

Leadership Development Guide





Leadership and Ministry Development Resources

Leadership Development Guide

Unity Worldwide Ministries
PO Box 610, Lees Summit, MO 64063
816.524.7414

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There is a great need of leadership under the Christ whose banner is love.
Charles Fillmore, *Atom-Smashing Power of Mind*

Acknowledgements

Contributors

Rev. Deborah Frownfelter

Rev. Darby Neptune

Editors

Rev. Deborah Frownfelter

Rev. Darby Neptune

Bernadette Swanson, LUT

Marti Hayes

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Unity Worldwide Ministries Leadership and Ministry Development Resources

Welcoming System Guide

Spiritual Gifts Discovery Guide

Sacred Service Ministry Guide

Emotional and Spiritual Development Guide

Leadership Development Guide

Future Planning 1 Guide

Future Planning 2 Guide

All resources will be completed in 2015 and available as downloads at
www.UnityWorldwideMinistries.org/Guides.

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Introduction and Intention

Today's increasingly complex and challenging world demands more and better leaders than ever before. This is true for ministry as well, if the ministry is to thrive.

Leadership development is one of the cornerstones of thriving ministries. A thriving ministry needs people who have been prepared to assume leadership responsibilities for ministries, programs and outreach aimed to further the mission. It is also important for ministry leaders to take responsibility for future leadership. They need to identify, develop and nurture leadership qualities from all levels of the congregation. Only then can the growth of a ministry be assured.

This *Leadership Development Guide* will support you in ensuring that systems and processes are in place to develop leaders at many levels: board leaders, team/program leaders, mission-focused outreach leaders, goal implementation team leaders, credentialed leaders, staff leaders, potential future leaders, etc. Its purpose is to create mission-focused enlightened leaders who relate to the opportunities and challenges of ministry in a way that embodies Unity principles. These leaders inspire others to share their gifts and abilities in meaningful roles in the life of the ministry and in service to the community.

This Guide is designed to support you and your ministry in incorporating best practices of leadership development. **The intention of the guide is to:**

- Introduce ministry leaders to a process for enlightened leadership development within their spiritual community.
- Provide a process for spiritual communities to effectively guide current congregants into developing the consciousness and skills of enlightened leaders.
- Identify how the leadership development process fits in with ministry systems such as spiritual gifts discovery and sacred service ministry, enhanced membership system (community member/governing member), and emotional and spiritual development.

Working with this guide and resources will enhance your skills, open your heart, and coach you to more meaningful levels of developing yourself and others as enlightened leaders.

**“... and what you have heard from me in the presence of many witnesses
entrust to faithful men who will be able to teach others also.”**

—2 Timothy 2:2 English Standard Version

Rationale

Developing leaders is an intentional and important element in shifting from a minister-centric to a mission-centric model of ministry. Thriving spiritual communities intentionally engage members in growing and evolving spiritually and relationally. For many in your ministry, this may mean a call to leadership roles in which they are fully empowered partners in ministry. This focus on leadership development also encourages a multigenerational community involving the Millennial generation in meaningful ways (see more on p. 32).

Leaders who are grounded in New Thought teachings and who embody these teachings measure their success by serving in ways that maximize the gifts and callings of the people they lead. Leaders seek out others with potential for leadership, engage them in a compelling vision and mission, paint a picture of the potential leader within that vision and mission and support their development.

This is a vital aspect of a thriving mission-centered spiritual community. As more people become connected to the mission and agree to grow into leadership, the ministry is strengthened through increased ownership, involvement and expanded leadership roles. The community is then able to support new people through an increased cadre of capable leaders and better able to accomplish its vision and mission.

Why have an intentional process for leadership development of spiritual community members?

There are great benefits for developing and supporting leaders:

- **It is a vital part of growing people and the spiritual community.**
 - A leader empowers others to serve. Jesus made extraordinary leaders out of ordinary people. He saw the potential within them, and he invested in their lives. We need to empower others to become all that God intends them to be. We need to give others the opportunity to flourish under our guidance and love. (Stephen Macchia, *Becoming a Healthy Church*)
 - Grooming people to take on incremental steps towards more leadership creates a positive environment for growth (and it is easier than waiting for the right leader to just happen to step up).
 - Leadership development is part of succession planning.
- **Leaders are role models for others.**
 - Follow my example, as I follow the example of Christ. (1 Corinthians 11:1)

- **Leaders foster relationships that connect people more closely to others and the ministry.**
 - People are attracted to the ministry by their motivation to make a difference. Leaders help each team member to identify and experience how their involvement makes a difference in a way that motivates them.
 - People come to church with a greater number of basic relational, social and personal needs that used to be met by healthy families. These deep and diverse needs will require more and more people in the church to care for each other and many more nonpaid leaders. (Sue Mallory, *The Equipping Church Guidebook*)

- **Leaders see that part of their role is to identify and reach out to others so they can discover how their gifts may be used in meaningful ways.**
 - A successful person finds the right place for himself. But a successful leader finds the right place for others. (John C. Maxwell)
 - A leader’s primary job is to maximize the innate potential of each person and in the group as a whole. (Alan Nelson, *Leading Your Ministry*)

- **Effective leaders motivate others, help to bring out their best, and foster retention.**
 - People working with effective leaders enjoy both the process and the results achieved. Thus, they are more likely to stay.

- **Prepares for the future of the ministry.**
 - Identify people with leadership potential. Create a process through which potential future leaders can develop the skills, knowledge, competencies, and character your church believes are essential for those who serve in leadership roles. (Sue Mallory, *The Equipping Church Guidebook*)
 - The local church is by design the most effective incubator of spiritual leaders on the planet. (Rowland Forman, et.al., *The Leadership Baton*)

**“True success comes only when every generation
continues to develop the next generation.”**

— John C. Maxwell

Enlightened Leaders Pass the Baton

Having watched the Summer Olympics, it should be easy to picture this: imagine yourself in a relay race. To win, you need to run well and you do. You are off and running with all you've got. People in the stands are cheering. As you approach the end of your leg of the race, you feel both adrenaline and pride coursing through your veins. Coming around the last corner, you see the next runner. They are poised, hand in position, ready to receive the baton. You have run well, but your part is not over. You have a baton to pass. To win the race, you must hand off the baton and you must do it well.



Now, let's come back to reality. If you are a leader in a local spiritual community, you are in a relay race. At some point, a leader believed in you enough to hand you the baton of leadership. Now *you* hold the baton. The mission of God, the mission of your church, is in your grasp. Can you see in your imagination the baton in front of you now? If you can, notice the fingerprints on it—the fingerprints of those who passed the baton to you, as well as those who passed it to them. Now it is your turn to pass the baton to emerging leaders who will continue the race.

(Rowland Forman, et.al, *The Leadership Baton*, p. 21)

Jethro Advises Moses on Leadership Development

When Moses was overwhelmed during the years in the desert by trying to handle all the needs of the people, his father-in-law, Jethro, decided it was time for some words of wisdom. When they met, Moses was exhausted by all the time it took to settle every dispute. Jethro noted that this was too big a job for one person and knew a good leader delegates. Since Moses was teachable (another leadership skill), he listened. He learned to pray for his people and then teach them how to judge with discernment and compassion. It is the leader's role to select, train and empower others to lead. Those leaders then did the same until out of thousands of followers there were enough skilled leaders to each serve a group of ten. "Every great matter they shall bring to you," which implies that the leaders were still accountable to Moses. (Exodus 18:21-22.)



Jesus as a Master Developer of Leaders

Instead of building mega-campuses with huge crowds, Jesus hand-picked twelve diamond-in-the-rough non-clerics that he developed into leaders. "He put most of his ministry effort into training leaders who'd be able to expand what he began. He focused on leaders." (Alan Nelson, *Me to We*, 2007, p. 53) Jesus had a public ministry where he could model and conduct hands-on training with his disciples.

There is a deep sense of gratitude and satisfaction in developing leaders. The only places in the Bible where Jesus is said to be "full of joy" is found in the *Gospel of Luke*:

Luke 10 — After the 72 disciples returned from doing ministry, Jesus was joyful when he realized that they were getting it. His development of them as spiritual leaders was working.

Luke 8:2 — Jesus traveled and others went with him wherever he went, gaining new and varied experiences which brought him joy.

Jesus seems to have followed one model of developing people, *Situational Leadership*. (See section: "Equipping, Developing and Training Leaders" beginning on p. 19.)

- He first gathered his potential leaders and then taught them.
- Then he would teach them in this manner:
 - "Watch me"
 - "Join me"
 - "Go try it yourself"
 - Afterward, asked "How'd it go?"

Leaders understand that part of their role is to identify and develop other leaders. This is seen in Acts 6 when people complained to apostles for more attention. In response, the apostles selected and prepared others to serve as leaders to address the people's concerns. This allowed the apostles to continue in their own work without being pulled into issues that others could learn to handle.

**"Leaders don't create followers,
they create more leaders."**

—Tom Peters

Creating a Culture Where Leadership Development Can Thrive

Change within Ourselves

If we are going to make the transition from a few people leading to developing multiple leaders, we must adopt a different view of people in our centers. Ultimately, leadership development is as simple and organic as one person believing in another and building on to his or her life. To do so, one must have the heart of a developer. We have to view people differently from the way we naturally would. We must put on the **eyeglasses of potential**.



Imagine what would happen in your center if leaders viewed everyone in the spiritual community through the eyeglasses of potential. When the center's core leaders make it their habit to constantly look for people's potential, this mind-set will likely spread throughout the whole community. (Rowland Forman, et.al, *The Leadership Baton*, p. 31-33)

Change in What We Do with Rewards

We create what we embody and model. We also create what we reward. Enlightened leaders reward “developers” over “doers.”

In a culture that values activity, doing, it is typically doers that get praised and promoted. In a culture that values people development, those who get rewarded are not the ones who “do things” but those who “empower other people to do things.” They see it as their role to develop other people. If you want to deepen this value of leadership development in your center's culture, look for ways to reward developers. (Rowland Forman, et.al, *The Leadership Baton*, p. 35)

Focus on Lifelong Learning and Growth

Many of those capable of growing into leadership roles do not tend to volunteer. Just as Jesus called to his twelve apostles, **we have to seek and invite** those who have the capacity to grow and support the ministry's mission as a leader.

Calling forth leaders means first grounding others in spiritual teachings and practices. As a person develops and there is a sense they are ready, invite them into a modest leadership role using a development model such as Situational Leadership. As the person enjoys their success, invite them into a larger leadership role.

Creating a Culture Where Leadership Can Thrive (cont.)

I can hardly believe that I am accepting larger leadership roles and feeling ready to say 'Yes' when asked to serve. Over the past 5 years, Rev. Darby (Neptune) spoke with me about classes which greatly nurtured my spiritual growth. She also invited me into small roles such as a tiny two-sentence speaking part in a Sunday celebration service. The response was so positive! I slowly took on more and more responsibility such as being the music team coordinator. Eventually I facilitated the Spiritual Gifts Discovery small group program which I never thought I could do before. Five years ago, I would have rejected the idea of possibly succeeding in major leadership roles. It has been an exciting journey.

—Jean Kennerson, Unity of Panama City, Fla.

Our own growth is necessary in order to continually build a culture devoted to developing others. Leaders invest in their own learning. They model this and encourage others to do the same. Thriving ministries made leadership development a core value and provide ongoing leadership development and training.

Give Every Leader a Baton

Fellowship Bible Church North in Plano, Texas, holds a leadership orientation workshop for new and emerging leaders. During this, each new leader is given a baton.

When we give it to each of them, we say: “We are giving you this baton, but it is not for you. The baton is for someone else. It is for you to give away. Begin praying now for the person you will develop to take your role one day. When you give it away, ask us for another baton. But remember, that baton won’t be for you to keep either.”

It is a powerful affirmation to be given a baton. It is a way of saying, “I believe in you. You have a unique purpose of service that God can express through you.”

