

Spiritual Visionary Leadership

6



CBMC Nederland – Putten, The Netherlands

Spiritual Visionary Leadership

Day 6 - 'Vision and Change'

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1 Relationship with God

As the area of leadership expands, dependence of God becomes more important (John 15:5) to the leader. More and more, the accent will be on 'walking with God' and 'listening to Him'. A spiritual vision of spiritual work, therefore, is also 'only with Him can I do the work' This work is building His kingdom, taking part in God's enterprise, in which He is also our commander. He is teaching us to see how He sees the world, the people. That is a stretch of personal development. Also He gives us insight in what should be our approach to our task in this time, in the environment in which we live, so that we reach our maximum potential and may be optimally involved in His kingdom. He gives us our mission and vision. The vision is further developed by walking with God and by seeing Him at work.

Walking with God means that you regularly feed on His thoughts, His Word.

It also means that you involve Him in everything. When you are resting or active. When you have much to do, when your agenda is full, you will have to plan rest and time with God. You need time to get to know God better, to learn of Him, to reconsider impressions and lessons and to process these.

2 The Role of Vision

Our time offers so many opportunities and possibilities. Yet, where are the people with the vision to take advantage of them? The principal danger is that we will be overwhelmed by the incredible amount of information.

Concepts as vision and mission are often used differently, due to which they sometimes receive a different emphasis, depending on the context in which they are employed. It is not the objective of this course to provide the 'only true' meaning of the concepts. However, we do want to provide some definitions that we will use in the last course block. In this way, we will prevent any misunderstandings.

Some definitions, among other things derived from the Kramer Dutch dictionary are included below. The mutual connection between a number of concepts has been represented in a pyramid with 'mission' at the narrow top, widening to 'means' and 'people' at the bottom.

2.1 Definitions

For each topic, a number of meanings is given. The main meaning is underlined.

Mission

Calling

As a prisoner for the Lord, then, I urge you to live a life worthy of the calling you have received. Be completely humble and gentle; be patient, bearing with one another in love. Make every effort to keep the unity of the Spirit through the bond of peace. There is one body and one Spirit—just as you were called to one hope when you were called— one Lord, one faith, one baptism; one God and Father of all, who is over all and through all and in all. But to each one of us grace has been given as Christ apportioned it.

Ephesians 4:1-7

- Why do we exist? (e.g. to reach others with the gospel).
- Mission of persons with a special objective (dictionary).
- Representation (dictionary).
- Assignment (dictionary).
- Right to exist (e.g. of organisation, team).

Vision

- The global yet clear direction that you want to go (not quantifiable)
- 'Where do we want to end up in the long term?'
- Seeing where you want to go in the long term.
- What are you doing it all for? Your life's objective.

Objective

- Clearly described condition that you want to achieve.
- 'What exactly do we want to achieve in the short term (1 year, in this life)?' (quantifiable, measurable). See Course Day 5

Policy/Strategy

- The approach to achieve your objectives with your vision and to fulfil your mission.
- Management actions, adjusted to the mission (dictionary).
- Thoughtfulness (dictionary).
- Conviction and insight regarding the best way to let the objectives and mission be successful.



Fig. 1 – From mission to people

For lack of guidance a nation falls, but many advisers make victory sure.

Proverbs 11:14

Organisation

- Structured cohesion of processes, employees and means, aimed at the objectives and the mission, implementing the policies. Examples: Various groups in the country and a central office, local church.

Processes:

Organised activities aimed at reaching the objectives.

Skilled team members with:

- Gifts and Talents
- Skills acquired by training and exercise
- Personal attentions
- Care, sympathy
- Able to provide others Instruction, Exercise and Transfer.

It was he who gave some to be apostles, some to be prophets, some to be evangelists, and some to be pastors and teachers, to prepare God's people for works of service, so that the body of Christ may be built up until we all reach unity in the faith and in the knowledge of the Son of God and become mature, attaining to the whole measure of the fullness of Christ.

Ephesians 4:11-13

Means

- Faith
- Prayer
- Time
- Finances, assets
- Bible study group
- Relaxation, activities to strengthen the relationship
-

2.2 The Example of Jesus

Mission	To save the world, man.
Vision	<u>General:</u> God's vision of sin and eternal life. The individual is important. <u>Ministry:</u> Using people to lead people to personal repentance.
Objective	Bearing the punishment of sin through the death on the cross, leaving twelve disciples behind with the same vision to spread the good news.
Policy/ Strategy	Pass on the general message to the multitude, giving special, personal attention to some, train them.
Organisation	Various groups: the 72, the 12, the 3.
People	The multitude, disciples, apostles.
Means	Dependence on God, prayer. Speeches, personal talks, public deeds (healing, exhortation, raising from the dead, etc.), fishing boat, feasts, meals, meetings in the synagogue.

In order for you to gain a deeper insight into the way in which Jesus handled the mission, vision, etc. you may want to read 'The Master plan of evangelism' written by Robert E. Coleman.

3 Vision

3.1 Vision, General

Vision determines the limits of your outlook. It determines your horizon. Vision (the ability to see) has to do with having a clear perspective of your life's objective as well as being able to see the best way in which you could achieve it.

'Vision', means seeing the way you have to go to reach your long-term objective.

For this purpose you need knowledge, insight and experience. This is subject to the rule: 'learning by doing', although it may go faster (and better) if we learn from others. At any rate, we are dependent on God in this respect.

If you, as a leader, do not know what are your values, what is the core of your vision, then you cannot delegate. You will continue to do everything yourself since you always need to decide what is important.

