only live my own life through friendship with God.	

STEP 2: FORMULATING MY CORE VALUES FOR LEADERSHIP

From your four sources, form five key phrases or slogans that suit you. In five short sentences describe what you think is most important for your way of leadership. Then add a symbol to each sentence that expresses what you mean by this core value. On the previous page you will find an example of core values and associated symbols.

Why would you add symbols? Symbols help us to approach the values in a different way, but also to clearly and simply communicate a value and to remember it easily. In the end it is not only about what you think of your core values, but above all it is essential that others understand what you mean with your core values.

STEP 3: DESIGNING MY FAMILY COAT OF ARMS

Why a shield? Heraldry was important in the time of the knights. Knights came in tournaments together to measure their strength and to maintain the honour of their family. The family coat of arms was not only the main means of defence, but also the sign of the family of the knight. Symbols and colours indicated in an

understandable way what values were most important for this family. This is a wonderful concept that we use to express our core values of leadership. Creating a family coat of arms also gives you the opportunity to bring different parts of your brains into action; using word, symbol, image and colour to express what is important to you.

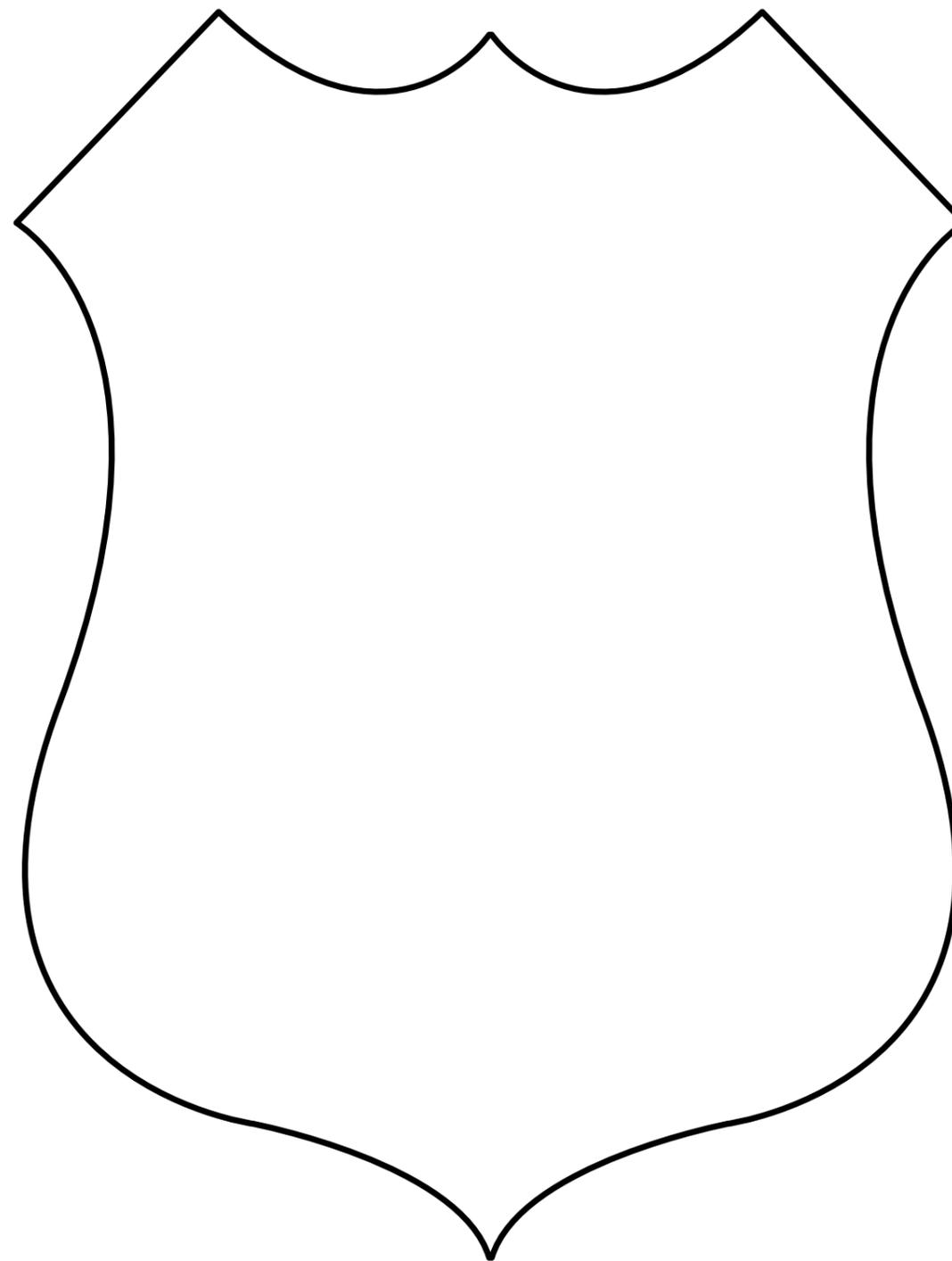
Draw a family coat of arms with coloured pencil and picture your five core values for leadership. You can use all the symbols and colours you want, just no words. But you can put a saying underneath the arm, in the rolling bar. “Je maintiendrai” is an example (I will maintain), this saying is underneath the coat of arms of the Netherlands. Think first of your four value resources and your five key phrases or sayings with their symbols. This can be a lot of fun!