Do you understand the power of naming someone’s giftedness? When you give every leader a baton, you will identify a wider variety of future leaders. (Rowland Forman, et.al, *The Leadership Baton*, p. 36-37)



Leadership Is Sacred Service

Leadership is part of a whole systems approach to Sacred Service Ministry. **This is more than volunteering.**

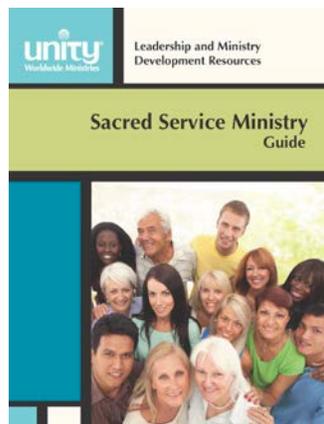
From a soul perspective, an act of service is responding to an inner call for soul growth. Sacred Service Ministry is a philosophy of service based upon knowing that each of us brings gifts and life experience into our spiritual communities along with an inner desire to experience meaning and purpose in our lives and to know that we are making a difference in the lives of others. This is true for all the roles in your ministry including leadership.

Sacred Service Ministry provides a venue for spiritual growth. It is designed, through gifts-based service, to put systems and people in place that create ways for those serving to feel successful, fulfilled and cared for as they develop and grow. In Sacred Service Ministry, members end up both serving and being served themselves which is facilitated by formal and informal leaders.

Over time, members may experience new inner callings, evolving as the soul is prompted to grow again by stepping into new ways of serving. Therefore, a Sacred Service Ministry program has regular times to check-in with members regarding their current service and to discern if a new calling requires a change in the form of their service or a new ministry area.

Leaders understand that a spiritual community provides avenues for sacred service that supports a member's spiritual journey internally and externally; leaders are crucial in supporting the spiritual practice and growth of those serving in their area of ministry.

(See the *Sacred Service Guide*, p. 3 or www.UnityWorldwideMinistries.org/Guides.)



Identifying Potential Leaders

Using an intentional process to identify new leaders for your spiritual community helps ensure a continual engagement of members in meaningful sacred service at a higher level that benefits the leader, their followers and your ministry. There are many ways in which you might identify leaders within your spiritual community:

- Through a Spiritual Gifts Discovery Program
- People self-identify an interest in leadership
- Noticing people who lead in the marketplace
- Observing informal leaders in the spiritual community

Spiritual Gifts Discovery Process

Steve has participated in several disparate projects at his Unity center. He then attended the Spiritual Gifts Discovery class and identified his spiritual gifts: teaching, leading and meditation. After meeting with the Sacred Service Coordinator, Steve began to define areas in the ministry where he would both be able to contribute and to grow. Since then, he has become one of the weekly meditation leaders which has the added benefit of deepening his own spiritual practice.

People come with a wide range of gifts including leadership. Supporting people in discovering and serving through their gifts is an important aspect of leadership development. Unity Worldwide Ministries' 5-week Spiritual Gifts Discovery small group program will support members and your ministry in defining an individual's gifts. A facilitator guide, *Spiritual Gifts Discovery Guide* (p. 3), has been created as a resource for you to implement this process.

Announce, communicate and build anticipation for kicking-off the Spiritual Gifts Discovery. Make sure the spiritual principles and how they connect to your spiritual community's vision, mission, and core values are well communicated before and during the kick-off. Allow this to be a time of helping members, and potentially new members, discover their gifts, talents and passions.

In a follow-up personal interview, the Sacred Service Ministry Coordinator or Guide (See *Sacred Service Ministry Guide*, p. 3.) can explore the individual's background, goals, and sacred service interests. This includes discussing their current readiness and willingness to lead. They may already be skilled leaders or they may require training and development to grow into leadership.

People Who Self-Identify Interest in Leadership

Sarah and Jim love movies, especially those with a spiritual message. They talked with the Sacred Service Ministry Coordinator about starting a new ministry area: Spiritual Cinema. Once a month, they would offer a movie night with a discussion afterwards for a small fee to support the center. The minister supported this idea knowing this couple had shown the kinds of skills needed for this type of program. Their leadership would involve selecting and procuring the movie, marketing, operating the equipment, setting out snacks, and facilitating the discussion time. Their passion attracted more and more people including many who were not part of this spiritual community.

In a spiritual community there will be people who step forward and announce, "I am ready to serve." It is vital to set a time to explore this in a timely manner. It is a conversation that acknowledges the person's interest and begins the process of discerning how the member may be called to serve.

Whether someone comes with leadership experience or is interested in developing their leadership abilities, the Sacred Service Ministry Coordinator or Guide plays an initial role in exploring this. People may be called to serve in already defined ministry areas or may even generate new ministry areas both within and beyond the spiritual community in support of the Unity mission.

The Coordinator or Guide then coordinates with the minister to define the next steps. Some leadership options may require that the minister meets with the member. Additionally, some assessment of the member's readiness and potential development needs will help ensure greater success. The steps of equipping, developing and training (addressed later in this guide) are essential to prepare potential leaders for success.

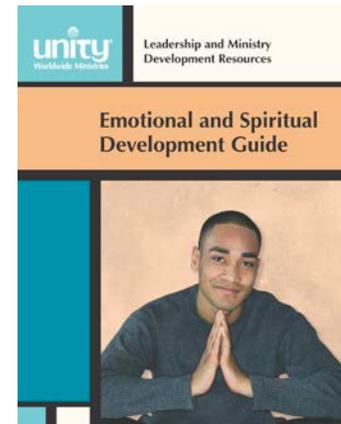
CAUTION: Many field-testing ministries learned to be more careful with the "self-identifier" type of members and to conduct more interviews, set clear boundaries and create strong accountabilities. This is done when the individual is not known well and/or may have less emotional maturity and/or stability.

Members Who Lead in the Marketplace

Janice had led small group orientations at a community college prior to becoming head of a college program. She then became an involved community volunteer with four nonprofits over time. Eventually Janice led a variety of teams and served on boards becoming an officer on most of these. She was highly valued as a leader with the ability to handle multiple positions.

However, it did not occur to her that her beloved Unity center could greatly benefit from her abilities. She had yet to step up and consider serving in the ministry as part of her spiritual growth. Once a friend who was also a board member opened a conversation, Janice quickly became enthusiastic about sharing her leadership skills as part of her service to the Unity mission.

With the Sacred Service Ministry Coordinator or Guide interviewing members about their background, spiritual gifts, passions and future goals, some people will identify a track record of leadership experiences in the marketplace. It is helpful to also take time to learn how to translate a marketplace mindset to a ministry. Ensuring the member is ready for sacred service leadership also means assessing their emotional and spiritual maturity; it is possible that portions of the *Emotional and Spiritual Development Guide* (p. 3) will be essential in further preparing the member for ministry leadership. (See section “Equipping, Developing and Training Leaders,” p. 19-31)



Informal Leaders

Mark attended Sunday services, classes and community meetings on a regular basis. While fairly quiet, when he made a comment or asked a question, others listened with respect. His suggestions to improve something were well-received. People missed him when he was absent. When no one stepped up to coordinate a short term project, Mark did so with excellent results. Yet he was stunned when the minister commented that he had the gift of leadership. He did not see his contributions as leading despite how easily others followed him. After some discussions, Mark agreed to try some small projects while being trained and mentored. After a year, it turned out he worked in retail and loved the Unity bookstore. He was ready and became one of the best bookstore managers in that center's history.

Identifying Potential Leaders—Informal Leaders

Observing people like Mark in your own spiritual community means noticing individuals who influence others in positive ways. By observing them, the informal leader's potential can be seen with:

- ✓ **Concern for others.** People will follow someone who shows caring for them.
- ✓ **A positive attitude.** Leaders deal with complainers at times and need to stay above the fray and redirect others constructively.
- ✓ **Teachable.** Leaders continue to learn and grow, which models the path of continual emotional and spiritual development.
- ✓ **New ideas.** In meetings or conversations, they offer a better way or a new possibility.
- ✓ **Respect from others.** People listen to them and respond positively.
- ✓ **Emotional and spiritual maturity.** They are self-aware, manage their responses to situations and people from a higher perspective, and keep the greater vision of the spiritual community in mind. They are a voice of calm, reason and wisdom when they share in a group.
- ✓ **Involvement.** They have taken classes, joined in a project, served on a team, or in some other way contributed through involvement.
- ✓ **Reliability.** They follow through on their commitments so they engender trust.
- ✓ **Passion.** They are enthusiastic about Unity and your ministry. You can train people to be leaders; you can't train them to have interest.

Their leadership abilities may be latent. They may not connect their gifts with leadership. Indeed, they may scoff at the notion of considering themselves as leaders.

The informal leader may require time and conversation and small steps before they can see their potential for leadership.

**"If [his spiritual gift] is leadership, let him govern diligently."
—Romans 12:8**

Types of Leaders

As you view people with the “eyeglasses of potential,” you will likely observe different types of leaders.

Natural leaders are easily observable. They step forward to take on a leadership role or share ideas that others follow or act as the voice to which people listen. They are comfortable leading and enjoy it. They are energized by the challenges of engaging and working with others to achieve a positive result. People think of them when a leadership opportunity arises. They are often already leading in the ministry, their workplace or community.

One Task leaders are those passionate about a specific task yet shy away from taking on a wider range of responsibilities. One example shared by a field-testing ministry is how one member loves all the greenery throughout the building and consistently commits to watering every plant and tree each week. That is all the leadership this man desires and yet it makes a big difference.

Situational leaders tend to step-up on a temporary basis, when others will not, for a time-based need or a specific project. Afterwards, they move back into a follower role until the next time they feel called. An ongoing leadership responsibility does not appeal to these members and may even overtax their leadership resilience to the point that they could burn out. In one field-testing ministry, there was surprise when a member agreed to serve on the Minister Search Team as the member rarely accepted any leadership roles. They added a great deal to the team and enjoyed the experience, and they were also pleased when it was done.

Unlikely/Undeveloped leaders are those who “fly under the radar” and may not be seen as potential leaders. They are often discovered by accident. It is often after numerous conversations about other topics that it can be discerned that there may be a passion and/or spiritual gift that is waiting to be explored. Slowly discovering this and gentle guidance may bring the member to get more involved. Typically, these potential leaders need development in incremental stages to gain the skills and confidence to take the first steps.



Equipping, Developing and Training Leaders

Once potential leaders have been identified, it is important to recognize that even gifted people still need equipping, developing and training for success in ministry leadership roles. You will want to create individual development plans and provide ongoing opportunities including classes, service opportunities, mentoring and other tools to support them.

Equipping

The process of equipping begins with assisting people to discover their divine purpose and strengths. The next step is to identify places of service inside the ministry or outside in the community that match these gifts. Their placement is a heart-centered decision to answer the call to divine service and may require time for discernment. This is the next step of their sacred journey.

We encourage you to explore both the *Spiritual Gifts Discovery Guide* and *Sacred Service Ministry Guide* (p. 3) to support the equipping phase of leadership development.

In going about the tasks of ministry, leaders may notice leadership gifts in others. Many leaders can recall a number of people pointing out their gifts along the way before they could envision this for themselves. This can be a gentle nudge or the shining of a bright light with an encouragement to try the next step. The section on “Identifying Potential Leaders” in this guide provides ideas on noticing and calling forth leadership gifts in others.



Developing

Part of equipping involves developing people into emotional and spiritual maturity and new dimensions of leadership. The focus is on taking the leader's strengths to the next level. The leader enhances their capabilities through knowledge, experience and learning from others.

Developing leaders is a process, **not** an event. Helping people to see their leadership potential and capabilities unfold over time is part of the process of effective equipping.

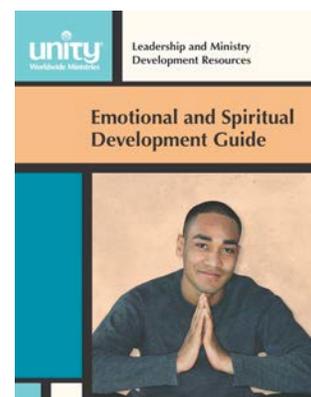
Emotional and Spiritual Maturity

Emotional and spiritual development is important for all people, and especially leaders, in a spiritual community if the spiritual community is to be healthy and able to achieve its vision and purpose, live its core values, attract others of like mind, grow together and demonstrate Spirit in its affairs. Emotional and spiritual maturity provides an essential foundation for spiritual leadership.

The Emotional and Spiritual Development process, created by Unity Worldwide Ministries, in collaboration with Unity Institute faculty, provides a roadmap for your spiritual community to effectively guide newcomers, current members and developing leaders into developing the consciousness and skills of emotional and spiritual maturity.

