



Leadership Lecture Notes based on a workshop given by Bishop David Edwards

The following is a summary of the taped video presentation given by Bishop David during the Bishop's Day with Layreaders May 2018. The video is approximately 3 hours long and contains the following content:

- How to lead Inside and Out
- Systems Theory
- B.E.L.L.S as systems environment
- Gifts
- The D.O.P.E. Test
- The 5 Dysfunctions of a Team
- Verge Thinking
- Lighthouses & Rafts

Leading Inside Out

- A leader sets the direction for which to follow. As Bishop Bill says "If you are leading and no one is following you are out for a walk!"
- Leading is not about being the boss but sets the direction for others to follow and the environment in which they can follow.
- We all have a responsibility to lead and we are called to lead both inside and outside the church to represent Jesus - the activity of God in the community.

Systems Theory

- We create ways of 'being' called systems reflective of experiences, personality, family, work etc. and live in that environment where we make choices (or 'a' choice) while shutting off some other choices.
- Our system as Anglicans was chosen by Queen Elizabeth I. During the reformation the Anglican church could have gone in one of two directions 1) Puritan Presbyterian or 2) High Church. Queen Elizabeth chose the 'middle' of the two extremes. For Anglicans we tend to concentrate on people who 'come to us'.
- All of us create systematic environments where we make choices. God chose to create therefore He could never choose not to create. He shut off all possibility of not creating.
- The decisions that we make we have to think through carefully. We have to be aware of our systems and our way of being.
- B.E.L.L.S. is the environment the Bishop, as leader, is directing our call to ministry.

B.E.L.L.S.

- *Surprise the World: The Five Habits of Highly Missional People*, is a book written by Michael Frost about the BELLS method for sharing your faith. It is a “handy tool for mobilizing Christians up, in and out into mission. That is, up into deeper connection with the Triune God; into a stronger sense of community with other believers; and out into the neighbourhood.” – Michael Frost.
- Bless, Eat, Listen, Learn, Sent
- For we are what God has made us. Ephesians 2:10 "For we are God's handiwork, created in Christ Jesus to do good works, which God prepared in advance for us to do."
- He gave all of us gifts and talents to be our way of life, our 'walk'. Not predestination because we have a choice. We try to discern where God wants us to go - he has a plan, a purpose, but we do not have to go that way. Arminius said everyone is predestined unto salvation however we have to preach the Gospel for people to discover what salvation is. An example is to tell someone they have a gift specifically for us to pick up at their house (salvation). We choose to go get it or not.
- What we really want to do is what 'God wants us to do'. If we get off track He will 'weave it back into our lives'.
- Ephesians 4:11-16 " And he gave some, apostles; and some, prophets; and some, evangelists; and some, pastors and teachers; ¹² For the perfecting of the saints, for the work of the ministry, for the edifying of the body of Christ". It's important to determine our gifts and the gifts of others.

GIFTS

- It is vastly important as leaders to discern and understand the individual gifts that we are called to and to recognize and nurture the gifts of others.
- Apostles; Prophets; Evangelists; Shepherds; and Teachers (APEST) are 5 types of gifting.
- One of the problems is that we have emphasized the ministry of Shepherds and Teachers over and above Apostles, Prophets and Evangelists.
- We need Shepherds and Teachers but also need Apostles who go and plant; Prophet's who speak our "truth to power"; and Evangelists who share the Good News.

The D.O.P.E. TEST

- Take the test as described on slides. We all have skills and characteristics we can access - however some are more dominant.
- OWLS and EAGLES are task orientated with OWLS needing to do everything in great detail and create a challenging environment. EAGLES are task orientated but in strategy more than detail.

- In 'Churchland' DOVES are always the biggest group with PEACOCKS and DOVES being very people orientated. DOVES are peace keepers (not peace makers) and PEACOCKS are 'come and follow me' type of people.
- Those who straddle these are trying to create a positive and friendly environment.
- In leadership we all lead each other.
- In different combinations OWLS and DOVES are responsive in situations with OWLS being cautious and DOVES listening to others and cautious about making sure things are done 'right'.
- EAGLES and PEACOCKS tend to be active with EAGLES both decisive and assertive and PEACOCKS assertive 'come and follow me' personalities.
- **OWLS focus on knowledge, data, detail, perfection, quality.**
- **EAGLES focus on results, challenge, independence, leadership, execution.**
- **DOVES are accommodating and focus on feelings, being peaceful, cooperation, harmony, wanting to be friends.**
- **PEACOCKS focus on being adaptable, personable, team focused, most entrepreneurial, and are 'ideas' people.**
- We need to recognize these traits in people and think about our team environments and groups (i.e. vestry, mission groups, etc.). We are different people and have different ways of working but need to work together. PEACOCKS need an OWL just like an EAGLE needs and OWL but both need a DOVE to keep it all together.
- **Leadership is about having a team that has all these characters. Think of God's tapestry working together to do what He wants each of us to do.**
- The three most important things the Diocese of Fredericton should display is beauty, peace and justice.

Leading from Personality - The 5 Dysfunctions of a Team

- Very important book: "The 5 Dysfunctions of a Team" by Patrick Lencioni.
- 5 issues shaped in a pyramid with absence of trust being the foundational layer: 1) Absence of trust; 2) Fear and Conflict; 3) Lack of Commitment 4) Avoidance of Accountability and 5) Inattention to Results.
- The foundational issue is absence of trust which is important in any relationship. Avoidance of accountability and lack of commitment lead to absence of trust.
- Fear of conflict often leads to dysfunctional teams.
- Need widely important goals but the maximum we can support is 2 to 3 goals at a time.
- We need to encourage people to be accountable - sometimes people 'over promise' what they are able to do. A good leader is able to recognize this.
- The Bishop's 'widely important goals' are: 1) How do we enable the Bishop to be released from administrative tasks to be able to teach? 2) How do we create an

environment for our congregations to more and more reflect Christ? 3) How does the Diocese of Fredericton become a missional hub?

Verge Thinking

- Innovative thinking combining two or more thoughts.(i.e. gift wrapping paper and a paper bag (verge thinking brought about the Gift Bag).
- Sacred spaces are important. Openness to allow people to come into those spaces is also important.

Lighthouses & Rafts

- We've seen the church as a lighthouse spreading light and possibly providing safety. But we now need to think in different terms because people are now on rafts floating out into the sea and not in our churches.
- The church has to figure out how to swim out to the rafts and get on the raft and start to work out where God is and needs us to be - with those on the raft too. How do we begin to build trust for those on the rafts?