

Faith in Leadership
How Leaders Live out Their Faith in Their Work and Why It Matters
Robert Banks and Kimberly Powell, editors

Part Two: Key Practices of Faith-Based Leadership

Chapter 6: Finding Wisdom and Purpose in Chaotic Times

by Isabel O. Lopez

Questions for Reflection -- *answer only those which "grab you"*

1. What is something within the reading assignment which particularly speaks to me right now (an insight, a challenge, a reminder, an "aha" moment)?
2. Have I found the place where passion and serenity are joined? How would I describe this place in terms of my own inner life?
What helps me to come to this place, to become more centered?
3. Do I embrace chaos in my life as a potential for renewal? Relate any example of this that I have experienced:
4. My reflections concerning the author's equation, "Knowing of Self + Faith = Wisdom"
How does this play out in my own life?
5. When have I allowed my busyness to blind me from what is most important, from my life purpose?
6. How would I describe my core life purpose which is expressed in a variety of ways at work, at home, and in my other activities?
7. When I am clear about my purpose, has that protected me from the energy draining minor issues of life? If so, how?
Do I need to be more focused in the future? What can I do to keep consistently clear about my purpose?
8. My reflections concerning the author's statement, "Love first -- then serve." (Page 87)
9. In what situations in my life am I being called to build bridges, such as between work and home, between my passion and my serenity, between my present attitude and my past history, between my daily decisions and my deepest values?

Chapter 7: Sharing Power as an Expression of Faith

by Janet O. Hagberg

Questions for Reflection -- *answer only those which "grab you"*

1. What is something within the reading assignment which particularly speaks to me right now (an insight, a challenge, a reminder, an "aha" moment)?
2. How do I currently deal with conflict situations? What feelings emerge within me? How do I respond to people who strongly disagree with my perspective or action?
3. Reflect upon real examples from my own life which illustrate my experiencing each of the stages of personal power which Hagberg describes in this chapter:
 - Stage 1: **Powerlessness** -- People feel trapped, angry, and unable to make things happen for themselves, feel like victims. They may not actually be trapped or helpless, but believing makes it so.
 - Stage 2: **Power by Association** -- People are apprentices to power. They learn from others and try to figure out how to do things right so that they can function effectively in their lives. They need models, mentors, teachers, or coaches who can help them acquire knowledge, learn more about themselves, and gain the skills and confidence they need in order to grow.
 - Stage 3: **Power by Symbols or Achievement** -- People feel they have attained success. This stage is represented by all the goals that most people strive for in order to feel successful and good about themselves. To achieve these goals they work hard, meet challenges, become assertive, and are willing to act. They strive for as much control as possible in life and in work.
 - Stage 4: **Power by Reflection** -- When people move from stage 3 to stage 4, they move from external to internal power. They experience the crisis of integrity, which means being honest with themselves and finding out who they really are deep inside. They must let go of being in control. They must let their egos diminish. As they proceed through this stage, their sense of power emerges from the ability to touch others' lives by modeling integrity and sound judgment.
 - Stage 5: **Power by Purpose** -- People appreciate their strengths and weaknesses and find out their simple and spiritual purpose in life. One's vision of life reaches beyond one's own realm and energy shifts to empowering others instead of one's self. People see power as something that allows them to serve others.
 - Stage 6: **Power by Wisdom** -- People operate from a daily regimen of wisdom. They are simple yet very complex, personally powerful yet apparently powerless. They fear nothing, and as a result they can act on principles that require deep courage. They are on the fringe and easily misunderstood, and yet they are highly respected by others. They are calm and peaceful inside, even when they are active or stressed.
4. What personally struck me concerning Hagberg's story of moving through these stages in her quest to heal this country of domestic violence? Have I experienced moving through these stages in any situation in my life and work? If so, give any examples of this.

5. Hagberg was influenced by the writings of Henri Nouwen in which he talks about the disciplines that keep us *moving from dividing power to uniting power, from destructive power to healing power, and from paralyzing power to enabling power*. Have I experienced any of these movements in my life? If so, elaborate.

6. From Nouwen's writings Hagberg learned:

- To focus on the poor in the world -- anyone waiting for us to care and reach out.
- To trust that we will have financial, emotional, and physical support when we need it and to the degree that we need it. "If we dare to take a few crazy risks because God asks us to do so, many doors, which we didn't even know existed, will be open to us."
- To "be surprised by the immense healing that keeps bursting forth like a spring of fresh water from the depths of our pain." (which influenced Hagberg who comments "Rather than seeing myself as the object of a personal attack, seeing an opportunity to embrace my pain and find light and joy in the middle of the darkness.")