Now some of you may think, “What a lot of effort. And then also drawing and colouring!?” Of course it can. Building and leading a company or organization can also be done in a slapdash manner. I once spoke with an entrepreneur who two weeks ago found out that one of his executives had cheated him over the course of two years, by transferring money from the business to his private account. Obviously, this man had to be fired right away. The lost money was not the main thing, but it was the broken trust that weighed much heavier. The circumstances became even more difficult when the man who was fired (a forty-two year old father of two young children), took his own life a few days after his dismissal. As I talked with the entrepreneur and his wife, it was clear he was deeply affected by this tragedy. A sentence that struck me in the conversation was when he said, “I thought that everybody in my company knew my core values, but I had to discover that most of my employees do not have a clue about what I think is essential, both as a Christian and as an entrepreneur. My example has not been good enough. I must learn to actively and clearly communicate my core values, training my employees consistently to discover these values in their daily work!”

Paul writes to the Corinthians in his first letter, chapter 3, verses 11-13:

“For no one can lay any foundation other than the one already laid, which is Jesus Christ. If anyone builds on this foundation using gold, silver, costly stones, wood, hay or straw, their work will be shown for what it is, because the Day will bring it to light. It will be revealed with fire, and the fire will test the quality of each person’s work” .

MY FAMILY COAT OF ARMS



3 MY CALLING AND PASSION



This section is about our life journey, decision-making, passion, calling and talent. After you have completed the journey exploring your own history and personal potential, you now have collected the building blocks needed to form what I call your 'life house'. Authentic leaders have developed a passion for their personal calling, and are able to describe this calling clearly. They need to, because life is too short to stay unfocused.

OUR LIFE JOURNEY 1

Until your thirtieth year it is particularly important to explore. Until that age, you develop a variety of different talents, and you give yourself an opportunity to develop into a healthy person. But at around thirty years of age, a healthy person wants to start focusing on his calling, unique destination, his authentic talent package. From around age thirty to age forty-five, it's important to take the time to become a professional with passion for your profession, and you grow into a dimension of mastering that profession.

Usually around a person's forty-fifth birthday, there is a decision to make: how do I concentrate my strongest talents over the next fifteen years to become a true master in my profession?

The years of a person's life between forty-five and sixty-five is a time of faith and devotion, of taking responsibility within society. It's a time to live as a healthy and mature person.

Around the age of sixty-five, we are back to a major choice in life: to transfer our first life work to the next generation, or to start our second life's work. Again, it is extremely worthwhile to reflect again on "my history", "my potential" and "my passion and calling."

There are various times in our lives where we are being faced with choices that form our lives. These are always moments where we both mentally, emotionally and physically go through a process of change.

Romano Guardini, one of the most significant Christian philosophers and theologians of the twentieth century, describes these stages and transitions in his book "The Life Ages". I have summarized this book in the following chart. What is exciting is that as we continue to grow with God throughout our life if we are open for what is next.

OUR LIFE JOURNEY 2

The Holy Spirit wants to perform a transforming work in us. He wants to transform us into the image of Jesus Christ, according to 2 Corinthians 3: 18. This is also our final destination:

“For those God foreknew, He also predestined to be conformed to the image of his Son...”
Romans 8: 29.

Ultimately this is our life purpose as the people of God: to be conformed to the image of Jesus Christ. This says nothing about our position or our work. It shows God’s hand in everything: our work, life and circumstances, as He conforms us to the image of His Son. Our interests and God’s interests may diverge and that can bring tension into our lives. God is doing a formation process and we might be working on developing our talents toward our desires or desired position. It is therefore important to try to understand God’s formation process.