Vision in general

- ...is your vision of an objective and the way to reach that objective
- ...is process oriented, not task-oriented
- ...is a matter of your heart
- ...is usually something for which you are willing to risk a lot
- ...is a choice of your long-term road.
- ...means that you have to work in a purposeful manner. So, you need to choose:
...What contributes to my objective? What interferes with it?

Call to me and I will answer you and tell you great and unsearchable things you do not know.

Jeremiah 33:3

A bricklayer was working hard when a passer-by stood still and asked him: "Well, are you building a wall?" The bricklayer replied: "No, I am building a cathedral!"

Spiritual Vision

- ..is seeing what God wants you to do and how. It is what He wants to achieve through you (Genesis 6:9-7:5).
- ..has to do with an insight in God's work, people and means.
- ..is seeing a future perspective possibly beyond the limits of your time on earth.

Spiritual vision sees 'beyond' the 'natural' world, to the spiritual world. You must understand God's objective and recognize and see your share in his plan.

Some Christians only have tele-vision.

3.2 Developing your vision

You can discover your own mission, develop your vision, define your objectives by:

- Prayer, asking for God's guidance.
- Thinking, what do I really want?
- Studying the Bible.
- Studying your gifts and their use for a certain vision.
- Thinking about this and talking with others about different visions.
- Consider the advantages and disadvantages of a certain vision: Does it relate to depth or speed of growth? What must be invested for it?
- Be teachable.
- Putting faith into action.
- Learning from your mistakes and those of others.
- Try out. A ship can only be piloted with the rudder when it is in motion. . .

Once you have developed a vision you may ask yourself a number of questions for evaluation:

1 *Do have insight and vision in the area of God's Kingdom and His work?*

2 *To what extent am I devoted to this? (What may it cost? Time, possessions, energy, everything?)*

3 *When I am committed to the vision, is the commitment undivided or is it scattered over all kinds of visions and activities?*

3.3 Vision demands choice

There are many doers, there are fewer but sufficient thinkers, there are only very few leaders with vision.

4 Are you willing to be so unique?

If your vision is not shared by the great majority then you may have chosen for a certain measure of loneliness. This may become a stumbling block, particularly when you do not have a clear calling (mission). The more specific your vision is, the fewer like-minded allies you will have. Many people will not understand you. Perhaps they will think you are weird or they will distance themselves from you.

5 Are you even then willing to commit yourself for your vision?

6 Are you fully committed? Are you willing to limit yourself just as Paul for the benefit of your mission for Christ?

7 Are you willing to be regarded as a fool? Even by other Christians?

Do not deceive yourselves. If any one of you thinks he is wise by the standards of this age, he should become a "fool" so that he may become wise.

For the wisdom of this world is foolishness in God's sight. As it is written: "He catches the wise in their craftiness"

1 Corinthians 3:18-31

We are fools for Christ, but you are so wise in Christ! We are weak, but you are strong! You are honoured, we are dishonoured!

1 Corinthians 4:10

8 Does the gospel truly motivate you, or are you merely busy?

It is not the need that calls me, but my calling (from God) that directs me to the need.

3.4 Different visions in relation to people, the world

Below, you will find short descriptions of various visions.

Jesus' vision

Reaching the objective by staying close to God.

Yet the news about him spread all the more, so that crowds of people came to hear him and to be healed of their sicknesses.

But Jesus often withdrew to lonely places and prayed.

Luke 5:15-16

Most Christian visions are aimed at spreading the news of Jesus Christ and His love (mission) even though everyone is doing it in their own way.

The vision of the large scale approach

This vision is characterized by gathering many people in large numbers to communicate a message. This often puts a major emphasis on organisation. Quite often other organisations are contacted for assistance, training and after-care.

Supporting vision

According to this vision, people want to support others by means of an optimal use of certain gifts. Examples of this are scientific institutes and small airlines supporting Bible translation or missions. The effect of such a ministry is not always very clear to the outside world and it demands faith.

Vision of Mercy

This vision is specifically aimed at showing mercy; it is one of the aspects of Christianity through which the love of Chris is made known. Assistance is given to the poor, the homeless, the addicts, street children, developing nations, etc.

This type of aid may be direct but also supportive as well as aimed at development to independence. This vision has quite an appeal to a broad audience. The effect of the ministry is immediately visible.

Paul's vision: giving to specific causes

Though I am free and belong to no man, I make myself a slave to everyone, to win as many as possible. To the Jews I became like a Jew, to win the Jews. To those under the law I became like one under the law (though I myself am not under the law), so as to win those under the law. To those not having the law I became like one not having the law (though I am not free from God's law but am under Christ's law), so as to win those not having the law. To the weak I became weak, to win the weak. I have become all things to all men so that by all possible means I might save some. I do all this for the sake of the gospel, that I may share in its blessings.

Do you not know that in a race all the runners run, but only one gets the prize? Run in such a way as to get the prize. Run in such a way as to get the prize. Everyone who competes in the games goes into strict training. They do it to get a crown that will not last; but we do it to get a crown that will last forever. Therefore I do not run like a man running aimlessly; I do not fight like

a man beating the air. No, I beat my body and make it my slave so that after I have preached to others, I myself will not be disqualified for the prize.

1 Corinthians 9:19-27

It is Paul's free choice to be a servant, to be weak with the weak.

He does everything for the gospel. Yet he runs the race in a controlled manner—not aimlessly. He disciplines his body and sets an example.

He combines two matters that appear to be contradictory at first:

- He adapts to circumstances, he sacrifices himself. (Out of love for the people).
- He will not just do anything. He restricts his focus to the things to which he has been called that lead to his objective. (He is selective for the sake of his mission).

He uses both side by side. The love of Christ urges him.

