

EXECUTIVE LEADERSHIP TARGET

REV June 2015



CENTER Christ-Centered Leader

I am the vine; you are the branches. Those who remain in me, and I in them, will produce much fruit. For apart from me you can do nothing.

– John 15:5

The Christ-Centered Leader at YFC recognizes there are four directions of leadership: **Inward, Downward, Outward** and **Upward**.

The executive leader recognizes that the most important direction to lead is his or her own growth in the triune God. Leadership that results in Kingdom impact must be rooted in the leader's recognition of God as Sovereign, Jesus as Savior and the Holy Spirit as Teacher and Guide.

LEADING INWARD

This emphasis is on spiritual formation. Spiritual and emotional health, personal gift assessment and utilization, discipline and accountability are vital. **Widespread Prayer** and **Faithful Bible Teaching** are two *Essentials* that spring from this direction of development and both of these are elements of **Abiding**—a feature of 3Story training that helps to dial in this priority.

Spiritual Formation is about our heart becoming as God's heart - desiring what God desires and hurting when God hurts. Leaders need to intentionally focus first on their own spiritual formation, for every action that we do as leaders comes from who we are in Christ. **Spiritual formation is the primary focus of leadership development in God's kingdom.**

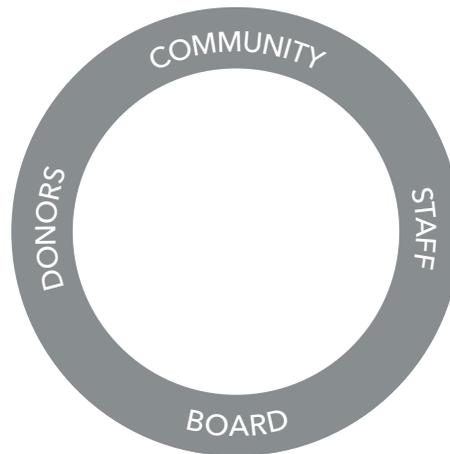
The practice of spiritual disciplines is a key pathway to growth and formation which we find throughout scripture. A discipline is a spiritual exercise. Like physical exercise, we focus on spiritual muscles and disciplines that help them develop - examining our lives and living moment by moment in the presence of God.

The role of YFC Leadership Development is to develop a culture in our movement that expects, produces and deploys spiritually maturing, highly effective leaders for the Kingdom of God, advancing the mission of YFC. Much of what is discussed in this competencies model is about becoming *highly effective*.

It addresses the skills and responsibilities leaders must master to excel in their ministry role and in their calling. It cannot be overstated that true effectiveness in ministry (indeed, in life) will only come through the power of the Spirit of God at work through us. Therefore, if we are not *spiritually maturing*, the whole model falls apart. The executive leader in YFC understands that leadership development, organizational strength and Kingdom advancement are fruits produced only in the context of faithfulness.

Therefore, each leader should first look to his or her own spiritual formation, 'laying aside every weight and the sin which so easily ensnares us', be 'transformed by the renewing of your mind' and look singularly to Christ, being 'filled with the knowledge of his will in all wisdom and spiritual understanding, that you may walk worthy of the Lord, fully pleasing him, being fruitful in every good work and increasing in the knowledge of God - strengthened with all might, according to his glorious power, for all patience and longsuffering with joy, giving thanks to the Father who has qualified us to be partakers of the inheritance of the saints in the light.' (Hebrews 12:1, Romans 12:2, Colossians 1:9-12 NKJV).

Second, the executive leader should create and support a culture which encourages and expects everyone in leadership to be likewise growing spiritually.



SPHERE OF INFLUENCE Staff & Volunteers, Donors, Board & Community

You are the light of the world - like a city on a hilltop that cannot be hidden. No one lights a lamp and then puts it under a basket. Instead, a lamp is placed on a stand, where it gives light to everyone in the house. In the same way, let your good deeds shine out for all to see, so that everyone will praise your heavenly Father. – **Matthew 5:14-16**

The executive leader guides those around him or her, using direct and indirect influence to 1) represent Christ and point people toward Him, 2) carry out the responsibilities of their role and ultimately to 3) produce effective leaders, a strong organization and advance the kingdom of God.