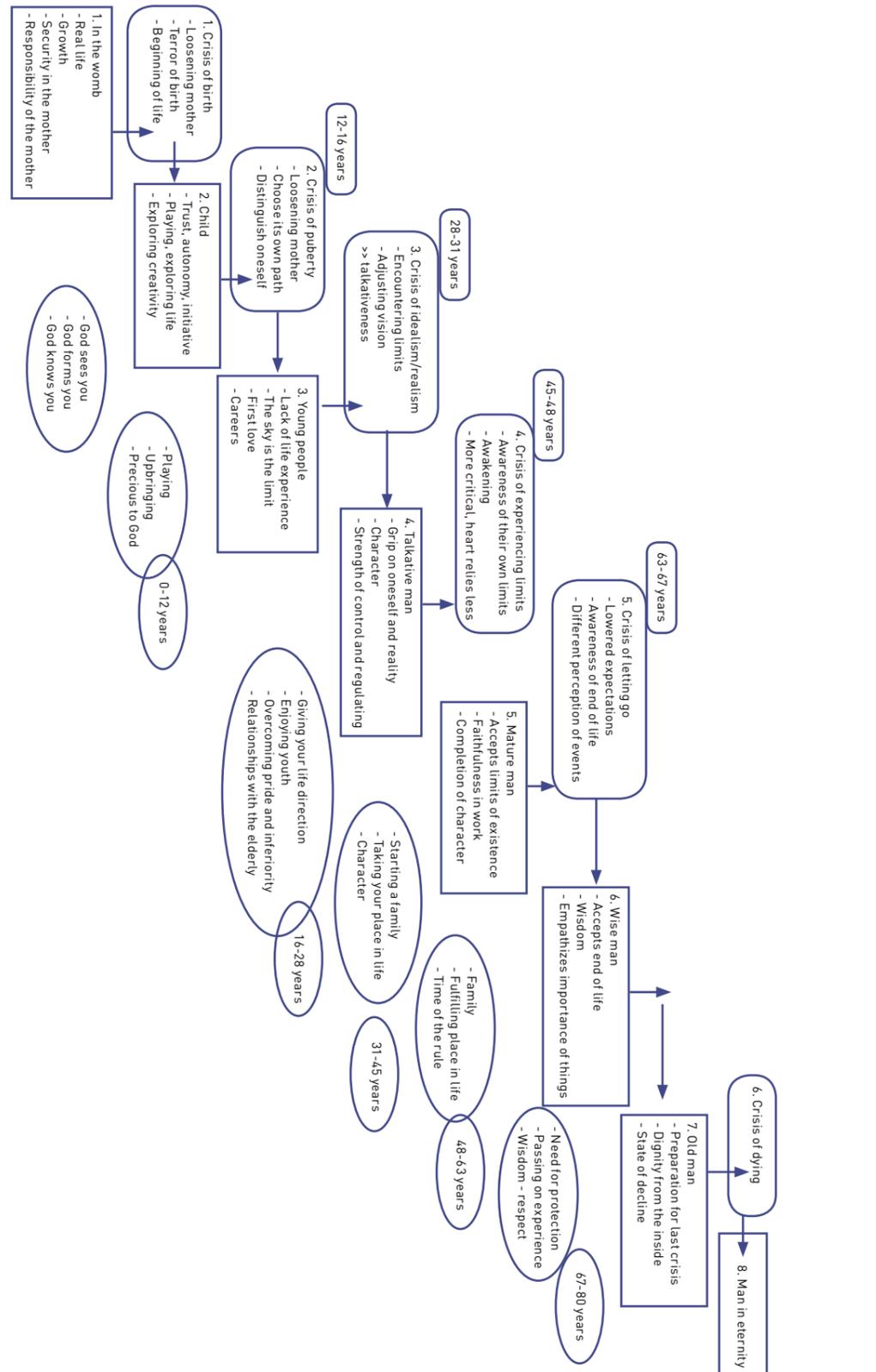
So the question, “What is my passion and what is God’s calling for my life?” is a life-forming question that I can always ask myself at a crossroads.

I mentioned earlier that when I was thirty, my wife Sylvia and I took a six-month sabbatical. We did this in order to find clarity for the coming years. During that time both Sylvia and myself made choices that affected our lives as well as the lives of many other people. Sylvia founded a Christian kindergarten in Germany, which in twenty years has become a family centre in the middle of the poorest district of Dortmund. Even when we moved from Germany to the Netherlands ten years ago, this kindergarten continued with enormous growth, even without Sylvia. Her passion for children was also sparked when we ourselves had three wonderful children after ten years of being childless.

CALLING

This question is quite realistic: how do you discover your passion and calling? In Matthew 25 three kinds of callings are mentioned in a story told by Jesus in order to clarify His vision of God’s interaction with us. This familiar story tells about a lord who gives talents to three of his servants in the number that suits their potential. One servant got five talents, the other two talents and the third servant got three talents.