4 The vision of CBMC

In a course that is organized by CBMC we cannot avoid discussing CBMC's vision. As an organization, CBMC has its own specific calling. In this respect, CBMC distinguishes itself from other organisations that have a different calling.

However, in certain instances the CBMC organisation is willing to do something for other organisations. Yet, if such assistance would require so much attention that it would conflict with our primary objective then the priorities would have to be rearranged.

The CBMC-vision is based on the importance and the opportunities of the individual who, in turn, reaches other individuals. After a few 'generations', our efforts have resulted in an ever widening group. The vision is derived from Paul's words in 2 Timothy 2:2:

And the things you have heard me say in the presence of many witnesses entrust to reliable men who will also be qualified to teach others.

2 Timothy 2:1-2

So these verses refer to four generations!

Paul,		- The first generation
to Timothy:		- The second generation
Be strong in the grace of Christ Jesus	- commitment, faith	
what you have heard of me	- student	
entrust it to	- pass it on, teacher	
...to reliable men who shall be able to teach also...	- known and reliable and able to teach	- The third generation
...to teach others.		- The fourth generation

This vision focuses on individual training (see Master plan of Evangelism), on the development of the individual. It is a matter of investing and faith – just as Abraham (Romans 4:20,21) -, since the result is only visible in the long term.

The key is that everyone passes on to others, teaching them what they themselves received, have learned, everyone according to their nature.

9 Which advantages do you see in this vision? Why?

10 Which disadvantages do you see in this vision? Why?

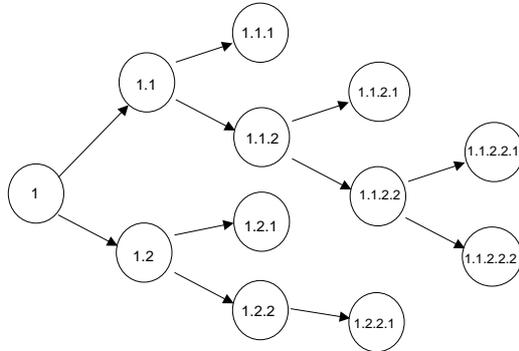


Diagram 2 – Avalanche effect . . . , reproduction of labourers

People are mutually different when it comes to gifts, energy, circumstances, vision, commitment, maturity, etc. This means that some do not continue this principle or that it produces another kind of labourers than the one who originally started it. Leaders do not necessarily reproduce leaders. Pastoral workers do not necessarily reproduce pastoral workers. In general we may say that labourers reproduce labourers. This is shown in the illustration. This is the reality.

The above illustration demonstrates how the 'Paul-Timothy' principle operates. Number 1 reaches and helps 1.1 and 1.2. In turn, 1.1 and 1.2 do the same and reach, respectively 1.1.1, 1.1.2, 1.2.1, 1.2.2, etc. The difference with a pyramid game is that the direction of 'giving' is opposite.

You might wonder: "Who is going to take care of the one who started it, nr. 1?". Where can he go for help? Does he have a supporting network of fellow Christians who support him in his mission and vision even though they are not a part of it perhaps? For forerunners it is, therefore, the more important that they have a strong, personal relationship with God as well as fellowship with other Christians. To which male/female friend can you turn for support? Someone like that is quite valuable, particularly if it is someone outside your family (if you have a family).

11 Who is your support or mentor?

Avoid spiritual isolation. You should try to set a date with a male or female friend to get together once a month (two weeks) for encouragement and support.

**Multiplication = Selection *Reproduction*
Vision Transfer**

Selection

Pauls talks about: “reliable individuals who will also be able to . . .”. Not every Christian, not even every teachable Christian, will be able to continue with your mission. Depending on God’s plan with every individual, you will have to select and ask God to lead you to “...able people, who will also be able to . . .”. Being able starts out by ‘willingness’. Only later ‘being able’ is the issue. This means, that you cannot proceed with some who are not willing. Therefore, it is the best policy to be honest and clear about your purpose and vision when you start activities with people. Do not reject them. Give them an opportunity to choose!

Proceed only with Christians who are willing!

“An yet, Jesus, saw these simple men as potential leaders for His Kingdom. According to worldly norms they were indeed illiterate and simple folk, yet they were willing to learn. And although they were often mistaken in their judgment and in spiritual matters they were slow of understanding, they were honest and willing to acknowledge their shortcomings.

Their manners were perhaps abominable and their abilities limited, yet they were warm-hearted. The main aspect of these men was their sincere desire for God and His reality.”

Master plan of Evangelism, p. 19

4.1 Reproduction

12 *Is your vision worth the effort to pass it on?*

13 *What happens if you quit? Will people simply continue with your vision?*

Reproduction is the primary component of the vision of multiplication. It is based on training your successors yourself. Business people are familiar with this approach!

In case of reproduction it does not only relate to training of skills but particularly to conveying the vision.

When you have acquired judgement of human character, when you have gained insight, you can apply the multiplication principle in turn by reproducing leaders.

It is even possible that you will reproduce leaders who, with their gifts and talents, may function in circumstances where you perhaps will not be able to function (anymore). Sometimes, the circumstances force you to delegate your work/influence via others. Working via other people, not doing it all yourself, may be hard. You have to be able to let go. To let go and to trust God to work through others. In this way we may be involved in the Kingdom of God in areas that are normally not accessible to us. It makes you grow more and more in the role of mentor or coach.

Reproduction demands, of course, commitment and dedication of a leader, allowing someone to come along, motivation, etc. (Transfer, Instruction, Exercise) It takes time and energy to think about things, to pray, and to prepare.

Make a distinction between organised activities and personal relationships.