SERVANT LEADERSHIP

Servant Leadership was exemplified by Jesus Christ and as authentic Christ-followers, this is our standard from which to lead. Servant Leaders actively seek to set the other leaders in their spheres of influence up for success. They are honest, grace-filled and empathic listeners who truly value what others have to say, the God-given gifts others have been endowed with, and what roles others have been given in God's Kingdom. In humility, Servant Leaders prioritize the success of the mission and the people around them over their own ambition.

LEADING DOWNWARD

This is the leadership of people and activities that one is directly responsible for, including leading staff and volunteers who are below the leader on the "org chart." Activities may range from preparing budgets to moving kids to camp as delineated in one's job description. **Adults Who Empower** and **Loving Relationships** are the *Essentials* that focus on this direction of development.

LEADING OUTWARD

This is leading one's peers by taking on responsibilities that are not directly in one's job description. Peers may be in YFC – in the leader's local chapter or in the larger YFC movement. Other peers in outside ministries or other walks of life are embraced. The focus is on expansion of the mission. Mentoring, encouraging, volunteering for tasks, admonishing, educating and accountability may be included. **Collaborative Community Strategy** is the key *Essential* for this direction of leadership.

LEADING UPWARD

This is leadership of those who have authority or influence over the leader. In YFC it is referred to as "leading from the back of the room." It flips the org chart upside down so that Executive Leaders lead board members, staff lead Executive Leaders, staff and volunteers lead donors. It includes leading outside of the chapter structure into the community and into the larger movement of YFC. This direction of leadership includes mentoring, encouraging, admonishing and educating.



ROLE OF LEADERSHIP Visionary & Strategist

When the Spirit of truth comes, he will guide you into all truth. He will not speak on his own but will tell you what he has heard. He will tell you about the future. He will bring me glory by telling you whatever he receives from me. All that belongs to the Father is mine; this is why I said, 'The Spirit will tell you whatever he receives from me.' – **John 16:13-15**

The executive leader creates and communicates a compelling vision and effective implementation strategy.

- **Vision:** Unifies people around a preferred future, motivates, and provides impetus for planning.
- **Strategy:** Identifying and mapping the changes, goals, values and resources needed to make vision a reality.

- **Planning:** Assessing and evaluating current circumstances and setting tangible, measurable goals for progress toward strategy implementation.
- **Implementation:** Is the enactment of the steps needed to carry out the plan, including management of the people, resources and processes involved.

CREATE & COMMUNICATE VISION

Jeremiah 1:17 *Get up and prepare for action. Go out and tell them everything I tell you to say. Do not be afraid of them, or I will make you look foolish in front of them.*

Romans 12:2 *Don't copy the behavior and customs of this world, but let God transform you into a new person by changing the way you think. Then you will learn to know God's will for you, which is good and pleasing and perfect.*

- Align with YFC vision, mission and Unified Focus.
- Work with other key stakeholders, develop clear and consistent local marketing strategy.
- Effectively communicate the vision.

KINGDOM PERSPECTIVE DECISIONS

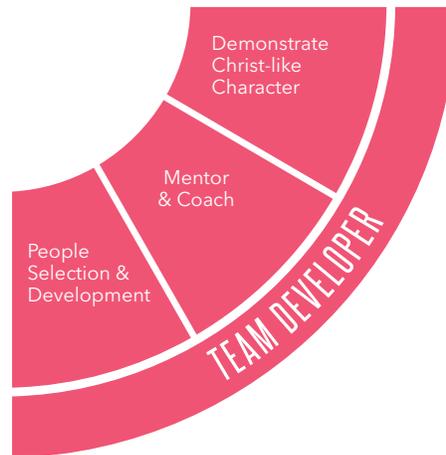
Matt 6:33 *Seek the Kingdom of God above all else, and live righteously, and he will give you everything you need.*

- Critically analyze problem/opportunity areas and put into place solutions that provide maximum and holistic Kingdom impact.
- Develop an environment where secular organizational principles can coexist with faith based decisions.
- Use Godly discernment to consider the impact of decisions, plans and initiatives on all constituents.