LIFE AGES - ROMANO GUARDINI



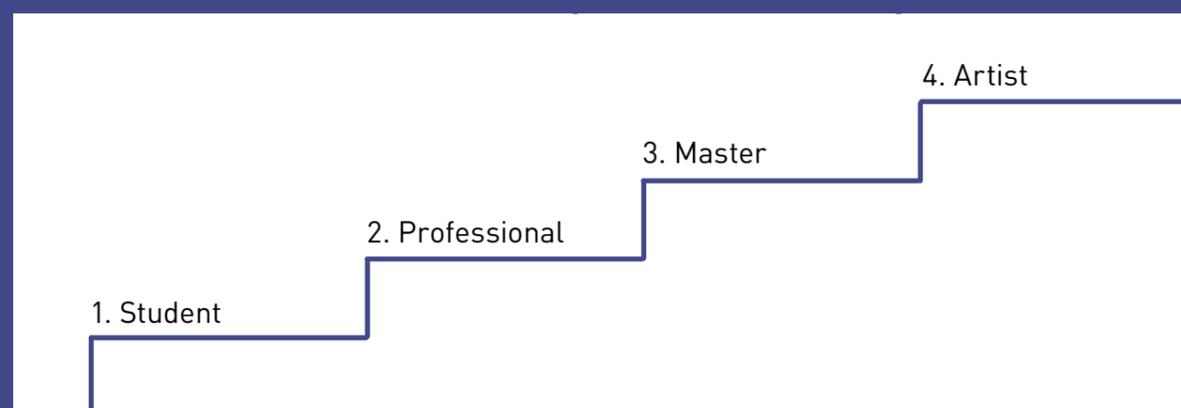
CALLING 1: STEWARDSHIP

As human beings, we are placed in this life by God with a unique set of talents. Our first calling is to be stewards of these talents. We do this by developing a passion for those talents, the useful and purposeful gifts we inherited. Which talents do you wish to develop with passion? This usually takes us from the path of student, to professional, to Master, and to become Artist in the end. Make a list of your own top three talents and note how far you are in developing those talents. Set your training goals and think about who might be helpful to you in realizing these goals.

This stewardship is the universal human calling. In Genesis 1:27-30 and 2:15-17, mankind is appointed both as agent and image-bearer in order to

CALLING 1: DEVELOPING MY TALENTS

Talent	% of Development	Who can help me?



reign over creation in God’s way and in conformity with His image. God blesses mankind with the opportunities to do this. After the Fall this blessing remains present, but in brokenness. We cannot do everything according to plan. Sometimes things go wrong. The blessing that remains are our talents and abilities as human beings, as well as God’s help and the power of the Holy Spirit.

In our current way of thinking, rule and authority are often negative concepts. We see these concepts as the exercise of power for the purpose of personal gain at the expense of something else, usually someone else. In the Biblical context, power and authority are quite different. In the Bible, ruling is always connected to serving. You may read Jesus’ words about this in Luke 22:24-27 and pay attention to His behaviour during the same supper in John 13:1-15. Jesus said to them: “The kings of the Gentiles lord it over them; and those who exercise authority over them call themselves Benefactors. But you are not to be like that. Instead, the greatest among you should be like the youngest, and the one who rules like the one who serves” (Luke 22: 25-26).

Rule as God intended it is further elaborated in Genesis 2: 15 with the terms “tend” and “take care of”. Here the word used for “tend” can be translated as “work, serve, honour or worship.” The words “take care of” in Hebrew are translated as “protect”.

“Protect” is a word that we often encounter in the Old Testament for what God does for His people. As God protects His people, the people must protect God’s creation. We are called as image-bearers to operate from a serving attitude, so that God will be honoured and justice is done to His creation as He intended it to be. Through our work we want to serve, honour and worship God.

Another peculiarity is that we are created according to God’s image. He has created us as free people, people who are allowed to make their own choices and create. As God created with His own hand and saw that it was good, so should we also. There is much room to form our life in a unique way.

“Realize that there is no greater work of art than the life of a Christian, and that this work of art is of infinite importance” (Paul Donders).

Francis Schaeffer:
“The life of a Christian should be something real and beautiful in the middle of a lost and desperate world”.

I think the world is crying out for examples of authentic Christianity. Our life and our work are indeed of infinite importance, as is reflected in the parable of the talents.

CALLING 2: THE GREAT COMMANDMENT

Where Calling 1 challenges me to become an artist, Calling 2 invites me to be a “friend”. The two men in the story who found their calling and acted accordingly were not only loyal to their own talents, but also faithful to their master.

Calling 2 calls for healthy relationships. This means a healthy relationship with yourself, healthy relationships with people around you, and a healthy relationship with God. Where Calling 1 strongly focuses on “doing” and “diligence”, Calling 2 focuses on “being” and “serving”.

This calling is also called the Great Commandment or moral vocation and comes from Jesus’s mandate to “‘Love the Lord your God with all your heart and with all your soul and with all your mind’. This is the first and greatest commandment. And the second is like it: ‘Love your neighbour as yourself.’” (Matthew 22: 37-39).

Here we clearly see this three-part relationship: our relationship to God, ourselves and our neighbour. These should be love-filled relationships. Not ambition, not urge to prove ourselves, not self-development nor other. Therefore, this calling is also called the moral vocation, because the driving force of our actions and the atmosphere in which we want to form our life is filled with love for God, ourselves and our neighbour. This important primary value, of love and its direction towards God and the other, also protects us from all kinds of wrong motives and outcomes.

CALLING 2: THE GREAT COMMANDMENT					
How can I help these individuals to arrive at their destination?					
In which five relationships do I want to invest?					

CALLING 3: THE CHRISTIAN CALLING

The Great Commission (Matthew 28:18-20, Mark 16:15-18, Luke 24:46-49, John 20:20-23). Here we come to our specific Christian mission as followers of Jesus: to make people disciples of Jesus Christ. To accomplish this task in our work, an old maxim attributed to Francis of Assisi might help us:

“Preach the Gospel at all times, if necessary use words.”

Our way of life, our commitment, dedication and contribution to our common work is a prerequisite to reach other people, if necessary using words. We are not ashamed of the Gospel, but we want to make it sound like it is. Acts precede words, but without words one cannot believe, since how will they believe in Him whom they have not heard? How will they hear without a preacher? We are people with a mission; to proclaim the Gospel by word and deed. It is important to realize that all our doings are projected onto God. After all, we are image-bearers, as Jesus was. For that reason Jesus is a good example for us as humans.