Instruction and training activities may be organised, but they are insufficient. The primary aspect of learning is to see demonstrated what was taught. Jesus did not organise a course but lived with the disciples, shared his life in all aspects.

Master plan of Evangelism, p. 19

Give your life to individuals instead of to activities, to individuals instead of to groups if you want to multiply yourself and your vision. Be focussed on the objective. Do not be means-oriented.

As human beings we are limited. That is why we have to choose from moment to moment: Giving much to a few or giving little to many.

Training others requires the creation of and the adherence to a development plan. (See Course Day 4, Objectives and Plans). This takes so much effort that you can only give yourself to a few.

You cannot give the whole world attention and coaching in a way that may be seen as proper coaching. So you will have to limit yourself. There are two criteria that help you in this respect:

1. *Your own abilities.*
2. *People's will and desire to learn and to share your vision.*

When you have a team of eight people, depending on your available time and energy, you may be able to train a maximum of two to four people. When you are training four people, you might say that you have special capacities. Training two is a more realistic number.

For you know that we dealt with each of you as a father deals with his own children encouraging, comforting and urging you. . .

1 Thessalonians 2: 11

14 *Who is your Timothy?*

See also 'Spiritual Parenthood' in the material of Course Day 3.

15 *How many Christians do you think there are in your country, who clearly see their mission in relation to God's Kingdom? Are there many, just a few, or none, do you think?*

Met opmerkingen [jp1]: Dit is context-afhankelijke informatie.

The number of Christians with a clear mission, both relates to gifts, talents as well as insight and commitment. So you cannot form everyone according to a standard model. Do not try to

make people do things what they cannot do. This may damage people. Discover gifts together and stimulate development.

In every following step in the development that requires more commitment and more gifts and talents, the group of people will become smaller. Do not try to keep everyone with the group. Devote your attention and energy to those who want to go on.

4.2 Transferring the Vision

When you want to construct a ship, you must not gather people to find wood, to arrange the tools, to delegate the work and to organize the work. Instead you should transfer to them a desire for the fascinating endless world.

Antoine de St. Exupery

When you have a certain vision, you have to be able to show your people how it works.

This requires that you let them 'see how it is done'. It means that you share your life with them. You do much together, you go places together. It requires a more than average investment of time.

Aside from the good things, you also communicate the things that are not as good. This cannot be avoided. Nonetheless, we can make sure that everything can be discussed, openly and honestly.

Children learn so much by interacting daily with their parents.

16 *Do you ever notice something you do that you have copied from one of your parents?*

17 *How did the disciples adopt Jesus' vision?*

18 *How did Paul communicate his vision to Timothy?*

4.3 Strategy

A spiritual leader does not have to be fearful for changing circumstances if he/she maintains the core, his/her vision. Policy, organisation, people and means may change, but vision exceeds these.

Strategy is something that needs to be changed constantly as you adapt to changing circumstances.

You can make a distinction between permanent values (A) and values that are related to circumstances or a certain time period (B).

A. God's love, people's salvation, depth by individual approach.

B. Manner of evangelism, manner of dealing with people.

Example of a changing strategy:

- ❑ Formerly: door-to-door evangelism.
- ❑ Next: friendship evangelism.
- ❑ Now: the Internet?

Sample Strategies

God's Strategy	For example by:	Satan's strategy	For example by:
Encourage	Giving insight in His character through the Bible and experiences with God. Answered prayer. Experiences of others.	Discourage	Creating excessively high expectations
Unite		Divide	Exploiting weaknesses (greed, insecurity, intimidation by causing fear)
Clarification, providing insight and understanding	Amos 3:7 Surely the Sovereign LORD does nothing without revealing his plan to his servants the prophets.	Causing confusion and doubt.	Spreading half truths, insinuations. Inconsistent information, lies. (The fall: Genesis).
Purpose driven		distract	Too much information at once.
Support	Matthew 11:28 Come to Me, all ye... .	Overload	Tempting people to take on too much responsibility, to be overwhelmed with the minor details.

4.4 Flexibility in Strategy

Remain flexible to possibly adapt your strategy to circumstances that are changing through the years. Yet you should not be blown about by all winds. Stay informed of the developments in society and see what they mean for your ministry. Hold on to your vision.

High buildings are deliberately constructed to be somewhat flexible. Otherwise, they would break under the pressure of the wind. So rigidity may be dangerous. 'Being flexible' means that you realise when it is time to adjust your strategy. This will not happen from one day to the next but may be a matter of years.

*No-one sews a patch of unshrunk cloth on an old garment. If he does, the new piece will pull away from the old, making the tear worse.
And no-one pours new wine into old wineskins. If he does, the wine will burst the skins, and both the wine and the wineskins will be ruined. No, he pours new wine into new wineskins.*

Mark 2:21,22

Your strategy develops as you grow in spiritual maturity, based on God's purpose for your life (calling, gifts, in general: The Great Commission).

In order to continue to grow and to function as God has intended it is good to reconsider your approach once in a while (at least once a year). Another reason to reconsider your approach may be when you become stuck in a rut.