SHAPE & EXECUTE STRATEGY

Luke 14:28 *But don't begin until you count the cost. For who would begin construction of a building without first calculating the cost to see if there is enough money to finish it?*

- Identify and evaluate key goals and indicators.
- Develop effective approaches to execute and achieve goals.
- Align chapter efforts and allocate key resources.



ROLE OF LEADERSHIP Team Developer

When he saw the crowds, he had compassion on them because they were confused and helpless, like sheep without a shepherd. He said to his disciples, "The harvest is great, but the workers are few. So pray to the Lord who is in charge of the harvest; ask him to send more workers into his fields."

– Matthew 9:36-38

The executive leader serves team members by caring for them personally, educating them and bringing out their best. He or she embraces the 'disciple way' of continual learning, teaching and walking with Christ. As both a teacher and learner the executive leader authentically models, personally and in ministry, YFC's

mission, vision and values. The executive leader creates a climate that ensures trust, healthy tension, commitment, accountability and ultimately results for the Kingdom.

DEMONSTRATE CHRIST-LIKE CHARACTER

John 15:4-5 *Remain in me, and I will remain in you. For a branch cannot produce fruit if it is severed from the vine, and you cannot be fruitful unless you remain in me. Yes, I am the vine; you are the branches. Those who remain in me, and I in them, will produce much fruit. For apart from me you can do nothing.*

- Teach Christ-like values and behaviors and model those values at all times.
- Encourage input and ideas from others, share all relevant information and respect the contribution of others.
- Reward the right behaviors and attitudes and hold others accountable for behaviors and attitudes inconsistent with the character of Christ.

MENTOR & COACH

Mark 9:35 *He sat down, called the twelve disciples over to him, and said, "Whoever wants to be first must take last place and be the servant of everyone else."*

- Ensure all ministry team members, peers and volunteers will receive specific, timely, grace-filled and straightforward behavioral feedback.
- Facilitate understanding by asking questions that expand awareness.
- Seek commitment to taking action or making behavioral changes.

PEOPLE SELECTION & DEVELOPMENT

Ephesians 4:11-13 *Now these are the gifts Christ gave to the church: the apostles, the prophets, the evangelists, and the pastors and teachers. Their responsibility is to equip God's people to do his work and build up the church, the body of Christ. This will continue until we all come to such unity in our faith and knowledge of God's Son that we will be mature in the Lord, measuring up to the full and complete standard of Christ.*

- Ensure a comprehensive recruiting, hiring and evaluation process is utilized.
- Accurately assess strengths and development areas of ministry team members and provide accountability for their performance.
- Actively encourage, support and facilitate spiritual and leadership growth and development of others.



ROLE OF LEADERSHIP Ministry Developer

Jesus came and told his disciples, "I have been given all authority in heaven and on earth. Therefore, go and make disciples of all the nations, baptizing them in the name of the Father and the Son and the Holy Spirit. Teach these new disciples to obey all the commands I have given you. And be sure of this: I am with you always, even to the end of the age."

– Matthew 28:18-20

The executive leader relentlessly focuses on their personal and ministry vision. As stewards of the ministry areas in which they serve, they are concerned with both ministry results and the process by which results are achieved. They recognize that collaboration and empowering teams of leaders are essentially critical strategies to developing and multiplying effective, sustainable ministry.

AUTHENTIC CHRIST-SHARING RELATIONSHIPS WITH LOST KIDS

James 2:15-17 Suppose you see a brother or sister who has no food or clothing, and you say, "Good-bye and have a good day; stay warm and eat well" - but then you don't give that person any food or clothing. What good does that do? So you see, faith by itself isn't enough. Unless it produces good deeds, it is dead and useless.