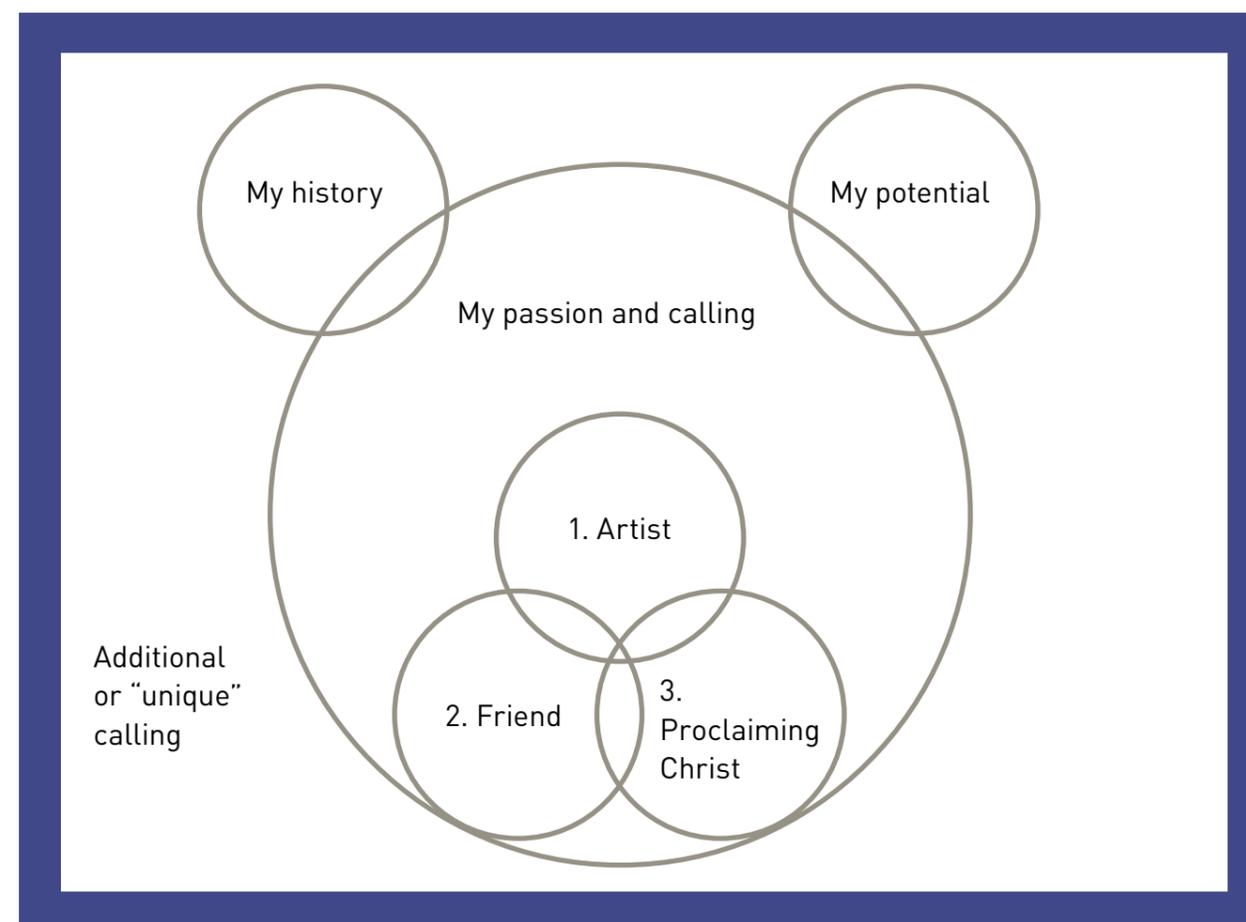
The various types of calling as outlined above have nothing to do with any particular job or position. They have everything to do with how we want to form life. This is about a way of life, regardless of our job and/or position.

CALLING 4: THE “ADDITIONAL” OR UNIQUE CALLING

In the Biblical example of the talents, two of the three men receive a third calling: *“You have been faithful with a few things; I will put you in charge of many things. Come and share your master’s happiness!”* (Matthew 25:21). So there appears to be an extra dimension: sharing in His happiness, and to be put in charge of many things! In Luke’s Gospel is written: *“Because you have been trustworthy in a very small matter, take charge of ten cities”* (Luke 19:17). Daniel, who was removed from his homeland by the Babylonian king Nebuchadnezzar and trained in the knowledge of the foreign kingdom, something similar happens. Daniel was faithful to God and faithful to himself as a Jew. After the training, he and his friends were tested and proved to be ten times as intelligent as the most intelligent men from the Babylonian kingdom. And Daniel was called to be one of the most influential leaders under Nebuchadnezzar. This was an extra dimension which Daniel cannot have achieved with his own human ability.