The following questions may assist in the strategy evaluation:

19 *Have the current circumstances changed compared to those forming the basis for my current strategy?*

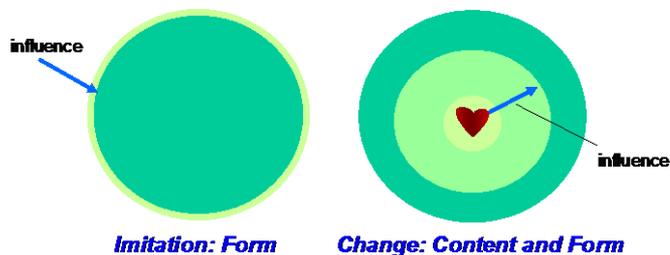
20 *Which elements in my strategy depend on, or are closely related to, the circumstances?*

5 Change:

Change is:

- A process leading to different behaviour
- A process leading to a choice

Changing is a combination of being willing, insight and the ability to adapt. The will of a human being plays a key role in this. True permanent change starts in the heart of a human being. When the heart is not committed, only external things may change. The rest remains the same. If you take the cause of the change then even the (external) change will disappear and things will return to the old situation.



External change may be compared to *imitation*. Permanent change only comes from within.

Even without the initial push the process continues and the change remains. So it depends on what your heart is focussed. Paul says: "for which Jesus Christ took hold of me. . .".

Christians have to be in Christ (let Him take hold) through (prayer, word, communication, experiences) for permanent change. Otherwise, the only thing you have is religious behaviour or imitation.

Christian behaviour may be imitation, and it may result from change. So you cannot use it as a standard.

5.1 Accompanying Change

Growth means to be in motion, to change. There are some general observations that relate to change:

- ❑ People can only handle a limited change one at a time
- ❑ People feel clumsy, uneasy when asked to do something new.
- ❑ People first think of what they have to give up.
- ❑ They feel that they stand alone when they are asked to change.
- ❑ People demonstrate various levels of willingness to change.
- ❑ People often revert to old behaviour if the reason for the change is removed. In most cases we strongly resist change.

When we do not properly handle the process of change, with improper dosage, if we want to do too much at once then we contribute to the failure of our plans. Possibly we will also cause damage to people.

People are no potatoes that you press through a machine so the French fries come out at the other end.

Our manner of coaching change may particularly in a positive sense have an effect on the abovementioned responses of people. For this it is important that we go to work in an organised manner. A tool for this is explained in the following paragraphs. It is merely a tool. It is not intended to reach the impossible.

5.2 Balanced Approach

In coaching people to change there are two main lines along which we can work. Although they are completely different we cannot follow the one without the other.

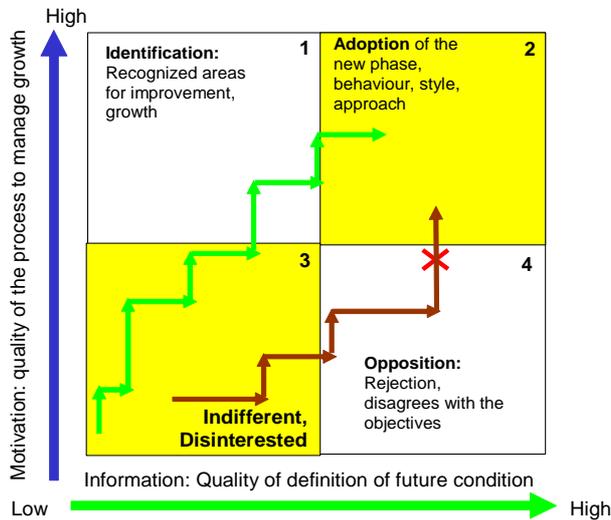
The one main line concerns the implementation of the status to be achieved, the objectives. You might refer to this as the 'information line' or 'technical line'.

The other line is the way in which we challenge people, motivate them, making them aware of the possibility and necessity of change, etc. You might refer to this as the 'motivation line' or 'psychological line'.

If, initially, we devote too much attention to the exact description of the situation we want to achieve then this will almost certainly cause people to respond by saying "it is too lofty for me". It is too much at once. It frustrates them. The sharper we define the future situation, the more opposition we may expect. All such clarity and detail—that we liked so much about ourselves—will give people the notion that we want them to change. People want to decide for themselves to change. They do not want to be a passive victim. So in the following diagram we have tried to graphically illustrate this. The good approach always follows a road via quadrant 3 to 1 to 2. When people are resisting your objectives you will never be able to bring them to the point where they will accept the new situation (going from quadrant 4 to 2) and commit themselves. It will be too late, once it happens. You will then be in the right bottom quadrant of the illustration. This situation results when early on, you put too much emphasis on the detailed description of the future condition.

Both main lines will have to be followed in order to keep a balance between the 'motivation' and 'information' approach.

Motivation line: Recognition of problem, motivation, involve the overall picture, no details, the core of the matter, God wants growth, not 'you must become a Paul'.



Successfully managing changes *

For a properly functioning ministry you need aside from sufficient people also a sufficient commitment to the task and vision of the team.

People may respond very differently to the presentation of your vision and the challenge of surrendering themselves to it. Various attitudes may be distinguished, namely:

- | | |
|---|--|
| <u>Apathy/Indifference/Refusing</u> | <u>Deliberately passive aggressive</u> |
| <u>Formally in agreement/Interested</u> | <u>Toying with the idea</u> |
| <u>Attempting/Truly teachable</u> | <u>Committed/ Participates</u> |
| <u>Committed / Adopted</u> | |

Depending on the attitude of everyone you will have to work on the acceptance and adoption of your vision. It is not merely a matter of telling your story and then get on with it. If you want to successfully communicate your vision, you will first have to see where people stand regarding the vision and carefully plan your steps that should contribute to the acceptance of the vision.

In the following table we have listed the particulars of the various positions. The right most column provides a short description of our role in the process to adoption of the new ideas or vision.

