

Vineyard Women Mentoring Month Four

Leadership and Personality Types

This month we'll be discussing two leadership models that will help us meet these goals:

1. Navigate team building and recognize the necessary people that will help complete our leadership team.
2. Diagnose personal faith growth that helps us show others where they are on their faith journey.

Please read through this document and have it available to reference during your mentoring session. Being prepared for the call also includes visiting this link for an Overview of the Stages of Faith:

<http://www.janethagberg.com/stages-of-faith-descriptions.html>

The information on leadership wavelengths has been modified from documents provided by Aaron McCarter, Co-Pastor, of the Maryville Vineyard Church and the information on Hagberg's Stages of Faith have been taken from *The Critical Journey, Stages in the Life of Faith* by Janet O. Hagberg and Robert A. Guelich.

PART 1: LEADERSHIP WAVELENGTHS

Ministry leadership happens on three distinct wavelengths:

1. Vision
2. Strategy
3. Tactics

VISION

The visionary wavelength is about origin and possibility. More than just dreaming or unchecked idealism, it is the Spirit-led (hopefully) process of considering what could be. Leading on the visionary wavelength is not presenting what is probable (that's forecasting), or what's impossible (that's fantasizing), it's presenting what is possible for a team of dedicated people.

STRATEGY

The strategic wavelength is about developing a plan of action. How do we do this? What phases will this project have? What resources will it require? Etc... This is where the plan is set, the costs are counted, and the variables are carefully considered. Churches/ministries are notoriously weak on strategy. A good vision will push the boundaries of what's possible, and without a great strategy, the vision will certainly fail. Strategy is the skeleton that holds it all up.

TACTICS

The tactical wavelength is about implementation and execution. Great tactical leaders are extremely flexible and nimble problem solvers. Implementation brings unexpected variables (although a thoughtful strategy will guard against much of this). These variables are maximized in our context, because tactical leaders are the most reliant upon volunteers. Tactical leaders are focused on operational efficiency. How can we do this better? What's working well? What's not working well? Tacticians are the muscles that make the skeleton move.

NOTE

Vision is often the origin of new ministry endeavors. It is first, but only chronologically! It is not first in importance. All three wavelengths are absolutely essential. These are not 'levels of leadership' they are 'types.'

NAVIGATING CHANGE

Once a ministry is operational, all three wavelengths are ongoing. A ministry leader, must lead on all three distinct wavelengths.

The vision will rarely change.

Strategic change is uncommon, but necessary.

Tactical changes are very common.

1. The vision hums along in the background, representing 'true north' and informing decisions along the way. The vision will change very rarely, and possibly not at all.
2. The strategy continually informs direction. It will change, but only as new circumstances / challenges / opportunities arise.
3. The tactical wavelength experiences rapid change. Variables that leave the strategy and vision untouched, impact operational efficiency.

Example: Youth Ministry

- The vision of the youth group will be set, and will remain almost constant.
- The strategy will shift a bit along the way. Example: If the group grows, a need to split middle schoolers and high schoolers could arise. That's a strategic shift, but the vision would remain unchanged.
- The tactical stuff will fluctuate routinely, almost constantly. Small groups could multiply, the order of service will change along the way, you might run short of volunteers for a season, or roll out some new events. That's the tactical stuff that flows out of the vision and the strategy, but is constantly changing.

CONDUCTING MEETINGS

Our ministries operate on three distinct wavelengths, and so should our meetings. We need visionary, strategic, and tactical meetings — and we need them to remain distinct.

VISIONARY MEETINGS

Visionary meetings are infrequent and typically much longer. They are often offsite meetings lasting 1-2 days. (i.e., a shift in a ministry's overall vision).

STRATEGIC MEETINGS

Strategic meetings are more common than visionary meetings, but still aren't routine. They are 'as needed.' If a ministry is launching, or a strategy needs to change due to shifting circumstances, then strategic meetings are needed. They vary in length depending on complexity of the issue. The need for these meetings will ebb and flow, which may make them more susceptible to being put off. Don't put them off!

TACTICAL MEETINGS

Tactical meetings are frequent, and fast. These weekly meetings get the team focused on the task at hand, and give direction for how the most recent batch of complications will be managed in order to maintain operational efficiency. Examples: Key leaders evaluate a weekend, Kid's ministry leaders talk through operational challenges (a new kid has an allergy, the check in system has a glitch, etc...), worship leaders plan a set, etc.

KEEP MEETINGS DISTINCT

Each meeting needs to remain as true as possible to its intended purpose. Tactical meetings get long and cumbersome when strategic matters are brought up. And strategic meetings sometimes fail to set strategy, because the participants get bogged down in on-the-ground tactical questions. The leader will often have to say something like: "That's really a strategic question, we can address that in our next strategic meeting."

Example: Pre-Teen Ministry

- **VISIONARY:** Sharon, Cory, Natasha, Sam and Jacob met for two work days to develop a vision for a stronger connection between our children's ministries and to keep from losing kids in transition. Out of that, the vision for the Pre-Teen Ministry was formed.
- **STRATEGIC:** Jacob met individually with Sharon, Cory, Noah, etc. — in a series of meetings to develop a strategy to bring the vision into existence.
- **TACTICAL:** Weekly tactical meetings happen to evaluate the ministry and continue working for greater operational efficiency.
- **AND...**if they keep growing, then there will be another round of strategic meetings, to determine if the strategy needs to shift in light of the changing circumstances.