- Regularly evaluate the needs of the community to create methods and activities that serve kids - working to reach every kind of kid.
- Ensure ministry sites are defined by authentic Christ-sharing, 3Story Relationships. Equip ministry site leaders to focus more on transformational relationships than building programs.
- Actively incorporate balanced approach of the Five Essentials into each ministry site - Faithful Bible Teaching, Loving Relationships, Adults who Empower, Collaborative Community Strategy and Widespread Prayer.

CREATE MISSIONAL COMMUNITIES

Romans 1:11-12 For I long to visit you so I can bring you some spiritual gift that will help you grow strong in the Lord. When we get together, I want to encourage you in your faith, but I also want to be encouraged by yours.

Acts 2:42-43, 47b All the believers devoted themselves to the apostles' teaching, and to fellowship, and to sharing in meals (including the Lord's Supper), and to

prayer. A deep sense of awe came over them all, and the apostles performed many miraculous signs and wonders...And each day the Lord added to their fellowship those who were being saved.

- Intentionally form and equip teams defined by strong mission focus, mutual accountability, deep sense of interdependence and diverse giftedness.
- Empower leaders to thrive in their kingdom calling, understanding that every leader is on a shared journey of reaching young people with the gospel of Jesus Christ.
- Recognize the various missional communities within the chapter and invest in the health of each.

PLAN, IMPLEMENT & EVALUATE MINISTRY OUTCOMES

1 Peter 1:13 So think clearly and exercise self-control. Look forward to the gracious salvation that will come to you when Jesus Christ is revealed to the world.

- Plan activities according to strategic priorities and continuously reevaluate the needs of the ministry to maximize Kingdom impact. Establish plans that have clear action steps, key indicators and time frames for completion.
- Take personal responsibility for ministry outcomes by maintaining relational contact with ministry site leaders and being actively involved in ministry at least at the level of going to see ministry in action.
- Use YFC Impact to measure and track ministry key result areas.



ROLE OF LEADERSHIP Resource Steward

So look at Apollos and me as mere servants of Christ who have been put in charge of explaining God's mysteries. Now, a person who is put in charge as a manager must be faithful. – **1 Corinthians 4:1-2**

The executive leader understands that God has entrusted him or her with resources and opportunities to be used for His glory and the advancement of His kingdom. When faithful with these things, God will provide more opportunities to serve.

The executive leader uses good discernment and decision making to honor these responsibilities wisely, to use assets for the sake of the mission and not for personal enrichment or advancement. Urgency compels faithful use of every opportunity to carry out the mission, knowing the time is short.

FUND DEVELOPMENT

Phillipians 4:17 *Not that I seek the gift, but I seek the fruit that increases to your credit.*

- Build partner relationships through multiple channels of communication with the focus on healthy relationships and spiritual growth.
- Implement a strategic funding plan that sustains and grows the ministry budget, including strategies for all funding sources: major partners, monthly partners, fundraising events, grants and foundations; legacy or planned giving and fee based programs.
- Provide direction and accountability to all members of the YFC staff, board and volunteers to participate in effectively funding the mission.

OPERATIONS, INCLUDING FINANCIAL

Ephesians 5:15-17 *So be careful how you live. Don't live like fools, but like those who are wise. Make the most of every opportunity in these evil days. Don't act thoughtlessly, but understand what the Lord wants you to do.*