*) Derived from a course of the Cranfield Information Technology Institute, UK ('92) and 'The fifth discipline', P. Senge

Levels of adoption*	Characteristic response to your vision or new plan	Your role	<u>Long-term approach</u>
1 Antipode	Obstinate, irrational, making objections, resistance. No time for you. "I already know something like that!"	Friendly and tolerant Making aware	Be receptive, friendly, talk about the things that people are interested in. Adjust yourself to the other people's temp. Use their language. In general, observe good social skills, be patient. Comfort them, remove concerns and objections, help people to feel at ease. Be hospitable, pleasant and tolerant.
2. Apathetic/Indifferent/Refusing	Neither in favour nor against. No interest. No energy. "Isn't it time to leave?" Not really interested. Changes the subject. Has diversionary tactics. Is ill at ease. Does not see the advantages and will not do what is expected of him or her. "I will not do it. You cannot force me."	Making aware Friendly and tolerant	Try to make contact, be approachable. Adapt your style. Encourage every step towards awareness and stimulate people's interest in change or related topics. Personal talks are the best here. Do not forget to make use of others who can make an impression.
3. Deliberately passive aggressive	Passive. Knows few facts. Is not seeking for more knowledge. Has no opinions. Does not see the advantages. Does not want to lose his/her spot in the group either. Does sufficiently of what is asked of him or her. Expresses that he/she is not excited about it.	Advertising	Be alert to expressions that indicate a need. Attract people's attention by employing the needs for a short presentation of the change or vision that you stand for, whereby you remain focussed on the needs themselves. Use all means of communication: verbal, written and graphic. Provide information. Recommend that people read a Bible passage. Discuss it later.
4. Interested Formally concurring	Is open to something new. Seeks more knowledge, facts. Starts to form opinions. Has personal attention for, and questions about how, the vision or change should affect him. Sees the strong points. Does what is asked of him or her, but does not do anything else. "Reasonably good servant".	Consulting	Link information and typical characteristics of the change or vision to realistic needs of the group. Involve them in the discussion, be really excited about their ideas. Make the link between everyone's functioning and the environment. Identify personal concerns and doubts. Provide an answer to questions and give information.

5. Toying with the idea	Tries to identify himself/herself with the subject Envisages the new situation. Comes up with new insights. Takes a decision if he or she thinks it is worth the attempt.	Demonstrating	Show more detail. Demonstrate how the change will result in advantages both for the task as well as for the person. Provides examples. Stimulate them to envisage how things would be if the change is applied in their own situation, environment. Discuss this.
6. Attempting Truly teachable	Do something with it usually at a small scale or as a test. Weighs the results of the test. Sees the advantages. Does everything of what is asked of him or her and more. Follows the "letter of the law". "Good fighter" / "Faithful servant".	Training / supporting	Possibly offers a test situation. Carefully leads the group through it. Provide feedback. Provides the opportunity to talk to people who have had positive experiences (personal, telephone, visits). Be available to support positive responses, to refute objections and to solve problems when people are considering the facts.
7. <u>Committed/ Participates</u>	Accepts value and importance. Uses it and applies it. Wants it. Will do all that can be done within "what is required".	Supporter	Remain alert for everything that can keep your target audience without reason, or unintentionally, from changing (people, events). Support new approach and help with difficulties. Arrange, if possible, coaching and evaluation.
8. Adopted Committed	Becomes an excited user and supporter. Use becomes an everyday affair. Wants it. Will make an effort to realise it. Does everything to make things succeed. The vision or change is fully adopted.	Being an ally	Look for further opportunities, continue to build on success, emphasise the change and possibly also the developed relationships.
9. Hopeless	Perhaps you did not advance more than most participants of your group (not beyond step 1).	Being a realist Try something else	Sometimes it turns out to be impossible to let an existing group go a different direction. If you have no peace to continue down the same path the solution may be that you start something new with people of whom you are certain that they want to go a certain direction with you. You may offer (a part of) the existing group that they continue without you.

Short-term approach

If the change is expected to take place more or less on a short term then it is not realistic to cycle through the abovementioned adoption phases with the related actions. You should bear in mind the principles of the four quadrants, the motivation line and the information line and in this way conduct the change interviews with your team members.

5.3 Practice

Change and also growth requires special attention and direction.

The master commended the dishonest manager because he had acted shrewdly. For the people of this world are more shrewd in dealing with their own kind than are the people of the light.

Luke 16:8

Reply to the following questions after reading the article:

21 Which aspect of the article strikes you most of all?

22 Which characteristics of leaders do you find in this article?

23 Which general principles are discussed?

24 Which topics are mentioned in relation to managing change?

25 Are there any principles that are in agreement with the principles suggested by the Bible?

26 Are there any principles that are contrary to the principles suggested by the Bible?

27 Which aspects of this article may be applied in a spiritual setting?

28 *What is applicable to leading a group or team?*

29 *What is applicable to leading individuals?*

30 *< additional question, when required >*

6 Life, culture and balance

Definition of culture: *World view, arts and sciences, philosophy, approach to things, including: Rules, taboos, manner of thought, habits.*

Motives put a human being in motion. They are the motor, the locomotive.

A motive, therefore, is a reason to move. It is something that puts you into action (See Course Day 4).

Quite often our motives are clear. If someone asks about them we can mention them immediately. At other times, motives are much more difficult to detect or they may be anchored within our culture. Sometimes, it is already quite some time ago that new behaviour developed due to clear motives. In the course of time the behaviour remained. Yet, the motives were forgotten and have become part of the culture. That is why it may be good to occasionally try to rediscover the old motives.

Culture is a reflection of life.

Culture is something that is only subject to change on the long term. New elements are added, old elements gradually wear away.

A choice may after some time result in a permanent change of behaviour. A change of behaviour eventually becomes the normal behaviour.