This process is intended to be a part of an enhanced membership system and a leadership development system. In an enhanced membership system, individuals qualify to be governing members by attending baseline courses chosen from the overall development roadmap that support emotional and spiritual maturity. Your spiritual community will identify which courses will serve you best as the baseline programs for governing membership in your specific community. Anyone taking on a leadership position, such as team lead or board member, will be expected to take the foundational courses you choose for governing membership as well as additional ones of your choice from the Emotional and Spiritual Development roadmap.

See Appendix One (p. 35), for suggested courses from Unity Worldwide Ministries' *Emotional and Spiritual Development Guide* (p.3).



As you review the courses in the *Emotional and Spiritual Development Guide* consider which ones you want to use as qualifications to become a governing member of your spiritual community and which additional courses you want to use as qualifications to become a board member or team lead. Once you have decided, refer to the *Emotional and Spiritual Development Guide* for implementation guidance.

Paula always saw herself as a follower. With some encouragement, she started attending classes. She then became an eager student ready to develop emotionally and spiritually. Paula particularly loved prayer and quietly praying for others. She worked in the office with the minister and was helpful in contacting people and organizing aspects of the center's events. In her low-key way, she was growing into a leader and people responded to her. When the Prayer Team needed a new leader, Paula had already been serving as a member for five years. Since the role of the leader was distributing prayer requests to the team and mailing the requests to Silent Unity, she finally agreed she was ready to lead. Later on, she added to the role by emailing weekly affirmations to keep the Prayer Team feeling nurtured and starting an annual training session that the whole team attends.



Leadership Dimensions

Key leadership dimensions are inherent attitudes and skills that combine to make up an individual's ability to effectively perform as an enlightened leader within a truly thriving ministry. Based on research, focus groups, surveys and conferences, Unity Worldwide Ministries collected a mountain of information resulting in identifying six key areas (dimensions) of behavior for enlightened leaders.

Enlightened Leaders are:



Role Models

- Self-aware
- Promotes teamwork and collaboration
- Exemplifies Unity truth principles
- Works from spiritual guidance
- Lives in integrity
- Makes decisions based on the vision and mission
- Shows empathy and warmth
- Inclusive
- Models humility
- Exhibits visible faith
- Acts from a place of enlightened consciousness
- Listens, observes, and processes their own behavior and assumptions
- Displays healthy patterns of self-care and work/life balance

Leadership Developers

- Continually engages in self-development and encourages others to do so
- Actively seeks out others with leadership potential
- Encourages others to answer the call to service/ministry
- Coaches and mentors all others in a positive, consistent way
- Creates a feedback-rich environment, inclusive of all ideas and ages
- Coaches people to serve as they are called
- Intentionally places people in positions that play to their strengths
- Rewards and celebrates accomplishments
- Looks for opportunities to allow others to take leadership roles
- Gives credit where credit is due
- Clearly sets expectations and holds people accountable
- Allows the Divine to emerge from within others
- Creates alignment with teams on shared purpose and goals
- Develops skills required in others for effective team performance

In Service

- Exhibits a keen understanding of the human condition
- Recognizes the Divine within each person
- Practices consistent tithing of time, talent, and treasure
- Shows caring and compassion for others
- Actively seeks ways to serve, both within and outside the spiritual family
- Maintains a global awareness of needs outside the ministry and offers appropriate support readily

Change Agents

- Develops a mindset of anticipation among all towards ongoing renewal and conscious evolution
- Assists people in moving past familiar patterns to create positive growth. Prepares community for change
- Challenges assumptions and looks for opportunities to transform
- Listens and coaches people through their past beliefs, attitudes and behaviors and provides coping mechanisms as necessary
- Assimilates information through all change initiatives to ensure understanding. Asks tough questions to move others through resistance
- Manages the collective stress with spiritual guidance, prayer, and a positive demeanor

Equipping, Developing and Training Leaders—Developing—Leadership Dimensions

- Identifies tensions and incongruities, and guides their resolution
- Understands all aspects of the operation, and considers overall impact to the system when making changes

Visionaries

- Draws forth the vision from the collective community
- Inspires and empowers the spiritual community to manifest the vision
- Instills in others the desire to strive together to create a better future
- Leads strategic planning to achieve vision, values and mission
- Focuses on results
- Accesses people's natural desire to make a difference and be involved
- Fosters hope
- Unlocks the creativity and ingenuity within the collective community
- Expects and measures high performance
- Generates highly energized, sustained behavior. Inspires others to take action
- Creates and empowers effective teams

Communicators

- Listens actively and responds accordingly
- Builds trust through consistent action and compassion
- Gives clear direction and reinforces all communications several times through several different mediums
- Facilitates sharing of multiple perspectives and healthy disagreement
- Communicates in an open and honest manner
- Expresses appreciation
- Appropriately confronts behavior inconsistent with core values
- Actively works to improve written and oral presentation skills
- Effectively influences mutually positive outcomes
- Treats people of all ages and levels with respect and credibility
- Seeks to enhance their own interpersonal relationships

Evolving from Traditional to an Enlightened Leader

Over the years, we build a picture in our minds of how leaders should behave, what they should believe, what they are supposed to do and even what they look like.

Unconsciously, we often develop an approach to leading others that is based on our past models of power and leadership. Sadly, several outdated beliefs about leadership are widely held to be true. They drive leaders to adopt practices that do not work effectively in support of their intentions or with the complexities of a post-modern world.

The chart below gives you some examples of how those beliefs might exhibit themselves with traditional tactics and what a more enlightened approach might look like.

Traditional vs. Enlightened Leader Chart

Traditional Leader	Enlightened Leader	Dimension(s)
Directing others	Leading self first	Role Model
Using a position of authority to direct activity and wield influence	Mobilizing people for adaptive change and transformation	Developer
Minister-centered	Mission-centered: minister is the catalyst to unleash others to serve the mission and one another	Change Agent/Developer
Leader expected to have the all the answers	Leader has input, but supports others in finding/creating solutions	Developer
Doing many, if not all jobs	Referring/delegating to others to their strength	Communicator/Developer
Making all the decisions	Empowering others to decide and act	Communicator/Developer
Independent leadership	Co-creative leadership	Visionary/Role Model
Putting out fires and doing lots of arbitrary things	Doing the right things (mission-focused)	Visionary/In Service
“Tell” oriented	“Listen” oriented	Communicator
Focus on finding and fixing problems	Focus toward building on strengths	Change Agent
Maintaining	Growing	Visionary
Avoiding failure	Learning the value of mistakes and reaching for a desired state	Change Agent/Role Model
Conflict averse—keep peace at all costs	Creating a safe environment for honest, productive discussion	Communicator
Commiserates with staff to feel accepted	Keeps the focus on the issue at hand & moderates anxiety	Communicator/Role Model/Change Agent

Traditional vs. Enlightened Leader Chart (continued)

Traditional Leader	Enlightened Leader	Dimension(s)
Maintains a small group of "go to" people that do most of the work	Seeks out and supports new talent from all levels of the congregation	Visionary/In Service/ Developer
Blames others or circumstances for failures	Handles setbacks with maturity without getting derailed	Role Model
Has an internal "flock" focus only	Has external awareness & engages appropriately to support the community	In Service

You or those you are developing as leaders can use a simple self-assessment to determine where you feel you currently are on the dimensions of Enlightened Leadership. (See Appendix Two, p 39). You can then use the Traditional vs. Enlightened Leaders chart to help you select dimensions and actions for your own and others' individual development plans.

What are the attributes you want to develop in yourselves and emerging leaders?

Development Resources

Often, the tools for development are not a fixed list, but a flexible set of options to meet the changing needs for leadership development. Any development tools need to go beyond understanding to embodying and living Unity principles and leadership thinking/ acting.

There are many resources available. The wide variety of options may feel overwhelming, but you are invited to discern what you will offer in your spiritual community and in what time frame(s) you will phase in your choices. Your center has its own history and may prefer to start with the basics or you may be ready for more advanced resources.

A starting point may be to gather key leaders together and describe what your ministry requires of its leaders. Then review the Emotional and Spiritual Development Courses in Appendix One (p. 35) and in the *Emotional and Spiritual Development Guide* (p. 3), and choose those that best support your requirements for leaders.

Equipping, Developing and Training Leaders—Developing

Another step may be to review the Unity Worldwide Ministries' **Enlightened Leader webinars**, especially those listed in this guide in Appendix Three (p. 44).

The Enlightened Leader webinars were designed to support the development of leaders in the six leadership dimensions. The webinar sets include a DVD with the presentation and a CD of all the written materials. The materials include pre- and post-webinar activity booklets; some webinars also include PowerPoint presentations, meditations or additional articles. The webinars featured in Appendix Three are specifically selected from Seasons 1-3. This webinar set may be purchased at a low cost through Unity Worldwide Ministries at www.UnityWorldwideMinistries.org/our-products/adult-education.

A webinar could be offered to a group, the entire congregation, or an individual leader. Those ministries participating in the UWM Enlightened Leader program who invited all interested congregants, found a larger pool of new leaders developing in their ministry. These new leaders had a stronger sense of ownership and engagement. Once you identify the webinar topics that best suit your ministry, explore how to engage as many leaders and potential leaders as possible in this vital learning opportunity. A tip from one of the field-testing ministries is to have a follow-up session to discuss how the leaders in the ministry will implement the lessons from the webinar. This reinforces what was gained and creates a joint "to-do list" of actions.

Brian had been leading the Facilities Team at his Unity center for two months. This was his first leadership role. With encouragement, Brian agreed to attend several of the UWM Enlightened Leaders webinars to strengthen his leadership skills. After attending Rev. Cher Holton's Team Building webinar, Brian became a different leader. At the next meeting, Brian engaged members into seeing how their involvement supported the mission of Unity. He also guided them in creating their own mission, roles and accountabilities. There was a new energy in the team and Brian eagerly looked for other ways to strengthen the team.



Enlightened Leaders 1st Meeting at
Unity of the Oaks, Thousand Oaks, CA

Training and Coaching

Part of developing may focus on specific trainings, so the leaders may implement their gifts more effectively by learning relevant skills. This often involves a behavioral response that can be mimicked, monitored and/or measured. It is the practical application of doing, obtaining feedback and redoing until regular acceptable performance is achieved.

Providing training is a commitment on the part of ministry leadership to train those we invite into service, especially for leadership roles. Training may include broad areas that support overall leader skill development (like some of the Enlightened Leaders webinars) or specific skill sets and orientation that particular roles require. The overall goal is to set people up for success.

Cathy was a board member without much leadership training, yet she had a professional background in marketing. When she was asked to lead the new Marketing Team, Cathy was nervous. She admitted she had never led a meeting. Another leader was skilled in meeting management and agreed to coach her. They created a meeting agenda and discussed how to run an effective meeting. The coach ran most of the first meeting to show how it was done, then sat in on the second meeting with Cathy leading and later gave her feedback on what went well and how to improve in a few areas. Next, the coach reviewed an agenda Cathy created for the next meeting and met with her afterwards. Based on feedback from the team, both were happy with the results. Cathy gained a new skill and became a successful leader.

Training supports developing leaders to grow as they serve. This is where one model of leadership growth may be helpful. Situational Leadership™ has delivered a simple powerful approach to training people in new skill development. It also follows the earlier example of Jesus as a leader:

- “Watch me”
- “Join me”
- “Go try it yourself”
- Afterward, asked “How’d it go?”

This Situational Leadership™ model by Kenneth Blanchard and Paul Hersey is easy to understand and adapts to the learner's stage of development.

Directing

The first step in the Situational Leadership model is explaining exactly what performance is required and this is often broken down into the necessary steps to achieve the desired behavior. For example, when training someone how to ride a bicycle there is detailed explanation of balancing, pedaling, steering and braking. There may be demonstrations as well. Before the learner sits on a bicycle, they show their understanding of the behaviors required.

Coaching

The second step is allowing the learner to try the new behavior with direct support from the trainer, who is now acting as a coach. Coaching is focused on incremental improvement in the desired behavior. Using our example, the learner would sit on the bicycle with the coach holding on for physical support and information. As the learner progresses, the coach gives less physical support yet stays close with advice and encouragement.