How do these insights speak to my heart and soul? Which of these have I experienced in my own life journey? In what ways?

7. Margaret Mead is quoted, "*Never doubt that a small group of thoughtful committed citizens can change the world; indeed, it's the only thing that ever has.*" How does this statement speak to my life and my faith? Does it inspire or challenge me in any way? How?

8. The author describes in the last paragraph on page 103 how she dealt with her fear and anger. How do I relate to what she says? Reflect upon a situation in my own life which is similar in some way. What have I learned from this?

9. Hagberg comments that "*Discernment is necessary in the exercise of power. This means knowing when sharing power really means caving in to pressure and not taking risks -- in other words, being codependent and unable to speak for oneself. There is a difference between sharing power and being threatened into relinquishing power.*" (Page 105) What are my reflections about this statement? How does this speak to my life and work experiences?

10. The experience of Hagberg and her companions led to developing the official Silent Witness guide to conflict which consists of five simple steps:

- Listen, and take notes if necessary.
- Treat everyone with respect.
- Negotiate on the things you can reasonably change.
- Know what your basic principles are, and never violate them.
- Engage in no revenge or retaliation.

Which of these do I feel strongly about? Why? Which do I need to practice more consistently?

11. The author states in her final paragraph (page 107) -- "*The result of living with all this conflict has been strength, compassion, and humility as a leader of the future in this initiative. We model the behavior of the God we know. This God for me, is loving, faithful,*

What speaks to me personally about her concluding comments?

12. How has living with conflict influenced my own life?

What character attributes within me have been forged in the crucible of conflict?

13. How has my faith been a positive influence on the ways I view and deal with conflict?

14. In my life right now are there any conflicts I need to face and respond to in a more faith-centered, courageous, and loving way? If so, what will I do, how will I do it and when will I do it?

Chapter 8: MENTORING THE NEXT GENERATION OF FAITHFUL LEADERS

by Karol D. Emmerich

Questions for Reflection -- *answer only those which "grab you"*

1. What is something within the reading assignment which particularly speaks to me right now (an insight, a challenge, a reminder, an "aha" moment)?
2. Have I ever experienced another person in my work life as a mentor (a wise and trusted and caring counselor, example, and guide)? What did or do I value about this relationship? What difference did or does it make in my life?
3. Am I currently serving anyone as a mentor? If so, how would I describe my relationship with this person? In what ways am I furthering this person's development?
4. Have I ever mentored someone who shares my faith perspective? If so, did faith enter into the relationship in either an explicit or implicit way? How?
5. Do I have any experience of peer mentoring? Describe this.
Has our monthly *Leadership Connections* group served in any way as an experience of peer mentoring? Reflect upon a situation in our group in which I felt a mentoring presence from other group members. What was of value to me in that experience?
6. What do I believe are the attributes a good mentor ought to have?
Which of these do I possess?
7. Does my work environment foster a spirit of coworkers mentoring or informally advising each other as needed? How is this done? How might this be done better?

8. Emmerich comments that faith is meant to play a distinctive role in how a believer serves as a mentor. What personally spoke to me, affirmed me or challenged me regarding her insights about how faith ought to be integrated into the following areas of my life (pages 113-115) :
 - My motivation as a mentor?
 - My goals as a mentor?
 - The wisdom I provide?
 - The initiating force behind the mentoring relationship?
 - The presence of God as an integral part of the mentoring relationship?
 - My accountability to God as a mentor?
9. In which of the above areas would I most like to improve as a person of faith?
What is one step I will consider taking to grow as a faith-based mentor?

Part Three: Vital Issues for Faith and Leadership

Chapter 9: Dealing with Vulnerability

by Shirley J. Roels

Questions for Reflection -- *answer only those which "grab you"*

1. What is something within the reading assignment which particularly speaks to me right now (an insight, a challenge, a reminder, an "aha" moment)?
2. Have I experienced vulnerability as a leader? If so, in what ways?
3. Has the complexity of my workforce become an added challenge for me as a leader? If so, how?
4. What tensions, if any, have I found in trying to relate well with all my particular stakeholder groups -- namely, customers and clients, donors, suppliers, stockholders, and communities of influence?
5. In what ways have I felt vulnerable as a leader (relate any examples):
 - Because of the choices I have made?
 - Because of the perceptions others had of the decisions I made?
 - Because of an impression made by the media?
 - Because of the expectations of others for my being almost perfect as a leader?
6. How has my trust in God helped me as a leader -- recognizing that I cannot perfectly know the will of God in every instance?