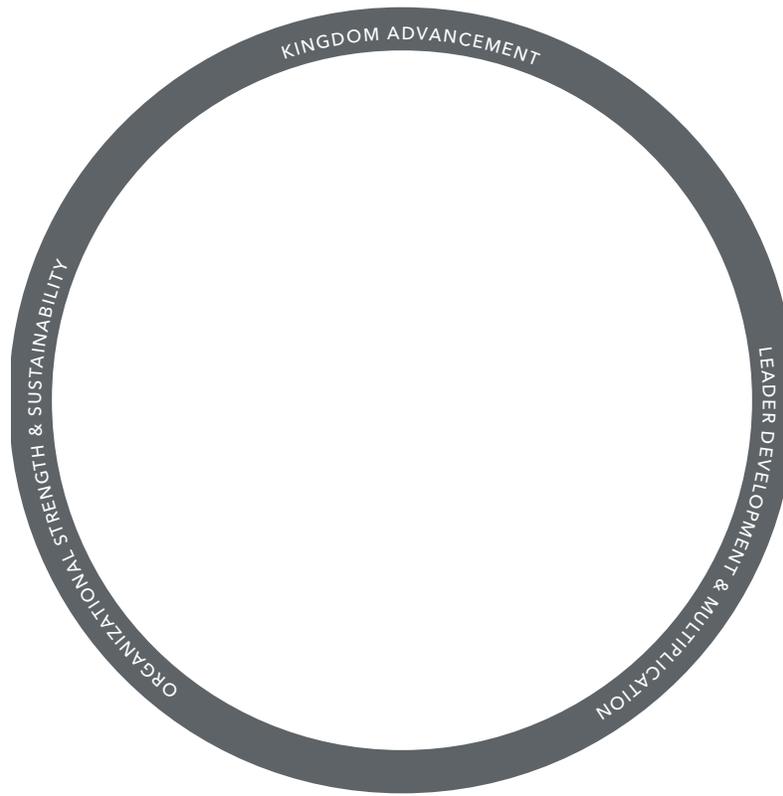
- Ensure all Risk Management protocols and Safety Standards are followed in the ministry, honoring the responsibility for safety of every young person, volunteer and staff person entrusted to YFC.
- Timely track and report ministry and financial activities, maintaining YFC Impact and all local and regulatory filings and reporting.

- Honor vendor relationships, contracts and covenants – paying bills and staff in a timely fashion and with operational integrity.

ASSET MANAGEMENT

Matthew 25:23 *"The master said, 'Well done, my good and faithful servant. You have been faithful in handling this small amount, so now I will give you many more responsibilities. Let's celebrate together!'*

- Ensure proper financial controls are in place and all funds are used in ways that honor our mission and donors.
- Effectively use, manage and maintain all property, buildings, vehicles and equipment - including purchasing insurance as needed.
- Put all assets to work for the sake of the mission, not merely for the sake of acquiring assets.



Outcomes

Don't be misled - you cannot mock the justice of God. You will always harvest what you plant. Those who live only to satisfy their own sinful nature will harvest decay and death from that sinful nature. But those who live to please the Spirit will harvest everlasting life from the Spirit. So let's not get tired of doing what is good. At just the right time we will reap a harvest of blessing if we don't give up. – **Galatians 6:7-9**

As the executive leader is diligently faithful to the relationships, responsibilities and character which God has called him or her to, He will provide the outcomes according to His will. These outcomes include advancement of the Kingdom of God, building strong and sustainable organizations and developing and multiplying leaders who will continue to make a difference in coming years and generations.

KINGDOM ADVANCEMENT

YFC exists as a part of the body of Christ, and is here to see His kingdom come and His will be done. The executive leader's goal is to see young people enter into relationship with Christ for eternity. His

or her faithfulness is ultimately to God's will. The fruit of this faithfulness is the advancement of His kingdom - in, through and around YFC.

ORGANIZATIONAL STRENGTH & SUSTAINABILITY

A strong organization is one that not only has a firm foundation to carry out the vision of its leader, but has the people, values, culture, strategies and systems in place to stand the test of time - continuing to make a kingdom impact beyond the tenure of current leadership.

LEADER DEVELOPMENT & MULTIPLICATION

Empowering and multiplying leaders who build authentic Christ-sharing relationships with lost kids is a result of intentionally knowing and investing in staff and volunteers. As the executive leader equips them with both the character and skills to pursue their Kingdom Calling, they will make an eternal difference in the lives of future generations.