Supporting

The third step is less direction while maintaining high support. The trainer lets go and allows the learner to ride the bicycle on their own. Answering questions and encouraging the learner to trust their new skills is a major role for the trainer. As greater skill is demonstrated, the trainer lets go, allows more distance from the rider, stays available to the learner, and acts as a cheerleader.



Delegating

Once proficiency is shown on a consistent basis, the fourth step of delegating is engaged. The learner may check in with the trainer or the trainer may check in with the learner. This check-in assures accountability and, if needed, corrections. It also ensures positive feedback that encourages continued performance. For example, the trainer might applaud continued bike safety.

<p>3 - Supporting Praise, listen and motivate</p> <ul style="list-style-type: none"> • Learner is competent • Learner is unsure without support <p>↓</p>	<p>←</p> <p>2 - Coaching Direct and support</p> <ul style="list-style-type: none"> • Learner has some competence • Learner is less confident
<p>4 - Delegating Turn over responsibility with accountability</p> <ul style="list-style-type: none"> • Learner is competent • Learner is confident 	<p>↑</p> <p>1 - Directing Structure, teach and control</p> <ul style="list-style-type: none"> • Learner is not competent • Learner is willing to learn

For more information, check these resources:

- *The One Minute Manager* by Kenneth Blanchard and Spencer Johnson
- *The Spiritual Leader as Coach: Bringing Out the Best in Others*—a Unity Worldwide Ministries' Enlightened Leader Webinar with Jackie Woodside (see Appendix Three, p. 44).

Orientation

Every leader deserves the opportunity to have a great preparation for their new role. Holding an orientation that is intentional versus casual is essential. It is helpful to have key points in writing for future reference. It is also important to spend face-to-face time discussing the leader's role and accountabilities as well as other specifics to perform successfully.

If the leader is working with an existing team, the team can also share what they do and how they do it. Suggestions for improvement may be valuable. If the leader is working with a new team, there needs to be an orientation session that reviews the role and accountabilities; in addition, the team can set goals and heart agreements.

Orientation is **crucial** for successful boards. New board members require orientation so they can fit in quickly and contribute from the beginning of their term of service. After each annual meeting, consider holding an orientation for the entire board to review the basics of effective boards and make sure everyone is on the same page. You should also consider contacting the UWM Ministry Skills team or the ministry consultant in your region (if your region has one) for board training. (See www.unityworldwideministries.org/transitionalpeacemaking-support.)

Another group requiring an orientation are mentors guiding new leaders. Mentoring may be natural to some people yet it is important to provide guidelines on their role and accountabilities. Consider holding follow-up sessions to ensure continued understanding of this special role.

Mentoring

Mentorship is an intentional relationship focused on the mentee. This relationship supports the mentee's individual growth and maturity (versus a coach relationship—that is task-focused and performance oriented). A mentor agrees to a relationship of being available as a sounding board and advisor. At the same time, the mentee retains the freedom to decide what they will do.

The mentor has a deep personal interest and cares about the mentee's long-term development. Part of this mentoring role is to help the mentee discover the answers from within or from useful outer resources. Rather than giving solutions, **the mentor asks questions to guide the mentee to the next steps that seem right for them.**

Mentoring is a long-term relationship (often up to a year or longer) built on trust in which the mentee feels secure enough to share the issues impacting their success. Mentoring is helpful when a ministry seeks to more completely develop its leaders in ways beyond the acquisition of specific skills/competencies. In this relationship, barriers, attitudes and reasoning can be addressed. The focus is on long-term success rather than learning a specific skill. In addition, this relationship may take a holistic view of the mentee and explore ways to achieve more balance in their life.

With people new to leadership, pairing them with the right mentor will support them in achieving even better results. Follow up to ensure that it is a good fit. Occasionally, another mentor may be more appropriate.

The Millennial Generation and Leadership

According to researchers, a key group for ministries to attract is the Millennial Generation, the current 18-to 35-year-old group. The Barna Group states: “The first factor that will engage Millennials in a ministry is as simple as it is integral: relationships.” This generation is often described as confident, self-expressive, liberal, upbeat and receptive to new ideas and ways of living. This group grew up participating in teams and leadership.

Service is an integral aspect of the Millennial’s lives. Sacred Service Ministry will assist in demonstrating your openness to this large population group, your willingness to invite them into meaningful sacred service and your encouragement of leadership roles with development support. They desire to be engaged quickly.

A particularly helpful way to engage Millennials is to give them **a project that requires team and organizational skills**. A strong orientation allows for clear understanding of the scope and desired results. Assess where and when coaching and/or mentoring may be useful and build in accountability throughout the project. A project permits a quick start into leadership with few risks. It allows the Millennial and their mentor to evaluate their gifts and areas that may need more development for future leadership.

It is always a balancing act, leading for now and for the future, slowing down enough to develop and bring along new, young leaders and keeping things moving along. As hard as it is, it may be one of the most important things we do as leaders as we identify, teach and train, bless and release the next generation(s) of leaders. (Rowland Forman, et.al, *The Leadership Baton*, p. 46)

We have to trust that, in their own way, Millennials have much to offer—things that we cannot bring to the table. So while we lead them, we must also honor them and believe in them; cheering them on as we pull ourselves back and watch them race ahead. (Rowland Forman, et.al, *The Leadership Baton*, p. 47)

One of the best gifts you can give to new leaders as you develop them is the freedom to learn from you, and then to do things their own way. Much damage has been done to new leaders when older, more seasoned ones insist on clones. (Rowland Forman, et.al, *The Leadership Baton*, p. 49)

Saul clothed David with his armor; he put a bronze helmet on his head and clothed him with a coat of mail. David strapped Saul’s sword over the armor, and he tried in vain to walk, for he was not used to them. Then David said to Saul, “I cannot walk with these; for I am not used to them.” So David removed them. —I Samuel 17:38-39

The question for those of us who do leadership development is this: Do we have the courage to make room for people to do it their way? By making room and honoring new ways to do things, we honor the individual expression of God. We free ourselves from making people over in our image for our own validation.

Additional Aids for Creating Successful Leadership Development

Being Intentional and Accountable

In order to more fully engage and support leaders, it is vital to have the right tools. A major tool is a Role Description for each leader position. This shares what the broad functions of the position are and how they would be accountable. There are many examples of various Role Descriptions in Unity Worldwide Ministries' *Sacred Service Ministry Guide*. (See Appendix Four, p. 60, and/or the *Sacred Service Ministry Guide*, p.3.)

Ministry Position

If you are in a larger ministry, or as your ministry grows, consider adding a paid or non-paid position that supports ongoing leadership development. See Appendix Four, p. 60, for an example of a Role Description from one of the field-testing ministries for a Transformational Leadership Development Facilitator.

Summary

In your goal of calling forth and developing an expanding cadre of ministry leaders, it begins with a consciousness of intentionally viewing everyone as a potential leader. It also involves providing the learning opportunities to grow emotionally and spiritually along with leadership training.

When we help people to mature emotionally and spiritually, we are cultivating effective leaders that embody Unity principles. This allows our spiritual communities to expand what we offer, including mission-focused outreach. In the field-testing ministries, the number of leaders increased and leadership development became a vital part of their culture; people stepped forward knowing that support was easily accessible.

In the field-testing ministries, **the role of the minister did not diminish**; instead, ministers were able to move their focus to supporting key leaders and new areas of interest. The field-testing ministers also found they were **able to focus more on their own strengths and passions in ministry**; in many cases, gaining a revitalized commitment to ministry.



Appendix One:

Emotional and Spiritual Development Courses

Potential Emotional and Spiritual Development Courses

The following “roadmap” is from Unity Worldwide Ministries’ *Emotional and Spiritual Development Guide* (see www.UnityWorldwideMinistries.org/Guides) which includes course descriptions and implementation guidance.

What do you expect your leaders to know and embody? Choose what works for your center.

Phase One

Phase One Overview (Roadmap)	
Recommended Essentials	Enrichment Options
<p>It is recommended that <i>Awakening Our Emotional & Spiritual Maturity, Meditation Basics</i> and <i>Mindfulness Practice</i> classes be required as a foundation for moving to Phase Two. For those who have been highly involved and grounded in Unity teachings, such that they are integrated in their thinking and practices, the <i>Unity from the Inside Out</i> class could be skipped.</p>	
<p><u>Emotional Development</u></p> <ul style="list-style-type: none"> • Awakening Our Emotional and Spiritual Maturity <p><u>Spiritual Development</u></p> <p>Spiritual Practice</p> <ul style="list-style-type: none"> • Meditation Basics <p>Unity Path</p> <ul style="list-style-type: none"> • Unity from the Inside Out (or your own Unity Basics class) 	<p><u>Spiritual Development</u></p> <p>Spiritual Practice</p> <ul style="list-style-type: none"> • Mindfulness Practice

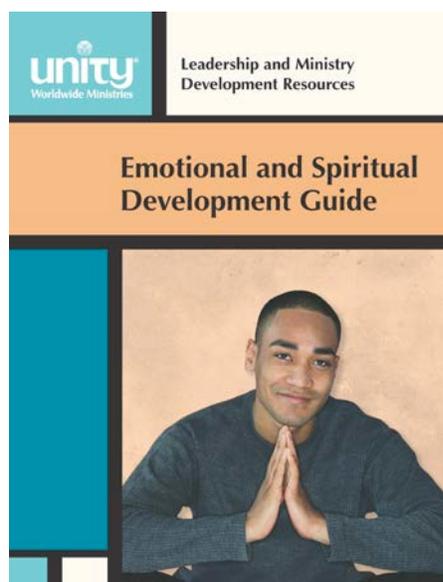
Phase Two

Phase Two Overview (Roadmap)	
Recommended Essentials	Enrichment Options
<p>Phase One is foundational to be prepared for this phase. It is recommended that you alternate between the <i>Recommended</i> and <i>Enrichment</i> categories. For example, offer an Emotional Development class and then offer a Spiritual Development class. In this way, participants are developing both aspects on a consistent basis.</p>	
<p><u>Emotional Development</u></p> <ul style="list-style-type: none"> • Unfolding Self: Birthing Your Greater Reality (Best taught before <i>I of the Storm</i>) • I of the Storm (SEE Elective) <p><u>Spiritual Development</u></p> <p>Spiritual Practice</p> <ul style="list-style-type: none"> • Spiritual Gifts Discovery (SEE Elective) • SQ21: Twenty-One Skills of Spiritual Intelligence <p>Unity Path</p> <ul style="list-style-type: none"> • Choose one of the following as an essential course and the other as an enrichment option: <ul style="list-style-type: none"> ○ Lessons in Truth - or - ○ Discover the Power Within You • Jesus' Teachings 	<p><u>Emotional Development</u></p> <ul style="list-style-type: none"> • Finding Yourself in Transition (SEE Elective) • Self Awareness <p><u>Spiritual Development</u></p> <p>Unity Path</p> <ul style="list-style-type: none"> • Choose one of the following as an essential course and the other as an enrichment option: <ul style="list-style-type: none"> ○ Lessons in Truth - or - ○ Discover the Power Within You

Phase Three

Phase Three Overview (Roadmap)	
Recommended Essentials	Enrichment Options
Phase Two is foundational to be prepared for this phase. It is recommended that you alternate between the two categories.	
<p><u>Emotional Development</u></p> <p>Self Path</p> <ul style="list-style-type: none"> • Art and Practice of Living with Nothing and No One Against You <i>*(or similar shadow work)</i> <p><i>* Highly recommended. Field-testing showed this is a powerful transformational process. It does require a certified facilitator.</i></p> <p>Relational Path</p> <ul style="list-style-type: none"> • Crucial Conversations <p><u>Spiritual Development</u></p> <p>Spiritual Practices</p> <ul style="list-style-type: none"> • Unity Prayer (SEE) <p>Unity Path</p> <ul style="list-style-type: none"> • Heart-Centered Metaphysics 1 (SEE) • Heart-Centered Metaphysics 2 (SEE) • UWM Small Group Ministry Course: "Meeting Myself in the Bible" <p>(continued on next page)</p>	<p><u>Emotional Development</u></p> <p>Relational Path</p> <ul style="list-style-type: none"> • Interpersonal Skills <p><u>Spiritual Development</u></p> <p>Spiritual Practices</p> <ul style="list-style-type: none"> • Meditation Practices • Living Originally • UWM Small Group Ministry Course: "Creating a Life of Prayer" <i>(supports those ministries focusing on small groups)</i> <p>Unity Path</p> <ul style="list-style-type: none"> • Heart-Centered Metaphysics 3 (SEE) • Bible Interpretation—Hebrew Scriptures <p>(continued on next page)</p>

<p>Phase Three (continued)</p> <p>Prosperity Path</p> <ul style="list-style-type: none"> • Any one of the following tithing programs: <ul style="list-style-type: none"> ○ 4T ○ Prosperity Plus ○ Keys to the Kingdom ○ An Integral Approach to Sustainable Prosperity <p>Wholeness Path</p> <ul style="list-style-type: none"> • The Quest for Wholeness (SEE Elective) 	<p>Phase Three (continued)</p> <p>Prosperity Path</p> <ul style="list-style-type: none"> • UWM Small Group Ministry Course: "Living an Abundant Life" (<i>supports ministries focusing on small groups</i>) • Four Spiritual Laws of Prosperity (Found in Thriving in Unity (TiU) 1.0's workbook, <i>The Practice of Thriving.</i>) www.UnityWorldwideMinistries.org/sites/unityministries.oneeach.org/files/PofTbook.pdf • Practice of Thriving 2.0—Spiritual Economics (TiU 2.0) www.UnityWorldwideMinistries.org/sites/unityministries.oneeach.org/files/PofTBook2.pdf • Prosperity (SEE) <p>Wholeness Path</p> <ul style="list-style-type: none"> • UWM Small Group Ministry Course: "Knowing the Truth about Healing"
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Appendix Two: Enlightened Leadership Self-Assessment

“I'm starting with the man in the mirror.”
—Michael Jackson

Here is a simple assessment to rate yourself on where you feel you currently are on the dimensions of Enlightened Leadership. Just circle the number above each answer and then score it after you're finished.