7. How has my faith in God served as a compass, a way to better read the reality of the current situation of my organization, the people within it, and myself as a leader? Relate any example of this.
8. What are my reflections about Roels' comment -- *"The highest need of humans, according to biblical faith, is not self-actualization but rather fulfillment of the divine purposes for us in relationship to God, other creatures, and the whole of creation. When leaders operate from this perspective, they can fight the tragic drive for career related self-actualization, both in themselves and others, as a skewed construction of human existence."*
9. How does my faith conviction that the future is in God's hands influence how I, as a leader, approach the future in my organization and in my overall life?
10. How do I give attention to the still small voice of God within the circumstances of daily work, to my "call"?
Have I ever asked, "What, Lord is my call in this day? What do you require of me?" If so, how has that influenced me? Relate an example.
11. How do I believe God is currently calling me to balance or to integrate the various roles in my overall life?
12. Do I ever tend to listen to God in a highly independent and individualistic way? If so, what is the shortcoming of that?
How have other people assisted me in better hearing God's call? Reflect upon an example.
13. What if I were to consciously ask God every day -- "What do you require of me today?" When would I do that? How very practically would I do that?
What kind of influence would that have -- on my work? On my overall life?

Chapter 10: Sharing Personal Faith at Work

by William E. Diehl

Questions for Reflection -- *answer only those which "grab you"*

1. What is something within the reading assignment which particularly speaks to me right now (an insight, a challenge, a reminder, an "aha" moment)?
2. Through the years how have I felt about expressing my faith in explicit ways at work (such as keeping a Bible in full view on my desk, wearing a religious symbol, praying with a coworker?) Why have I felt that way?
3. Can I in any way relate to Diehl's statement on page 142, "I knew how not to witness to my faith in word, but I had no idea how to do it effectively, and my church provided absolutely no help"?
4. What is my own reflection about the conviction by many business leaders that personal faith is a private thing, not to be expressed openly to others? (In what ways do I disagree with this perspective? In what ways do I believe this perspective at times may have some validity?)

5. Is there a way to have a Christian based small-group in the workplace without offending certain employees, especially those of other faiths? Relate any experience of being part of such a group at work.
6. Do I believe a voluntary prayer session or reflection group organized by the boss could truly be voluntary? Why or why not?
7. Have I ever discussed my faith with another person in the workplace? What specifically did we talk about? What, if anything came forth from the conversation?
8. Are there any faith centered small groups meeting in my workplace during employees' free time? If so, are there any important guidelines which could be a model for other groups?
9. What do I believe would constitute an employee expressing faith inappropriately in the workplace at the expense of others?
Have I seen this occur? If yes, relate the experience.
10. What do I believe would constitute an employer or coworker not appropriately respecting the religious practices of others at work?
Have I ever experienced being disrespected or slighted because of my faith? What happened? How did I respond?
11. From reflecting upon the chapter and these questions -- what, if anything, am I being called to do in my workplace to better express my faith in deeds and in words?

Chapter 11: SHAPING THE CENTER WITH WISDOM FROM THE EDGES

by David Trickett

Questions for Reflection -- *answer only those which "grab you"*

1. What is something within the reading assignment which particularly speaks to me right now (an insight, a challenge, a reminder, an "aha" moment)?
2. Have I ever experienced getting caught up in my own expertise, my own worldview, my own work-related language etc. in a way that disconnected me from others, that lessened my capacity to relate with people from different perspectives than my own? Reflect on an example of this.
Do I ever see others getting caught up in such a trap?
3. As a leader how well do I create an environment in which different perspectives can be brought together and mediated?
4. What are my comments about the author's statement on page 161, "Perhaps many of the failings of people in leadership roles can be attributed to their never having seen that living relationships, not merely roles, accountability structures, or chains of command-and-control, make the organizational world go round."?
5. Have I ever experienced a wedge being driven between my inner and outer experience of the world? If so, what brought this about? What helps to overcome the split?

6. Trickett comments that where once in our daily life relationships were primary, now transactions are dominant. Do I believe this is true in general? Is this in any way true for me? What, if any, negative consequences have I witnessed or experienced because of this, especially at work?
7. In what ways do I see self-focused individualism affecting our culture today, affecting also me?
8. Niebuhr mentions that we are often right about what we affirm in our own beliefs etc. and we are often wrong or misunderstanding about what we refute or deny, especially with respect to belief systems differing from our own. Do I see this as a significant issue? Why or why not? What examples am I aware of which demonstrate this?
9. Trickett believes that a very important quality of leaders is "the ability to find the path for communicating faith-based values with grace and power, thus engaging the aspirations of others so that everyone can take the practical steps required to make the organization a community of shared commitment." Do I agree with this? How well do I do this? Relate an example.