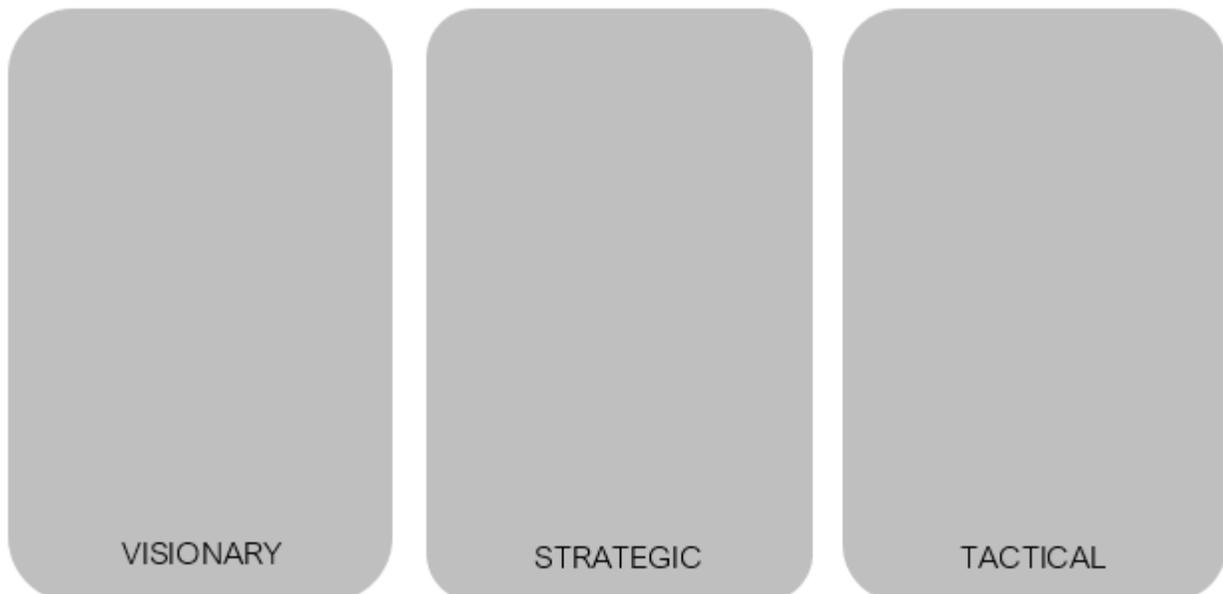
PART 2: PERSONALITY TYPES

It might be useful to revisit the personality assessment you took in preparation for your first mentoring conversation in case this exploration opens up new insights about who you are as a leader.

Effective leaders operate on all three wavelengths. That said, each of us have our own natural wirings and preferences. Are you most naturally a visionary, a strategist, or a tactician? Which wavelength is primary, which is secondary, and which do you tend to avoid? Don't let what you think is 'better' or 'more needed' effect your thinking. Bottomline: there is no 'better' and all of them are completely necessary!

PRE-CALL REFLECTION QUESTIONS:

- Which of the three do you find the most difficult to delegate? There's a good chance that one is primary.
- What are you most inclined to work on first? Visionaries think, "we'll be ok if the vision is clear," strategists think, "we're only as strong the planning" and tacticians know that "the devil is in the details."
- Visionaries are often change agents who challenge accepted norms. Strategists are great critical thinkers — it's almost like they can see around corners. Tacticians can lead through complexity, and love to 'get their hands dirty.' Which sounds most like you?
- How are you "wired"? Take some time to reflect upon, even draw out, your leadership wavelength(s).



MENTORING CALL DISCUSSION QUESTIONS ON LEADERSHIP WAVELENGTHS:

Knowing about these 3 Leadership Wavelengths will help us know more about the kind of leader we are, help us gather the right people around us to bring a “wholeness” to our leadership, and to structure teams to bring the most productivity to our ministries.

1. Discuss each of the 3 Leadership Wavelength personalities and how the combination of them brings wholeness to teams.
2. What’s your wiring? How did you draw it up or write it out?
3. What happens in a minister that has just 1 or 2 of the Leadership Wavelengths represented? For example - the ministry that only has Visionaries? The team that only has tactical leaders? The group of strategists that are on a team together?
4. None of these Leadership Wavelengths is more important than another. Why is that important to understand and to communicate?
5. Have you seen your own ministry stall out or fail at some point? Was 1 or more of these Leadership Wavelengths missing from your team? Did that contribute to the stalling out or failure?
6. Who do you need to bring into ministry or place within a ministry team to bring wholeness to that team? With which leadership, staff, and/or teams do you need to share this information?

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PART 3: Hagberg's Stages of Faith



MENTORING CALL DISCUSSION QUESTIONS ON HAGBERG'S STAGES OF FAITH:

1. We can go through this cycle a number of times as life circumstances come and go in our life. Where do you recognize yourself in this cycle right now? Does knowledge of this cycle help you recognize where some of the people in your life currently are in the cycle?
2. We can become "stuck" in each of these stages. What can keep you "stuck" in a particular stage?
3. We cannot avoid the wall without being catapulted backward a few stages or completely leaving the Faith Cycle. Tell about a time when you hit the wall and how it affected you. Does it help you to see the wall as part of growing in the stages of faith? Why?
4. We cannot go around, over, or under the wall. Circumventing the wall does not remove the wall. Jonah ran from the wall. Sarah tried to go around the wall.
5. Which Bible characters can you think of that have encountered the wall? Have you tried to circumvent a wall in your life? What happened? How can you help someone who is at the wall in their life?
6. Hagberg tells us that someone who is 2 or more stages behind you in the Stages of Faith will have a difficult time understanding you in the stage you are in. Why do you think this is true?
7. How does this information affect your faith walk? How does it equip you as you help others?