1. I use several different communication mediums to inform community members about what is happening, what has been accomplished in our ministries, and about leadership group intentions.

1	2	3	4	5
Consistently	Often	Somewhat	Very Occasionally	Never

2. I encourage positive risk-taking within our spiritual community in ways that connect people to their passions and gifts toward an enhanced future for the greater whole.

1	2	3	4	5
Consistently	Often	Somewhat	Very Occasionally	Never

3. I make a practice of listening deeply for what is seeking to emerge in people and the organization, and use this information to identify how we might grow and evolve.

1	2	3	4	5
Consistently	Often	Somewhat	Very Occasionally	Never

4. I seek out specific talent from all levels of the congregation and offer up leadership or team opportunities. I do so by sharing information, providing training and support, and coaching/developing others personally.

1	2	3	4	5
Consistently	Often	Somewhat	Very Occasionally	Never

Enlightened Leadership Self-Assessment

5. I embrace opportunities in our community to try new things, even if it means taking a risk that may involve managing conflict through the change.

1	2	3	4	5
Consistently	Often	Somewhat	Very Occasionally	Never

6. I act in ways that provide a strong example for the community of how we might live up to the principles and values we embrace, including the Unity principles of tithing.

1	2	3	4	5
Consistently	Often	Somewhat	Very Occasionally	Never

7. I allow my thinking and judgments about the direction and goals of our spiritual community to be heavily influenced by how we can support the needs of the larger community, not just the outspoken few.

1	2	3	4	5
Consistently	Often	Somewhat	Very Occasionally	Never

8. I make a practice of voicing our mission, goals, values and objectives to the community regularly to ensure that all active congregants know them and know how we have come together to serve.

1	2	3	4	5
Consistently	Often	Somewhat	Very Occasionally	Never

9. I celebrate successes and milestones publicly with the community and give credit where credit is due. I clearly state the smaller steps that we need to take toward progress in our endeavors and how we will measure success, so people know if they're on the right track.

1	2	3	4	5
Consistently	Often	Somewhat	Very Occasionally	Never

Enlightened Leadership Self-Assessment

10. I not only support and encourage upcoming leaders, but I also hold all leaders accountable for: holding to the integrity of our core values, modeling the Unity principles, and maintaining high standards of effectiveness.

1	2	3	4	5
Consistently	Often	Somewhat	Very Occasionally	Never

11. I delegate high-level roles and actively advocate getting more lay people to step forward into service and ministry opportunities as leaders. Then I leave them alone to self-manage their work.

1	2	3	4	5
Consistently	Often	Somewhat	Very Occasionally	Never

12. I make sure to integrate elements of the whole system when making changes and decisions; including community culture, relational dynamics, and operational processes as I perceive and help lead our community. In other words, I anticipate how my decisions impact our collective future.

1	2	3	4	5
Consistently	Often	Somewhat	Very Occasionally	Never

Enlightened Leadership Self-Assessment Scoring Sheet

Scoring Your Self-Assessment

It's time to score yourself. Enter the number you circled for each item.

Item #	Score
1	
2	
3	
4	
5	
6	
7	
8	
9	
10	
11	
12	

Now add and divide scores corresponding to the following item pairs:

Scores

Items # 5 and 12 = _____ ÷ 2 = _____
 Items # 2 and 10 = _____ ÷ 2 = _____
 Items # 7 and 8 = _____ ÷ 2 = _____
 Items # 4 and 11 = _____ ÷ 2 = _____
 Items # 6 and 9 = _____ ÷ 2 = _____
 Items # 1 and 3 = _____ ÷ 2 = _____

Enlightened Leadership Dimension

Visionary
 Change Agent
 In Service
 Developer
 Role Model
 Communicator

Enlightened Leadership Score Interpretation

Recognize that this is a very general “indicator” score and is not a statistically rigorous instrument. It is an exercise designed to start you to thinking about qualities and manifestations of enlightened leadership. Use your scores as one source of information to supplement your own judgments and interpretations about how you are showing up as a leader in these dimensions. It can give you a sense of where you might want to focus your leadership development energy.

Consider the interpretation of your numerically averaged scores for the six dimensions in this context:

- **If your average score for one dimension is a 1 or 2:**
You have perceived yourself as **quite strong in displaying these characteristics.**
- **If your average score for one dimension is a 3:**
You have perceived yourself as **very moderate in displaying these characteristics.**
- **If your average score for one dimension is a 4 or 5:**
You have perceived yourself as **inconsistent in displaying these characteristics.**

You can use the Traditional vs. Enlightened Leaders chart, p. 25, to help you select actions for your personal development strategy.



Appendix Three: Enlightened Leaders Webinars

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Enlightened Leaders Webinars

Purpose

The Enlightened Leaders webinars are designed to support credentialed ministry leaders, board members, staff, lay leaders and those moving into leadership in showing up as spiritual leaders who express their Divine purpose. The purpose of the Enlightened Leaders program is to create mission-focused, enlightened leaders who model a way of relating to the opportunities and challenges of ministry in a way that embodies Unity principles. They inspire others to share their gifts and abilities in meaningful roles in the life of the ministry and in service to the community. Being an enlightened leader is just that—being. It is not only what you, as a leader, do and how you do it; it's the inner source from which you operate. Enlightened leadership comes from within.

This is a journey that will enhance your skills, open your heart, and coach you to more meaningful levels of engagement in every area of your life. It is our privilege to share with you some of the greatest spiritual leadership minds of our time, and provide you with tools to assess where you currently are and where you want to go in your development.

The Vision Statement

“There is great need of leadership under Christ whose banner is love.”

—Charles Fillmore

What type of leader is needed to call forth thriving ministries in the post-modern world we live in? Research into best practices and experience tells us that the answer is *enlightened leaders*.

Unity Worldwide Ministries has created a visionary statement that describes some of the characteristics of enlightened leaders. This statement pulls together the ideas of leaders in the Unity movement, best practices research and leading-edge thinking:

Imagine thriving ministries in which all the leaders truly act from a place of enlightened consciousness. They embody and model spiritual principles and core values. They take the time to center in God with a daily spiritual practice that results in a confidence and calmness that permeates everything they do. They live, work and breathe in the moment. Being an enlightened leader is just that—being. It is not only what these leaders do and how they do it, but the inner source from which they operate. Their leadership comes from within.

Enlightened leaders demonstrate self-awareness. They listen, observe and process their own behavior and assumptions, and take responsibility for how their presence and involvement make a difference. As enlightened leaders, they build trust through their integrity and authenticity. While looking to what is possible, they move from a point of purpose rather than a point of view.

Enlightened leaders draw forth the shared vision and mission from the collective community, then inspire and generate highly energized sustained action to achieve them. As leaders, they know that they do not need to have all the answers; rather they know to ask powerful questions and create an environment that allows the divine answers to emerge from within others. It is in the voice of the many or in the voice of just one that wisdom may be revealed. They listen carefully while remembering to give credit where credit is due.

Enlightened leaders foster transformation. They ignite the fire of Spirit and creative flow within people, maximizing their capacity to grow and thrive. They act as the catalyst to help others remember who they already are. Enlightened leaders mine the treasures within others, and create environments in which others can shine and put their gifts and passion to good use. They serve as coaches and mentors as they inspire, guide and support people to find and respond to their inner call to serve and take action. They empower effective teams.

Enlightened leaders seek out and embrace change and shift, and welcome the opportunities it brings. As leaders, they help others cope, engage, and flourish as they grow through transitions. They identify tensions and incongruities and guide their resolution. They facilitate shifts in consciousness and perspective which liberate people to try new things and together shape a world that works for all.

Enlightened leaders serve in all sizes and types of ministries and are not limited to a certain age or status. They are youth, prayer chaplains, ministry team leaders, board members, licensed Unity teachers, ordained ministers, and everyone else who, through loving and abundant service, create the thriving ministry which all enjoy.

Enlightened leadership involves shifts from traditional ways of leading. The Enlightened Leaders Program provides opportunities to explore those shifts together with others in your ministry's leadership team, to deepen your ability to live Unity principles, and to develop new mindsets and skills sets. It will engage you and others in your ministry leadership team in both individual and team development projects that will foster a greater experience of thriving in your spiritual community.

Recommended Webinar Descriptions

The following webinars are those most highly recommended from the Enlightened Leader program participants for use in developing ministry leaders.

Webinar 1: *Enlightened Leadership* with Doug Krug



Course Description

As Doug Krug states, “Enlightened Leadership is not so much about things to do as it is a place leaders come from with whatever they do. It is actually a state of being.” The essence of Doug’s work is built around the premise that the core of what makes an enlightened leader cannot be taught; it has to be brought out from within. This module will facilitate your own modeling of the Enlightened Leader Dimensions (p. 22). In addition, this module will present a framework for generating a change-friendly mindset, a key to thriving ministry.

Learning Objectives

At the end of this webinar, you will be able to:

- Explain the importance of continuous renewal for thriving ministry.
- Describe characteristics of enlightened leaders.
- Describe the key shifts needed to move into enlightened leadership.
- Assess your own leadership strengths and challenges as an enlightened leader.
- Develop goals for self-growth in order to model Enlightened Leader Dimensions.
- Integrate development as an enlightened leader with your own spiritual journey.
- Identify consistent enlightened leadership actions.
- Integrate new concepts of leadership into your ministry leadership.

Benefits of Attendance

- Develop the mindset of enlightened leadership in yourself and others, a mindset that naturally anticipates and supports ongoing renewal and the experience of a thriving ministry in all its dimensions.
- Foster a rekindling of spirit and a refocusing within your ministry that revitalizes the energy and focuses on your shared vision and purpose.

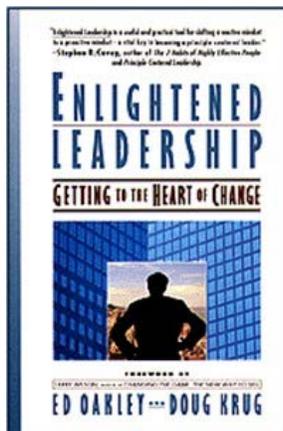
Speaker Bio

Doug Krug is an internationally recognized expert in the field of leadership and change. Doug is a co-founder of ELSolutions and co-author of the best-selling book, *Enlightened Leadership*. In its 31st printing, the book is used as a textbook in numerous colleges and universities (including Unity Institute®) as well as corporate and government leadership development and change management programs. Doug is also co-author of *Leadership Made Simple*.