This calling often has to do with a special place, time or position. We are formed for this mission, but this is often seen only retrospectively. Moses was formed by spending forty years at court, the whole while gaining knowledge, insights and skills to govern. He killed someone because he had passion for his people and wanted to free them of slavery. For an additional forty years, Moses continued forming with insights from his life in the desert, with God further developing his character. Only then he received his calling, for which he did not feel worthy and capable anymore. Both experiences were necessary for being able to endure leading a nation in the desert for forty years.

It’s worth acting from passion according to Calling 1, 2 and 3, all the while adopting a listening posture to understand where God is calling you in an extra dimension from time to time.



In summary: as an authentic leader you know your unique history and your unique potential. Both inspire you to discover your unique calling and passion and to translate these into inspiring goals.

4 MY LIFE HOUSE



So far on this journey to healthy, successful and authentic leadership, we have extensively studied our own history with leadership. In doing this, we have collected more pieces of the puzzle: our core competencies, the main lessons we've learned and our different sources of inspiration.

Then we examined our personal potential and summarized it in priority pyramids of talents, personality strengths and our motivating circumstances. We continued to reflect on ourselves and identified our leadership strengths and pitfalls.

Finally, we have summarized all the pieces of the puzzle of our history and potential, formulated our top five of leadership values and designed our family coat of arms. Now we've arrived at Step 4: "My life house: how do I build a healthy, integrated lifestyle?" In the previously-mentioned 2007 study from Harvard, 3,000 healthy, successful and authentic leaders from thirty different cultures were examined. One of the reoccurring features was the fact that these leaders lead an integrated life. The metaphor used is a large life house, where the person in charge is and can be "the same person" on all floors and in all rooms.

Let's say that a man named Peter is the owner of the house. If you come through the front door, then you meet the same Peter who also wanders with you through his living room, his wine cellar, his kitchen, his attic and even his bedroom. Peter's life does not consist of all kinds of locked rooms, where he tries to be a different person in every room.

Peter lives an integrated life, and so Peter can be the same person at home, on the football field, in church, in the city council. How do you build such an integrated life house? I would like to suggest three aspects of this life house:

1. My house of recovery
2. My house of quality
3. My house of abundant life

1. MY HOUSE OF RECOVERY

As a manager I continually invest in maintaining the health of my employees and my department, organization or business. This never happens perfectly, without disappointments or hurts. And that is why it is vitally important that I build myself a place where I can recover time and time again. A safe place. A place where I do not need to deliberate on my words, but where I can talk frankly which enables me to develop new ideas. And only then do I have to make decisions.

Such a house of recovery can be built mainly by developing healthy rituals that help you to live in a healthy rhythm, where healthy relationships can grow. We live in a time of indulgence. Our pace of life often doesn't stop, we can be reached 24/7 through email or our smartphones. It's estimated that 80 percent of all diseases are caused by this kind of living (AOK - Germany). Routine is the foundation of a healthy rhythm that suits me and allows me to build and maintain healthy relationships (with God, myself, my partner, my children, friends, neighbours and customers). Routine in sleep cannot be underestimated. The health of many leaders suffers because they 1. sleep poorly, 2. sleep too little and 3. sleep irregularly. Here building a house of recovery means developing healthy habits.

For example:

- no longer watching news on TV after 21:00 hrs;
- fifteen minutes of brisk walking in the fresh air in the evening;
- going to bed well before 24:00 hrs;
- getting seven to eight hours of sleep per night.

Other themes for developing healthy rituals:

- sports and exercise;
- healthy food;
- positive relationships;
- a time of reflection and prayer.

2. MY HOUSE OF QUALITY

In his first letter to the Corinthians (3:9), Paul describes how we are challenged to build a unique life house of high quality.

He starts by explaining that each of us has a unique calling (see previous chapter). But regardless of how great or simple this calling may be, ultimately it is God who gives the real growth in our life. Secondly, Paul challenges us to build our life house on the foundation of Christ so that our house can stand against heavy storms.

Thirdly, he explains that the fruit of our life depends on whether we build with wood and straw, or with precious stones, gold and silver. The fire of life shows what remains. Imagine: with wood, hay, straw, you need to invest only little. In your life you take what comes along and you build a nice cosy hut for yourself and your friends. But building with precious stones, gold and silver? That will cost you everything. Commitment, quality, perseverance. Building a life that bears lasting fruit, has a way of multiplying and blessing many people.

On our journey of discovery towards authentic leadership we now arrive at "a home of quality". How do you want to develop personally, with your three top talents: from student to professional to master. In the previous chapters I gave you a worksheet. This "house of quality" is about focusing. How will you train yourself this year to bring your three top talents to the next level of growth and excellence?

3. MY HOUSE OF ABUNDANT LIFE

In the tenth chapter of the Gospel of John, Christ tells who a healthy leader is and what he does. As the "good Shepherd" he knows all of his staff, they know him, so he is known and authentic. His employees follow him because they know his voice: they sincerely trust him.