Chapter 12: RECOGNIZING LEADERS' HIDDEN BELIEFS

by Stephen Pattison

Questions for Reflection -- answer only those which "grab you"

1. What is something within the reading assignment which particularly speaks to me right now (an insight, a challenge, a reminder, an "aha" moment)?
2. What do I believe ought to be the core attributes of an organization/workplace and of the way leadership is exercised in the organization?
3. Have I seen in my workplace or in other organizations any of the quasi-religious beliefs the author expresses on pages 172-174? If so, which beliefs? How do these beliefs influence the organization?
4. Which of the beliefs/world views bulleted at the bottom of page 174 and the top of page 175 do I generally agree with? Why?
Which of these beliefs do I disagree with? Why?
5. Have I seen individuals or organizations accept these beliefs too readily? If so, what effect has that had in the world of work?
6. What are my comments about the author's statement on page 177, "On the whole, organizations of all kinds, together with their leaders, are very poor at acknowledging the harm that they do and seeking to make real amends for it -- what Christians would call repentance, making restitution and seeking reconciliation."?
Relate any story I have seen of an organization's failing to see the harm it is doing.

7. The author states, "When we are unaware of the beliefs to which we (tacitly) assent, we become their possessions rather than their possessors, and our power to make much-needed changes is limited." Have I ever experienced this in myself or observed this in someone else? What effect did this have?
8. What are my views about the author's perspective on mission, vision, strategic planning functions as expressed on pages 178-179? Are there any points he makes which I believe I or my organization needs to be mindful of? If so why?
9. Finally, how important do I believe it is for leaders to become more critically aware of their basic beliefs and assumptions?
10. Are there any beliefs and assumptions that I'm currently making in my work world which need to be reflected upon or reviewed more fully? If so, what are they?

Part Four: Faith-Based Leadership in Action

Chapter 13: Leadership and Legacy

By John Beckett

Questions for Reflection -- *answer only those which "grab you"*

1. What is something within the reading assignment which particularly speaks to me right now (an insight, a challenge, a reminder, an "aha" moment)?
2. How would I answer the author's question – "Can we leave a lasting legacy without deliberately involving God in the process? Why do I agree or disagree?"
3. How often do I consult God first on a matter pertaining to my company? Reflect upon any specific example of doing this
4. Have I ever wrestled with the issue of whether I put my faith in God or in myself? Explain.
5. How conscious am I of being a humble servant of God? What role do I believe the virtue of humility plays in my life as a leader?
6. How centered am I in God's word? How often do I read or reflect upon the scriptures as a basis for my daily life?

What is a particular Scripture passage that has influenced me significantly in my life and work?
7. Beckett states that he came to experience his work in a business as clearly a call from God. He heard God say, "For you, there is no higher calling." Have I experienced my work as clearly a call from God? If so, how did this sense of call come about for me?
8. Beckett mentions – "Faith is the means by which we see the purposes of God in each situation." How have I seen the purpose of God in my own life circumstances? Relate any specific incident of this.
9. How do I relate to the author's admission—"My tendency is to let faith come into play only when I have exhausted my own resources. I do what I can on my own strength, and if I don't

get the needed results, then I turn to God in faith – when I reach the end of my rope.”

Reflect upon an example in which I have tended in this direction.

What helps me to increase my sense of God’s presence and involvement in my entire life and work?

10. Becket lists four key principles of personal faith on page 196. Which of these do I believe is the strongest in my life?

Which of these do I most need to further develop in my own life and work?

Chapter 14: Credo & Credibility

By John Beckett

Questions for Reflection -- *answer only those which "grab you"*

1. What is something within the reading assignment which particularly speaks to me right now (an insight, a challenge, a reminder, an “aha” moment)?

2. What are my reflections on Service Master’s for key beliefs and values listed on pages 200-201?

How do they apply to my work environment?

3. What do I find insightful and valuable about Service Master’s system for the selection, training and evaluation of their workers?

How does our workplace compare with what they do in these areas?

4. Which of the five servant leadership characteristics listed on page 208 does our organization do best?

Which of these do we most need to develop further?

5. In what ways have the key leaders within my workplace demonstrated a long term commitment to living our beliefs?

What are we doing or could we be doing better to enhance the long term commitment to our values?