Such a process may possibly also go into a different direction. You may avoid doing something once, avoid doing it more often, or totally forget it. So at a given moment you are not even aware of the fact that you ever did something else.

- Something is new
- You try it out.
- You make it your own behaviour.
- It turns into a habit.
- It becomes a tradition.
- It becomes a part of your culture.

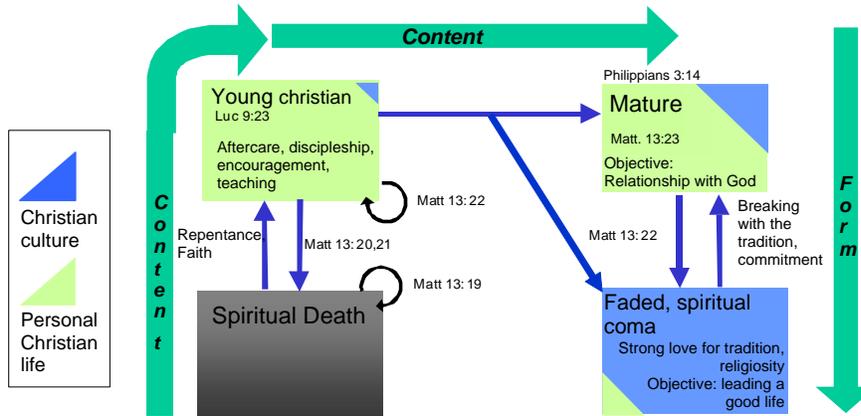
6.1 The bottom line: Your life or your culture, content or form?

Listen then to what the parable of the sower means:

- 19- *When anyone hears the message about the kingdom and does not understand it, the evil one comes and snatches away what was sown in his heart. This is the seed sown along the path.*
- 20 - *The one who received the seed that fell on rocky places is the man who hears the word and at once receives it with joy.*
- 21 - *But since he has no root, he lasts only a short time. When trouble or persecution comes because of the word, he quickly falls away.*
- 22 - *The one who received the seed that fell among the thorns is the man who hears the word, but the worries of this life and the deceitfulness of wealth choke it, making it unfruitful.*

23 - But the one who received the seed that fell on good soil is the man who hears the word and understands it. He produces a crop, yielding a hundred, sixty or thirty times what was sown.

Matthew 13:19-23



Above we have shown a number of changes that a human being may experience. The illustration shows that someone who is spiritually dead, may become a young Christian by hearing the Word and receiving it (1 John 5:11,12). Those who hear the Word but who do not receive it, will also lose it. There is not change (Matthew 3:19).

Young Christians need aftercare, encouragement, instruction and discipleship training. They feed on God's Word. Continued development requires obedience and application from what was heard, i.e.: 'being rooted' (Col. 2:6,7). A quick growth, enthusiasm, yet lacking roots, characterises the Word that has ended up on the stony places (hard). The seed is unable to germinate (Matthew 13:20). So it is a kind of spiritual crib death.

31 What type of people does Jesus refer to by the seed sown 'along the path'?

32 What characterises people who are typified by the 'rocky places'?

People who have received God's Word and who do something with it may develop in faith and commitment and grow to be mature Christians.

The next transition is from being a young Christian to being a mature Christian (See also, Course Day 2) when the good news did not fall into the thorns (Matthew 13:22).

The mature Christian maintains his relationship with God and develops vision and faith. He is more and more motivated to contribute to mutual edification. He develops himself to a worker who is continuously seeking new challenges (Matthew 13:23) and who commits himself to develop others to workers.

But one thing I do: Forgetting what is behind and straining towards what is ahead, I press on towards the goal to win the prize for which God has called me heavenwards in Christ Jesus.

Philippians 3:14

For a mature Christian there is yet another transition to a condition possible, which is undesirable, and may have to do with 'thorns': Fading. Legalism, an excessive adoration of tradition¹, a poor personal relationship with God, increasing lack of faith, worries, worldliness may result in a condition of spiritual decline. The situation is not the same as the condition of the unbeliever. So, perhaps, one might better refer in this context of 'spiritual coma' due to the fact that there is hardly any concentrated living relationship with God. The gospel is no longer clear. Faith has almost disappeared.

Just think of the following fragments:

I give them eternal life, and they shall never perish; no-one can snatch them out of my hand.

My Father, who has given them to me, is greater than all; no-one can snatch them out of my Father's hand.

John 10:28-29

In fact, though by this time you ought to be teachers, you need someone to teach you the elementary truths of God's word all over again. You need milk, not solid food!

Hebrews 5:12

Spiritual life may decline to be mere religiosity of only 'Christian' culture. In which of the abovementioned situations we are, there will always be a measure of Christian culture that determines our life. In order to be a healthy, mature Christian, it is important that we make sure that our relationship with God is always given the priority.

I am jealous for you with a godly jealousy. I promised you to one husband, to Christ, so that I might present you as a pure virgin to him.

But I am afraid that just as Eve was deceived by the serpent's cunning, your minds may somehow be led astray from your sincere and pure devotion to Christ.

2 Corinthians 11:3,4

¹ A certain measure of tradition is not bad. Tradition may support a living faith. It is the excess that is harmful.

Be careful, or your hearts will be weighed down with dissipation, drunkenness and the anxieties of life, and that day will close on you unexpectedly like a trap.

Luke 21:34

Examine yourselves to see whether you are in the faith; test yourselves. Do you not realise that Christ Jesus is in you— unless, of course, you fail the test?

2 Corinthians 13:5

So, be alert, particularly when things are going well in your life. It is useful to examine yourself not only for your spiritual life, but also for that which you do for God in His Kingdom.