The good shepherd leads his sheep, giving the example. And Christ says: "I have come that they may have life, and have it to the full" (John 10: 10). He could also have said, "I have come so that you may have work, and work in abundance!" But He did not say this!

He also indicates no less than three times that a good shepherd invests his life in his sheep. So that is a big expectation towards us, as managers. If we continually invest life in our employees, we do need to have life in abundance ourselves.

What would such an abundant life look like? Certainly not like a rat race, or a hamster that runs endlessly in his wheel without getting anywhere. Thus besides the healthy rituals of the house of recovery, and consistent training units of the house of quality, "My house of abundant life" also needs space to breathe in and out.

USE THIS SCHEME TO FIND A FEW BUILDING BLOCKS OF YOUR HOUSE OF RECOVERY

Theme	Simple habits/rituals	Rhythm	Help	Book(let)
Sleep	<ul style="list-style-type: none"> no watching news on TV after 21:00 hrs 5 min. of brisk walking in the evening lights off before 24:00 hrs 7-8 hours of sleep buying a new mattress 	<p>4/w</p> <p>3/w</p> <p>4/w</p> <p>4/w</p>	My partner	Anselm Grün
Sports				
Food				
Relationships				
Reflection Prayer Silence				

In 1140 Bernard of Clairvaux wrote a letter to the then Pope who had been in training with Bernard in previous years, and who now was a very busy Pope for some years. In this letter Bernard writes:

“How can a man be good to others, if he is never good to himself? How can a man hand out life, if he only tries to always be there for everyone? How can a man bear meaningful fruit if he never takes time for reflection, before proceeding to the next action? Be good to yourself. Otherwise your own heart will not know itself anymore and slowly it gets insensible and deaf to all the good and wise that God wants to give to you”.

Your “House of abundant life” may provide that there is enough time to enjoy, relax and reflect. This might require frequently pruning the vine of everything that has grown to wild branches in the past year. Only when you annually professionally prune the vine, there will be time and energy for the essential things of life.

How can you practically combine these three life houses into one house? In the following drawing you can fill the foundation with some healthy rituals or projects to form your relationship with God this coming year. For example, ten minutes of silence and prayer on a daily basis. Or it could be a yearly goal: reading the book of Isaiah, looking for characteristics of God. Feel free to consider other things that fit your personal needs in order to make room in your life house for “abundant life”.

Now it’s time to give a name to the different rooms, for example: family, partner, friends, top talents, profession, church. Each room can be filled with some rituals or projects you want to build or achieve during this year. Remember to set up a room for simply “Enjoying life”.

Each year around Christmas, I design my own life house. For this current year you may make a draft design so that you can reflect on how realistic your plans were at the end of this year. Building your life house is an art in itself, with every person responsible for his own result. Doing nothing results in running around in your “hamster wheel” year after year. I hope you find the courage to take the first step out of your wheel.

5

MY SUPPORT TEAM



So far, we have talked a lot about your personal development, and how you can play an active role in forming this development. Obviously it is extremely wise to invite God to be your Father, Mentor, Counsellor and Leader in everything.

With this latter aspect of “discover your calling and destiny as a leader”, we come to the theme of “support by people” or the “support team”.

In his book “Outliers: The Story of Success”, Malcolm Gladwell (famous for his best-seller “The Tipping Point”) describes why some people are very successful in realizing their calling and others not at all. He studied the most different people and groups of people of the last 250 years. Some themes repeated themselves:

- People (student-professional-master-artist) who were great in their profession; almost all used their core talents for at least 10,000 hours, receiving excellent training. Earlier we mentioned the “life house of quality” and here we do see in reality that the saying “practice makes perfect” is completely true.
- All successful people were surrounded by a support team. Grandparents laid the foundation for the growth of parents, who gave us space and opportunity to grow towards “masterful”. Teachers and schools are involved in challenging young people to take their chances with both hands. Stimulating the right friends to develop your talents with a healthy ambition. And so you can continue.

Malcolm Gladwell’s research shows that:

- almost all successful people had an extensive support team;
- these successful people took many chances with both hands.

Of course there are lots of people who are spoiled with a wonderful support team, but do not make use of their opportunities. Also, there are many people who experience little support, and yet they live through a huge sound development and become masterful in their calling.

In any event, for us as leaders leadership means taking responsibility for myself and for the development of others. And that means consistently committing myself to positive, supportive relationships the best I can.

The Bible has a lot of wisdom to give:

Ecclesiastes 4: 9-10a

“Two are better than one, because they have a good return for their labour. If either of them falls down, one can help the other up.”

Proverbs 15: 22

“Plans fail for lack of counsel, but with many advisers they succeed.”

Proverbs 20: 18

“Plans are established by seeking advice; so if you wage war, obtain guidance.”

Mark 6: 7

“Calling the Twelve to Him, He began to send them out two by two.”

Proverbs 27: 6

“Wounds from a friend can be trusted, but an enemy multiplies kisses.”