Doug lectures as part of the MBA program at Johns Hopkins University; as well as Executive Development Programs throughout the federal government. Doug has been a popular presenter at Unity regional conferences and Unity ministries.

Doug provides inspiration and information, providing clients with ELSolutions tools that are immediately applicable in every walk of life. Client teams actively participate in their own discovery through simple yet powerful exercises. Change is successfully being implemented by scores of organizations and thousands of people who have experienced this profound process.

People relate to the personal conviction Doug brings to the process of self-discovery. He has proven skills for effectively creating paradigm shifts in ELSolutions clients within a short period of time.



You can see more information about Doug and ELSolutions at his website <http://elsolutions.com/>.

Webinar 2: *Spiritual and Emotional Intelligence: What Is Required for Conscious Evolution?* with Cindy Wigglesworth



Course Description

In this webinar you will learn the basics of emotional intelligence and why it is a precursor to spiritual intelligence. You will then learn the importance of spiritual intelligence in your life and how to develop it. Cindy will specifically focus on spiritual intelligence and you will learn how to "lead yourselves first" so that you may lead the way for all.

Learning Objectives

At the end of this webinar, you will be able to:

- Understand emotional intelligence.
- Use spiritual intelligence to enhance your life.
- Apply the relationship of these two intelligences to Enlightened Leadership.
- Learn key exercises for developing your "EQ" and "SQ."

Benefits of Attendance

- Understand the skills that will transform you from "average" to enlightened leaders.
- Develop your own emotional and spiritual intelligences.

Speaker Bio

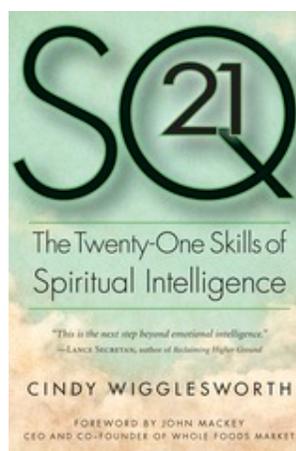
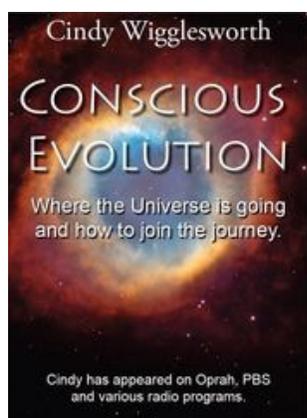
Cindy Wigglesworth is a recognized expert in the field of spiritual intelligence and spirituality in the workplace. She has been a member of Unity for 20+ years. Cindy gave the opening keynote at the 2009 Unity People's Convention. Her topic at the convention was "Conscious Evolution, Spiritual Intelligence, and Unity's Role."

Cindy has created the only validated spiritual intelligence assessment, published in *SQ21: The Twenty-One Skills of Spiritual Intelligence*. The language used is faith-neutral and faith-friendly. The assessment describes how far someone has developed on 21 different skills, based on his/her own self-assessment. The clarity and structure she provides is powerful—allowing people to see where they are and to choose practical steps to move forward.

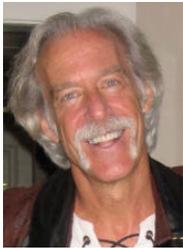
Cindy is a powerful professional speaker—speaking with unusual clarity and humor about the importance of operating from our Higher Self in the workplace and in everyday life. She has spoken at numerous conferences and has appeared on Oprah, Houston PBS and numerous radio programs.

Cindy Wigglesworth has a bachelor's and master's from Duke University. She has 20 years of experience in human resources management with ExxonMobil and 10 years as the Founder of Deep Change®. You can see more at her web site is www.deepchange.com.

Note: This webinar can be viewed as a “stand-alone” workshop. However, Cindy has produced a DVD set on *Conscious Evolution: Where the Universe Is Going and How to Join the Journey*. Cindy bridges from the DVD—which introduces the process of human development—to what is next for humanity and possibly for you as Unity leaders. We recommend viewing this 4-hour DVD before watching the webinar. See Cindy’s website (<http://www.deepchange.com/store>) for further details on this video.



Webinar 3: *The Call to Leadership and Stewardship* with Gregg Levoy



Course Description

Among the challenges of leadership is understanding and activating the deep motivations in other people—their callings, their sense of passion and mission, what they most want to achieve and contribute. People who operate from these deep motivations work with great enthusiasm and dedication and don't need a lot of managing.

But to get at these deep drives and unleash their power requires courageous self-reflection, which is ideally modeled by leaders—by knowing your own deepest passions and purposes, knowing who you are and what you're here to do. To the degree leaders are clear and engaged in their own sense of mission, service and integrity, with what they stand for (and thus what they won't stand for), that is the degree to which they can then inspire others to contribute, to be engaged and impassioned.

Knowing oneself is as crucial to good leadership and stewardship as knowing one's congregants and one's craft.

Learning Objectives

At the end of this webinar, you will be able to:

- Experience a sense of feeling callings—inspired in your role as a leader.
- Articulate and clarify your own calls as leaders—what your deepest drives are, what you most want to contribute, what you most value in your work and life.
- More deeply understand leadership from the inside out—starting with the core of personal integrity and clarity that helps you to inspire others.
- More effectively navigate the resistance that naturally arises in the face of the call to leadership and service, and the misalignments that often exist between your passions and your actions.
- Identify who and what can help you take whatever Next Steps are being called for from you, and how to better anchor your sense of calling in the world.
- Understand your role as a leader to nurture the awareness of callings in others.

Benefits of Attendance

- Ignite your own and other's calling into leadership and sacred service.
- Foster a rekindling of spirit and a passion within your ministry that revitalizes the energy and focuses on your shared vision and purpose.
- Move forward with a renewed sense of direction and possibilities.

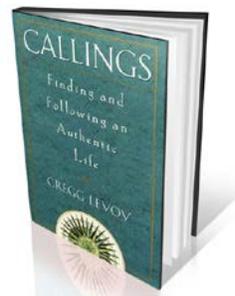
Speaker Bio

Gregg Levoy is the author of *Callings: Finding and Following an Authentic Life* (Random House)—rated among the "Top 20 Career Publications" by the Workforce Information Group and a text in various graduate programs in Management and Organizational Leadership. He is a frequent inspirational speaker at Unity events including Unity Worldwide Ministries' Leadership Forum, Unity South Central Region and West Central Unity Regional Conferences, as well as a keynote speaker and workshop presenter at several Unity People's Conventions.

Gregg is a lecturer and seminar leader in the business, educational, governmental, faith-based and human-potential arenas. He has keynoted and presented workshops for organizations including: the Smithsonian Institution, the Environmental Protection Agency (EPA), the National Conference on Positive Aging, Microsoft, American Express, AmeriCorps, the Universities of California/Colorado/Texas and others, the American Counseling Association, the National Career Development Association, Esalen Institute, Omega Institute and many others. He has also been a frequent guest of the media, including CNN, NPR and PBS.

Gregg is a former adjunct professor of journalism at the University of New Mexico, former columnist and reporter for the *Cincinnati Enquirer* and *USA Today* and author of *This Business of Writing* (Writers Digest Books). He has written about the subject of callings for *The New York Times Magazine*, *Washington Post*, *Omni*, *Psychology Today*, *Readers Digest*, and many others, as well as for corporate, promotional and television projects.

To see more about Gregg and his work, visit his web site at www.GreggLevoy.com.



Webinar 4: *Spiritual Leader as Coach: Bringing Out the Best in Others*

with Jackie Woodside



Course Description

Once someone has been called into service, it is the joy and responsibility of an enlightened leader to help set them up for success. Taking the time to understand the skills and passions of others positions us to coach people from where they are to where *they* want to go.

If you are a ministry leader, a leader in your work or home, or just considering leadership, this webinar will be invaluable for helping you tap into the enlightened coach within you! No one cares how much you know until they know how much you care. **Be** that leader whom you most admire in the world, the coach that inspires others into their own greatness.

Learning Objectives

At the end of this webinar, you will be able to:

- Identify the key elements of developing volunteers into empowered, effective leaders.
- Turn your volunteer services into a dynamic program of leadership development.
- Consistently call forth the highest and best in each person serving in your ministry.
- Communicate in a way that leaves people feeling heard, seen, valued and honored.
- Support others in being their “God-Self on earth” while you are modeling the same.
- Demonstrate listening skills that empower people in any and all situations.

Benefits of Attendance

- Develop ministry leaders that enliven, inspire and transform consciousness rather than simply “get things done.”
- Become an inspiring leader that calls forth and develops leaders.
- Develop communication skills and capacities that will profoundly enhance your leadership and your life.
- Instill a sense of ownership and belonging among ministry leaders, staff and congregants.

Speaker Bio

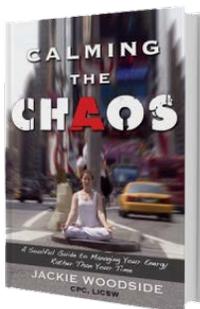
Jackie Woodside's work and passions can be summed up in her mission statement which reads, "I am a torchbearer for a vision of a world transformed, illuminating freedom, fulfillment and passion; igniting the flame of infinite possibility for the human spirit."

In fulfilling this mission, Jackie is a Certified Professional Coach (CPC) and Energy Leadership Master Practitioner (EL-MP) and a licensed independent clinical social worker. She works with business owners, church ministries and inspired individuals from all over the country to help them transform their business and their lives into their own unique and exact vision.

Jackie is certified by the Institute for Professional Excellence in Coaching (IPEC) and has a master's degree in Clinical Social Work from Boston College. She has been a speaker and trainer on personal transformation, spiritual growth, and business development since 1995. She designs and delivers cutting-edge transformational courses including her highly acclaimed *Energy Management and Life Design* courses, and also *Calming the Chaos*. Jackie is a contributing author to a book called *Conscious Entrepreneurs*, an anthology of spiritually minded business people bringing spiritual values and principles into the arena of business.

Jackie served for six years (2004-2010) on the board of trustees at Unity on the River in Amesbury, Mass., five of which she served as board president. She teaches numerous classes and workshops and is a frequent guest speaker at many Unity ministries, including the Unity People's Convention. Having served on a Unity board, she is well-versed in the challenges and nuances of working with volunteers.

Jackie's love of people—and tactical coaching talents—have proven the perfect balance for bringing out the grandest vision in everyone who has had the honor of working with her. Jackie's work has been described as dynamic, powerful, enlightening presenter. Her humor and lighthearted approach to complex human dynamics is refreshing, engaging and most of all, transformational.



To see more about Jackie and her work, visit her web site at www.JackieWoodside.com.

Webinar 5: *Building Effective Teams: Transforming Teams into Sacred Circles of Service* with Rev. Cher Holton



Course Description

Successful teamwork is **not** a miracle! Maybe you've successfully created lots of teams or perhaps supporting groups is new for you, but your staff and volunteers are ready to share their gifts in service. Now comes the greatest leadership challenge of all: helping them be effective, inspired, dedicated, functioning teams—teams made up of people who live the Truth Principles as they contribute to your thriving spiritual community! It doesn't take a miracle ... but there are specific tactics that make it much easier, and everyone has a role to play in assuring the success of their team.

This webinar will help you develop the tools needed to support teams of all sizes towards measurable outcomes and positive relationships.

Learning Objectives

At the end of this webinar, you will be able to:

- Determine differentiating factors between team building and other training—and why it is important to make the time for team building in your spiritual community.
- Know three questions to ask at the start of every new team project, to set a team up for success.
- Recognize the five biggest obstacles to team success—and how to overcome them.
- Create a spiritual environment grounded in Truth principles that is also conducive to teamwork.
- Know what makes a good team player—and how a leader develops those skills.
- Understand the five reasons team members are not engaged—and what to do about it.
- Describe the spiral model of team development, and how to move a team through it with speed, ease, comfort and joy.
- Use surefire tips, including the *Inquiry Versus Advocacy Model*, to encourage compassionate communication while drawing out divergent opinions and ideas.
- Define five dynamite strategies to develop team accountability, and see results.
- Use tricks of the trade that bring fun into your teams and allow Divine Ideas to unfold!
- Try four activities you can use immediately with your teams that require no props or set-up.