One of the threats for the deliberate Christian life is being in a rut or habit. Watch out for routine. Therefore, you must regularly take time to examine your life. Take time to see whether you are still going the right way. See whether you live based on the relationship with God or merely out of habit or culture. Write every year such moment of evaluation in your agenda. Use a fixed list. For example, a list containing the following questions:

- 33** *Is my heart focused on form or content?*
- 34** *How is my relationship with God?*
- 35** *Does He still have priority in my thoughts?*
- 36** *Am I still seeking His will?*
- 37** *What does He want me to do or learn in the near future?*

Perhaps, you can think of other questions that you might like to add. Another and quite useful approach is to visit a friend/mentor and ask him/her to ask you the following questions, or to discuss the answers with him/her:

- 38** *According to you, what is your mission?*
- 39** *What is your vision?*
- 40** *What are your objectives?*
- 41** *For what do you have faith?*
- 42** *What do you find difficult?*

When you have to explain your answers you will be forced to consider things more deeply.

7 Vision of people

Do people in your team have to do what you say, or are you following their ideas? As a leader, are you the only one with good ideas or are you democratic in your approach? There are various possibilities. The eventual outcome is determined by a couple issues:

- ❑ Fulfilling your mission, achieving your objectives.
- ❑ Fulfilling the commandment to love and to serve.

I have been crucified with Christ and I no longer live, but Christ lives in me. The life I live in the body, I live by faith in the Son of God, who loved me and gave himself for me.

Galatians 2:20

From the perspective of reproduction and succession it is essential that you make certain that people do not become dependent on you but that you lead them to maturity in Christ. This means, among other things, that strong leaders have to dare to be weak. Otherwise, they will discourage their people ('I can never become like that'). Make certain that you do not become people's idol.

Strong leaders have to learn to be considerate of others. They must not want to do everything by themselves. They must not want to do everything their own way. The danger of manipulation is always present, particularly when people easily accept leadership and direction. Therefore, you should point to Jesus. Do not point to yourself. Give people space. Stimulate them to choose. Do not force them.

You yourselves can testify that I said, 'I am not the Christ but am sent ahead of him.'

The bride belongs to the bridegroom. The friend who attends the bridegroom waits and listens for him, and is full of joy when he hears the bridegroom's voice. That joy is mine, and it is now complete.

He must become greater; I must become less.

John 3:28-29

For we do not preach ourselves, but Jesus Christ as Lord, and ourselves as your servants for Jesus' sake.

2 Corinthians 4:5

Not forcing people is a form of respecting them.

A quotation:

Personal freedom

In the so-called 'spiritual arena' you often see people who are robbed of their personal freedom. It happens in the 'free religious groupings' as well as in Christian communities, but also in the traditional churches; you will see people, particularly the ones in leadership positions who feel they have the right to rob others of their personal freedom. By this, I

mean to say that leaders are often taking decisions for people when those people should be responsible themselves for their own decisions.

Of course, in these circles, the gospel message is proclaimed that Jesus has come to set the captives free. Yet it is sad that particularly here, where the power of the life of Jesus should be most visible, personal freedom is robbed most often. Under the motto of 'protection' and 'spiritual covering' the leaders exercise a tremendous manipulation and dominance in people's lives! It is good to support the weak and to help them. Yet, it should be done with the objective that the needy individual will have the opportunity to become mature and to take responsibility for his life.

What motivates people to be so dependent on another human being and what motivates other people to be willing to exercise such a strong influence in the life of their fellow men?

Fight to be free

At the time I myself went through a difficult period. The pastor of our congregation was not pleased that I wanted to continue my studies: The time that I should spend on my studies I could not make available to the work in the church. Yet, I knew in my heart that God encouraged me to study in order to further develop myself.

Despite of the pastor's comments, I took the decision to adhere to the plan that was burning in my heart as a calling, with the full conviction that God had given me this assignment.

It was difficult because I did not want to rebel against the leadership. Yet, I wanted to be responsible for the decisions that had to be taken, decisions that would have an enormous influence on my own life and the life of my family.

I felt quite unpleasant about the notion that God would be unable to bless me—since I was not 'obedient' to the leaders, or since I 'did not want to submit to the leadership' as it was dubbed.

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Constantly, church leaders are guilty of taking over the personal responsibilities of the believers. Again, I have come across this phenomenon in some free religious and evangelical groupings. In these circles we are often dealing with inexperienced leadership. In my view, this may lead to many problems. It is not easy to lead a church community in an expert manner. Church history includes many lessons for us to learn. Yet we quite easily copy old and poor examples. I believe that these faults are not made deliberately and that many religious leaders are quite sound and sincere, yet it is good to be woken up and learn from history!

From: 'Erf-goed - De bijl aan de wortel' , Hans Groeneboer ISBN 90-76193-03-7 Koinonia Uitgeverij, Hoogblokland, Holland

43 *Where lies the border between stimulating and manipulating?*

44 *How do you make sure that you do not become a manipulator?*

Which matters would be most conducive to this?:

- Remaining accountable for your behaviour and functioning*
- Depending on God in a personal relationship*
- Openness*
- A realistic self-image*
- Other:*

8 Miscellaneous

8.1 Referrals

As a spiritual leader, you will meet many different people with different gifts, circumstances and problems. Both problems as well as gifts may be a reason to refer someone to another organisation or institution.

Theoretically, someone may have exclusively a specific gift. This may be wonderful, however, it may not fit within CBMC's mission.

Also, someone may have problems that form a hindrance for him/her to function in a group with a spiritual mission.

In both cases we serve the people by referring them to more specialised institutions with a mission and a vision that are better suited to deal with the person in question.