In order to solidify who is in your support team, I advise you to think in the following four categories:

1. Examples
2. Mentors
3. Peers
4. Mentees

1. EXAMPLES

Both historical examples, as well as living examples can be an inexhaustible source of inspiration and support. You can study their lives, read their books and publications, or watch DVDs about them. For me, an example is Henri Nouwen. His books inspire me. Recently I received the DVD “You are loved” with three fantastic short lectures that he gave at the Robert Schuller’s Crystal Cathedral in the last year of his life. A different example, also from my history, is my father. Even though he passed away thirty-five years ago, he is still a source of inspiration for me. Who are your examples, who can support you in growing in your unique calling?

2. MENTORS

A mentor is a person who is older, wiser, or more competent than you (or perhaps all three). A mentor is willing to accompany you for a period of time (two to five years) on your life journey. It is important that there is a nice “click” between both of you, so you learn naturally from your mentor and he/she also enjoys supporting you.

How do you find such a mentor?

1. Write down what you want to learn in the next three years.
2. Describe to your potential mentor what you expect from him or her. How often do you want to meet per year? For how long? For which specific

learning objectives do you need support?

3. Describe what you are willing to do for your mentor. How can you support him/her?
4. Make a list of potential mentors and reflect on the list in prayer.
5. Mail your potential mentor and ask whether he/she is interested to enter into an initial exploratory conversation.

3. PEERS

Also called co-mentors, people who are in a similar situation as yourself. The following rule is a simple guideline:

- Fit = it should easily fit between you and your co-mentor;
- Fun = both must invest in the common meetings with lots of fun;
- Fruitful = if it is more than friendship, for both it must also be a clear incentive to continue growing in their unique calling.

The advantage of peers is that these people are much easier to find than a mentor. This does not mean that these co-mentor relationships arise naturally, and naturally remain constructive. Again, you are challenged to find, build and maintain a co-mentor relationship.

4. MENTEES

As you look for mentors, it’s just as important that you yourself are available for mentees for whom you can be a mentor. It is sensible and realistic to coach two to three mentees at a time for two to five years.

After that it is only natural to end the mentoring relationship and to encourage the mentee to look for a new mentor. Of course, afterwards you can still act as a kind of remote adviser, should you both consider it worthwhile.

Maybe you ask yourself: “Why am I finding that my mentee is also part of my support team?” My experience in this is that I myself, too, always learn a lot from the one I coach if I am open to it. To that extent the mentees are also part of my support team.

You can summarize your initial ideas in the schedule on the next page.

XPAND WILL HELP YOU REALIZE YOUR OWN VISION

Xpand wants to support people, organizations and communities in discovering their value and destiny, in developing their talents and the fulfilment of their mission. We want to achieve the above through seminars, consulting, coaching and publications. We work in national, clear, professional teams of trainers, who identify strongly with our Christian values.

Xpand has a multitude of meanings: advance, grow, mature, broaden horizons, to share knowledge and also to increase quality and quantity. All these meanings express the mission of xpand: to help people and organizations to develop, to look beyond their own borders and to advance and grow.

Xpand was founded in 1987 and now operates in nine European countries and is active in South Africa with 90 consultants. Please contact one of our consultants in the country where you live.

We have published 12 books in seven different languages around the theme of Leadership and Personal Growth. You can find these publications and all our addresses on our website: www.xpand.eu



+EUROPARTNERS

EUROPARTNERS IS A MOVEMENT OF BUSINESS LEADERS AND (YOUNG) PROFESSIONALS WHO DESIRE TO HELP THEIR FRIENDS AND PEERS TO CONNECT TO JESUS CHRIST

OUR DREAM

It is our dream that all business leaders, -owners and (young) professionals accept Jesus Christ as their Lord and Saviour. Moreover, that they will reflect Jesus Christ and the kingdom of God in the way they behave, speak and do business, so that all people will honour and glorify God for who He is.

OUR STRATEGY

We mobilize and train Christian business leaders, -owners and (young) professionals to be an ambassador of Christ in their everyday life. We do this according to 2 Corinthians 5:20: "As Christian businesspeople we are marketplace ambassadors of Christ. God is making His appeal through us; to beg the world on behalf of Christ, to be reconciled to God."

OUR ACTIVITIES

- **Resources and training programs** to help businesspeople and (young) professionals grow spiritually and reflect the Kingdom in the way they do business.
- **An Annual Conference** where businesspeople, (young) professionals and ministry leaders can meet for friendship and encouragement. It is a place of inspiration, reflection and training.
- **The Young Professionals Academy** to equip and inspire young professionals to become a marketplace ambassador and a ministry leader in their nation. With mid-weeks or weekend meetings, trainings and a mentoring program.
- **Personal support and coaching** of business leaders and their teams on spiritual growth and achieving their goals in the best possible way.
- **CBMC training and support** to start a national CBMC ministry based on teams, prayer, leadership, evangelism and discipleship.
- **Event support** with a network of volunteers, professionals, speakers and businesspeople that can serve the various national ministries in outreach and in reaching businesspeople and (young) professionals in their nation.

TARGET GROUPS OF EUROPARTNERS

We focus on business leaders, business owners, (young) professionals and ministry leaders in business.

More information: www.europartners.org

Europartners is part of the CBMC movement





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