Benefits of Attendance

- Strengthen your ability to set teams up for success, whether you are the team leader or simply a team member.
- Overcome the obstacles that spell trouble for teams, and develop the skill to initiate strong leadership in team settings.
- Experience the joy of growing spiritually as you work with others to share your gifts in your Spiritual Community.

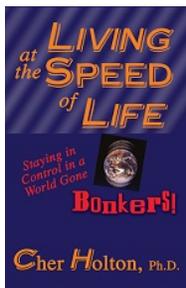
Speaker Bio

Rev. Dr. Cher Holton's name (CHER) is an acronym for her mission: **C**reating **H**ope, **E**nthusiasm and **R**esults.

Since 1984, Cher has worked with a prestigious list of corporate, spiritual, education and healthcare clients to do just that. A licensed Unity teacher and Unity minister, Cher serves as the co-minister (with her husband, Rev. Bil Holton) of Unity Spiritual Life Center in Durham, NC. In addition to ministry, Cher is president of The Holton Consulting Group, Inc., and offers keynote speaking, facilitated turbo-training, coaching, and consulting to clients throughout the United States, Canada, Germany and England.

Combine a flair for the dramatic, a deep understanding of metaphysics combined with the teachings of Jesus, and a zest for ministry, and you have defined Rev. Dr. Cher Holton. She brings her love for Truth Principles to everything she does. She has conducted a team building event for the board of trustees of Unity Worldwide Ministries, and presented for Unity regional conferences, SEE-in-the-Field, and individual Unity ministries, as well as been interviewed on Unity Online Radio.

In addition to her Ph.D. in Human Resource Management, Cher is one of a handful of professionals in the world who has earned both the Certified Speaking Professional and Certified Management Consultant designations. She is also the author of several books, including *Living at the Speed of Life: Staying in Control in a World Gone Bonkers!*, and the very popular [*PowerUP: The Twelve Powers Revisited as Accelerated Abilities*](#), which she co-authored with Rev. Paul Hasselbeck.



To see more about Cher and her work, visit her web site at www.holtonconsulting.com.

Webinar 6: *Visionary Leadership* with Dr. Roger Teel



Course Description

Visionary Leadership ... Path of Authentic Growth explores key components that produce the phenomenon of effective, visionary and transformative leadership. These principles will be related to the world of church and spiritual communities, but are also transferable to just about any organization. More specifically, this course presents ten keys for spiritual leadership, approaches that Dr. Teel has utilized throughout his 36-year ministerial career within New Thought.

These keys continue to provide inspiration and guidance for Dr. Teel in his position as senior minister and spiritual director of Mile Hi Church, a member of Centers for Spiritual Living. Under his leadership, Mile Hi Church has become one of the largest and most well-developed New Thought ministries, with over 15,000 members and friends, a 16-acre campus, and an innovative online outreach ministry which connects with thousands of seekers around the world. In 2008, Mile Hi Church opened its new 1500-seat sanctuary. Dr. Teel has served his denomination in nearly every leadership capacity and is also a co-founder of the Association for Global New Thought.

Learning Objectives

At the end of this webinar, you will be able to more purposefully and skillfully:

- Assist participants to gain new insights into progressive leadership approaches.
- Support an increase in leadership confidence and vision.
- Teach “Ten Keys for effective Spiritual Leadership.”
- Distinguish Spiritual Leadership as distinct from general leadership approaches.
- Foster in those participating an expanded vision of themselves as leaders and as voices for human unfoldment.
- Provide clear approaches that can shift organizational cultures, making them more effective, innovative, participatory and progressive.

Benefits of Attendance

Leadership is a skill and an art form that can be learned and continuously cultivated. This course will provide information and support for empowering ten specific leadership approaches along with practices that those participating can utilize to incorporate these approaches into their lives as leaders and into the life of their organizations. The course material will challenge stagnant mindsets and antiquated, often ego-based modes of leadership.

Central to the course material is the principle that a leader's inner growth is essential to organizational growth. Specific recommendations are offered for translating this personal advancement into the organizational culture. It is the objective of this course to vault the participants into creative, innovative, responsive and committed resonance with the leading edge of the limitless possibilities available to individuals and to groups. Through the application of the course principles, personal and organizational breakthroughs are available that can lead to revitalization, dynamic unfoldment, and a kind of powerful momentum that fosters organizational success and abundance.

Speaker Bio

Dr. Roger W. Teel is a life transforming speaker and a global spiritual leader. Through storytelling, humor and practical spirituality, as well as in workshops, classes, business and national conferences, Dr. Teel's transforming messages help empower people and lead them to their limitless potential to live dynamically.

Dr. Teel is backed by exceptional academics and holds a degree in psychology and religion, a Doctor of Divinity and a Doctor of Religious Science degree. He has served pulpits in Oregon, California and in 1993 returned to his home church, Mile Hi Church, where he serves as senior minister and spiritual director to over 10,000 members and friends.

As a global leader, Dr. Teel has served as Chairman of the International Board of Trustees for Centers for Spiritual Living, and is Co-founder of the Association for Global New Thought. In 1999, 2001 and 2004, Dr. Teel assisted in facilitating the Synthesis Dialogues with acclaimed global leaders including His Holiness, the Dalai Lama. He has served on the boards of the Interfaith Alliance of Colorado, the M.K. Gandhi Institute for Nonviolence, the Foundation for Affordable Housing, and the Community First Foundation.

His leadership and spiritual direction at Mile Hi Church have resulted in dynamic growth. In 2008, Mile Hi Church opened its \$15 million new sanctuary. In his leisure time, Dr. Teel enjoys traveling, golf, tennis, strumming his banjo, dating his wife and spoiling his grandchildren.

To book Dr. Roger Teel for speaking engagements, workshops or classes, please e-mail info@milehichurch.org.

What are the Enlightened Leaders pre- and post-activities like? How much time will they involve?

In order to maximize the learning and real-world application of the virtual sessions, adult-learning principles have been considered. Statistics prove that retention of any type of training increases dramatically when we have the opportunity to “use” the learning within the framework of our own experiences. To accomplish this, the program provides opportunities to enhance the webinar event:

- **Pre-work Activities:** You can expect to devote 45-90 minutes before each event for **individual development** and preparation (pre-activities). This may include assessments, brief videos, journaling, brief articles, and/or other resources relevant to the speaker’s material.
- **Post-work Activities:** Since these modules are designed for your ministry **leadership team** to attend, we also provide you the tools to facilitate a group activity reinforcing the lessons following the webinar (post-activities). The group sessions apply what you’ve just learned to specific goals and situations you are working through within your own ministry.

The amount of time you spend on the post-activities is up to you and your leadership team. You may be able to work through the material in a one-hour meeting, or you may choose to take a deeper dive into the content and really build a plan of action with your team. There will also be some optional activities available in support of group development that you can engage in on your own time.

How can we access these webinars?

These six webinars are available through Unity Worldwide Ministries. We have packaged the webinar DVDs and materials CD in a convenient 7-disc package. For more information and purchasing information, please see www.UnityWorldwideMinistries.org/our-products.

Note to Original Enlightened Leaders Program Participants:

Those who participated in the original Enlightened Leaders program (2009-2012) received each season’s webinars and materials. **If you or your ministry participated in the Enlightened Leaders Seasons 1-3, you should have the original boxed sets and *do not* need to purchase this 7-disc set.** However, if you are unable to find your original sets, you will need to purchase this 7-disc set.

We thank our Enlightened Leaders ministries for the support and feedback they gave us during the years the program was being created and produced.

Appendix Four:

Sample Ministry Roles with Accountabilities

Sacred Service Ministry Coordinator	61
Transformational Leadership Development Facilitator	64

Sacred Service Ministry Coordinator Position

Ministry Position: Sacred Service Ministry Coordinator

Purpose of Position:

To be the major connecting link between members' spiritual gifts and opportunities of Sacred Service through our spiritual community; to organize and maintain information regarding Sacred Service positions and Sacred Servers.

Reports to:

To be determined by each spiritual community.

Skills needed:

- Enjoys people and supporting their goals.
- Has knowledge of the ministry and its various programs and services.
- Highly organized and follows through in a timely manner.

Qualifications:

- Is an active, governing member of the ministry.
- Has led one Ministry Team.
- Has successfully completed <List any emotional and spiritual development courses your ministry uses as leadership qualifications>.
- Has good understanding and appreciation for individual spiritual gifts and the importance of matching them with the Sacred Service position.
- Familiar with all facets of the spiritual community's functions and has good relationships with many of its leaders.
- Highly developed organizational and interpersonal skills, outstanding communication skills, and computer database or other data management skills.
- Responsible and dependable, with the ability to be flexible (go with the flow).
- Ability to meet deadlines and respond to requests in a timely manner.

Accountabilities:

We count on our Sacred Service Ministry Coordinator to:

1. Plan and coordinate periodic 5-week Spiritual Gifts Discovery program.
 - Facilitate or invite and train facilitators for five-week spiritual gifts discovery process.
 - Assist members and new members in completing spiritual gifts discovery process.

Sacred Service Ministry Position Accountabilities (cont.)

- Provide or work with facilitator(s) to provide Spiritual Gifts Discovery class 2-4 times per year (or whatever is appropriate for your ministry).
 - Place spiritual gifts of participants in church database.
 - Inform Ministry Team leaders of specific people who may match their ministries.
 - Assist in making connections between member and Ministry Team leader.
2. Create, organize and maintain ministry service descriptions.
- Maintain a list of ministry team roles and duties available within the ministry and community.
 - Use Ministry Opportunities template to assist ministry team leaders to create all ministry descriptions.
 - Develop new ministry team member descriptions and duties, as needed, in coordination with the board of trustees, ministry team leaders and/or the office manager, as appropriate.
 - Identify needed tasks that are not currently included in any of the ministry descriptions and recommend to the board of trustees.
3. Maintain and promote a database of ministry service descriptions.
- Maintain a list of all sacred service ministry positions within the spiritual community.
 - Keep ministry team descriptions updated and readily available on ministry's website, in 3-ring binder or in brochures in front hall of church.
 - Post open Sacred Service Ministry Position opportunities on email blasts, Sunday PowerPoint or bulletins and newsletters, as needed.
 - Consider providing a 30-minute Sacred Service orientation once a month after services or in a time frame appropriate for this ministry.
4. Connect and match Sacred Service Ministries with Sacred Servers.
- Interview spiritual community members to determine their areas of current and future interest in Sacred Service, as well as specific skills and abilities or invite, train and guide Sacred Service Guides to do so.
 - Provide information to potential Sacred Server regarding Sacred Service positions as requested.
 - Interview individuals following their completion of the Spiritual Gifts Discovery process to assess their Sacred Service interests.
 - Forward information regarding these individuals' Sacred Service interests to appropriate Ministry Team Leaders and/or other church leaders.
 - Update each member's interest profile at least every two years.

Sacred Service Ministry Position Accountabilities (cont.)

5. Support and coach Sacred Server (or invite/train Sacred Service Guides to do so).
 - Provide Sacred Servers with support as they begin their ministry service.
 - Provide ongoing support to Sacred Servers and Ministry Team/service area leaders.
 - Provide opportunities for Sacred Servers to reflect on their sacred service experience and see the connection between sacred service and spiritual development.
 - Provide opportunities for Sacred Servers to evaluate their sacred service experience.

6. Serve and facilitate as a Sacred Service resource.
 - Work closely with all service areas to identify ministry opportunities and needs and to provide opportunities for education, growth, and spiritual nurture.
 - Facilitate transitions as needed from one Sacred Server to another in key positions.
 - Identify and invite Ministry Team leader replacements as needed and provide orientation for their new role.
 - Provide leadership, coaching and spiritual nurture to all Ministry Team leaders.
 - Identify and coordinate opportunities for joint work and mutual support between ministry teams. (See one idea for a Sacred Service Council in Appendix Three: Phase Three.)
 - Plan and implement Sacred Service training events.
 - Plan and implement Sacred Service appreciation events.

Time Required: To be determined by each spiritual community; average hours per week and length of time to serve.

Training and Resources: To be determined by each spiritual community; this should include a description of the training to be given to the Sacred Server Ministry Coordinator and the resources available to support them in the completion of their responsibilities.

Benefits to the Sacred Server (Coordinator): To be determined by each spiritual community; the benefits that a Sacred Service Ministry Coordinator can expect to experience from their service to the spiritual community.

(Note: This is a comprehensive description. You may adapt it to meet your ministry's goals. If you phase in aspects of this, plan to re-assess and evolve this position to gain the maximum benefit.)

Example from Unity of Fairfax

Ministry Position: Transformational Leadership Development Facilitator

Purpose of Position:

To assist all spiritual community leaders to grow and sharpen their leadership skills so that, with confidence, they can lead their ministry areas. To provide periodic training/development experiences that allow participants to understand organic, participative, and generative approaches to leadership. To keep alive the good enlightened leadership and thriving church practices that we learned together in the *The Transformation Experience*. To coach spiritual leaders to higher and higher levels of Being and Doing.

Reports to: Senior Minister

Accountabilities:

We count on our Transformational Leadership Development Facilitator to:

- Plan and coordinate periodic leadership workshops.
 - Plan with Senior Minister a flow of leadership and ministry development workshops and classes that will provide a complete scope of skills needed over a year.
 - Engage materials from *The Transformation Experience* and especially the *Transformation Leadership Guidebook* developed for Unity of Fairfax as the leadership culture.
- Facilitate or invite other facilitators to provide skill building techniques for spiritual leaders.
- Encourage spiritual leaders to complete “The Art and Practice of Living with Nothing and No One Against You” and the Spiritual Gifts Discovery process.
- Provide an ongoing set of workshops that will instill all leadership skills needed for the spiritual community.
- Inform Senior Minister of specific spiritual leaders who may be good matches to lead a particular ministry area.
- Evaluate how leaders and team are working together and provide feedback.
- Coach leaders in specific skill development as needed.
- Serve on Transformational Action Team to keep leadership skill development a priority.

Qualifications Required:

- Gifted leader who understands progressive leadership and organizational development tools and practices
- Participated in The Transformation Experience and is committed to these principles and practices as how we will develop our organizational culture
- Gifted facilitator and teacher who can share leadership and organizational development principles and practices in a simple, inspiring manner
- Someone interested in people development
- Coaching skills

Time Required: 10 hours each time a workshop or class is taught (6-8 times per year)

Appendix Five:

Enlightened Leadership Article

Enlightened Leadership: Eight Spiritual Truths for Becoming Wise in Actions and Decisions

By Stephen L. Sokolow



Stephen Sokolow

Superintendents and other educational leaders rarely talk about what motivates us to do the difficult work that we do. Day in and day out we fight to create the schools that our children need and deserve, but rarely do we talk about the values, beliefs and principles that guide and inform our work and that sustain us in difficult times.

When people say they are glad they don't have our jobs, they mean it. So why do we do the work we do?

The reasons, of course, are complex, but fundamentally it is an expression of who we are at the core of our being. We care about other people, especially children. We believe in education and its value to our society and to the children we serve. We thrive on helping others and unleashing the potential in our staffs so that they, in turn, can unleash the potential in our children.

Many of the values, beliefs and principles that guide and sustain us have underlying spiritual roots. The more in touch we are with those spiritual roots, the more enlightened our leadership becomes and the more effective we become in leading others to a better future.

A Concept Defined

What is enlightened leadership? Given the complexities of the issues we face as education leaders, it sometimes seems as though we need the wisdom of Solomon to determine the right course of action.

The best way to think about enlightened leadership is that it is based on wisdom. Where does this wisdom come from? It comes from within us. It is the divine spark that guides us as we live our own lives and lead others toward a brighter future. Enlightened leadership is grounded in spiritual principles and because of this, it brings out the best in us and in others. Enlightened leaders not only know the right things to do and how to do things right, but they do them for the right reasons.

We all have gifts, but enlightened leaders share a common gift—that of making things better. Improvement may not happen immediately, but it becomes apparent over time. When you look at a beautiful garden, you know that an enlightened gardener

has been at work. When the plants are vibrant, healthy and beautiful, you know that good seeds have been planted and nurtured in a way that helps the plants manifest their inherent qualities.

That's what enlightened leaders do for the people and the organizations they serve. They spend most of their time and energy trying to make life better for those around them. People naturally gravitate toward enlightened leaders because their energy field uplifts them and makes them feel better about themselves.

Enlightened leaders are not infallible. They make errors as we all do. But they are growing and continually learning from their experiences. Enlightened leaders are less likely to lose their way because they have an internal compass that helps them find the path that promotes the highest good for the greatest number of people. This internal compass is an expression of our spirituality.

Spirituality can be seen in countless ways, but perhaps it can best be expressed as each human being's personal relationship with the divine. Spirituality connects us with divine energy—an energy that can help us grow and evolve into more enlightened versions of ourselves.

Enlightened leadership, as with many things, exists along a continuum from unenlightened to enlightened. Some people stand out at one end of the continuum as unenlightened leaders, such as Hitler and Stalin. At the other end are exemplary enlightened leaders such as Thomas Jefferson, Horace Mann, Gandhi and Martin Luther King Jr. The rest of us are sprinkled somewhere along the path between.

One way to move further along the path of becoming a more enlightened leader is to be guided by and practice specific principles or spiritual truths. We know exercise contributes to physical strength, agility and good health. The same principle applies to our "spiritual muscles." The more we strengthen these muscles, the stronger and more agile they become. As a result, the access we have to the divine source of wisdom that resides deep within us increases.

Eight Principles

The following principles of enlightened leadership or spiritual truths are available to all of us as leaders, and we can increase our effectiveness if we are attuned to them. These principles are not theoretical. They are real, and they are accessible to each and every one of us. Those described here are only a small sampling of the many principles that enlightened leaders follow.

*** *The Principle of Intention***

We all affect eternity by our thought patterns, our words and our deeds. They emit energy fields that contribute to the fabric that is woven into the unfolding pattern of

life. What we think, say and do always has a crucial underlying element, which is our intention or intended purpose. Our intention can be expressed in countless ways, but the better we know ourselves, the more aware we can be of our own true intentions. The more our intentions are aligned with our inner being and our life's purposes, the happier and more fulfilled we are.

Intention also serves as a powerful force in attracting people, material resources and other energies that can help us transform our intentions into reality. Enlightened leaders are aware of their intentions and naturally focus them on serving others rather than themselves.

** The Principle of Attention*

We all have the same 24-hour day to fill. How do we choose to spend that time? We continually make choices about the amount of time we will spend thinking, doing and being as well as what we focus on. Some people or tasks demand our attention while other aspects of our attention are like discretionary income, to be spent as we wish.

Enlightened leaders have insights that guide them in deciding where best to turn their attention. They tend to pay attention to the right things and do so for the right reasons. Our attention is powerful because it serves as a magnet that attracts others and helps us collectively align our energies. What we attend to shapes what we create, and what we create helps shape our reality.

** The Principle of Our Unique Gifts*

Each of us is blessed with unique gifts and talents. We are each a piece in a three-dimensional puzzle of life, striving to figure out where we fit. And just like a puzzle, life is incomplete without us. Each of us is important to the whole. Enlightened leaders help others see the contours of their lives so they can see how they can best contribute to the whole.

Enlightened leaders strive to help others identify their own gifts and talents and then cultivate them, helping them find their place in the puzzle. Some enlightened leaders may even see the gifts that others have before they themselves are aware of them. When we recognize our own unique gifts, we want to share them with the world. Enlightened leaders facilitate this process.

We are continually given the opportunity to learn and to grow and to manifest the gifts that we have been given. We also can gain insight into our unique gifts and talents by reflecting on our life experiences and connecting with our divine spark, our higher or true self. Enlightened leaders are aware of this process and are ever alert to the opportunity to shine light on the potential in others.

*** *The Principle of Gratitude***

It has been said that you cannot be too rich or too thin. That's certainly debatable, but I would argue that you cannot be too grateful. Enlightened leaders are grateful to the people around them and to life itself for the countless gifts they have been given. They have an "attitude of gratitude" and show it both internally and externally.

Gratitude isn't just a feeling. It is a form of energy. Gratitude begets gratitude. The energy of gratitude has the power to attract and empower. We know that when we appreciate others, they are more likely to appreciate us and, similarly, when we appreciate the unique gifts of others, they are more likely to appreciate our unique gifts.

Gratitude and appreciation are among those special things that you can give away but still possess. Enlightened leaders abound with gratitude for the honor of serving others.

*** *The Principle of Our Unique Life Lessons***

Life is a series of unfolding lessons that enable us to grow and become our best selves. Embedded in the challenges and vicissitudes of life are opportunities for growth and self-expression. Enlightened leaders look at the events around them and the challenges they are confronting not only with an eye toward meeting those challenges, but also searching within themselves for the life-lessons embedded in their experiences.

The universe almost demands that we pay attention to what can change our lives. If we understand and appreciate the lesson, our reward is usually another lesson, for each lesson becomes a stairway to the next. If we ignore the important lessons that come to us, they often escalate into a more difficult form.

Enlightened leaders not only contend with their own lessons but also help others identify and work through their lessons as well. Enlightened leaders try to look for the silver lining within every cloud and see life's lessons as an opportunity for growth and self-expression for themselves and others.

*** *The Principle of a Holistic Perspective***

A spiritual truth for people and organizations, indeed the universe, is that the parts affect the whole and the whole affects the parts. Since we are part of the whole, it is in our own enlightened self-interest to devote our vision, energy and gifts to shape the world that is unfolding.

We are complex beings comprised of mind, body and spirit. For our best selves to emerge, we must nurture and balance these three aspects. Enlightened leaders nurture and balance these characteristics in themselves and in others. They see the

mysterious interconnectedness of everything in the universe and seek to understand how the parts of any system affect each other.

Enlightened leaders know that what we think, say, and do affects the universe and what affects the universe affects us. They know that for any system to operate effectively and efficiently, all of the parts must be able to work well and work well together.

Enlightened leaders help others recognize that they are part of something that is larger than themselves, but also that every part is vital and important to the success of the whole.

** The Principle of Openness*

Enlightened leaders appreciate openness in themselves and others. They try to be open to all aspects of themselves, to their environment, to the divine aspects of other people and to the divine.

The universe is pulsating with limitless information. It comes to us at conscious and unconscious levels in direct and indirect ways. Information comes through our senses, through our dreams and intuition, through synchronicity and through divine sources. Are we receptive to this information? Do we take advantage of it? We must struggle with forces such as fear, illness and stress that push us to be closed rather than open.

Enlightened leaders work not only at hearing their own inner voice, but also hearing the voices of others. Through wisdom, enlightened leaders learn to discern which voices and which information carry the highest truths and which carry lesser truths or untruths. It's not easy because sometimes the truth is unpleasant or painful or it means we have more work to do, but enlightened leaders continually work at being open to divine guidance to pursue the highest good.

** The Principle of Trust*

Trust is an essential principle for enlightened leaders—a principle that must begin within us. First, we must learn to trust ourselves and to be trustworthy. Then we have to learn to trust others and to give trust to others as a gift. Last, we must learn to trust the universe and to trust the divine.

But trusting ourselves is not always easy. Trust must be tempered by wisdom to avoid trusting the wrong people or to protect against people betraying our trust. We trust leaders who are authentic, leaders whose walk is aligned with their talk. We trust people who do what they say and say what they really do.

Trust allows people to learn and grow although they may err along the way. Trust means living our integrity and respecting the integrity in others. Enlightened leaders tend to trust more so than not and, when in doubt, they are more likely to choose to trust rather than choose not to trust.

Shaping a Better Future

The principles of enlightened leadership are already a part of all of us. They are not something new that we must learn. Rather, we simply need to be reminded that they reside deep within us in the spiritual aspect of our being. These principles can help us manifest divine wisdom in fulfilling our sacred public trust as educational leaders.

Becoming more conscious of these principles and moving them to the forefront of our awareness will help us exercise sound judgment as we, as leaders, meet the challenges we face as we strive to shape a better and brighter future for our youth.

Bio

Stephen Sokolow, a former superintendent in New Jersey for 24 years, is co-authoring a series of books on enlightened leadership with AASA Executive Director Paul Houston. He can be reached at 9 Sandburg Drive, Allentown, NJ 08501. Email: SLsokolow@aol.com

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[Center for Empowered Leadership](#)

Appendix Six

The Thriving Ministry Model

An Integral Approach to Ministry Development

Developed by Rev. Dr. Gary Simmons

The Integral Framework

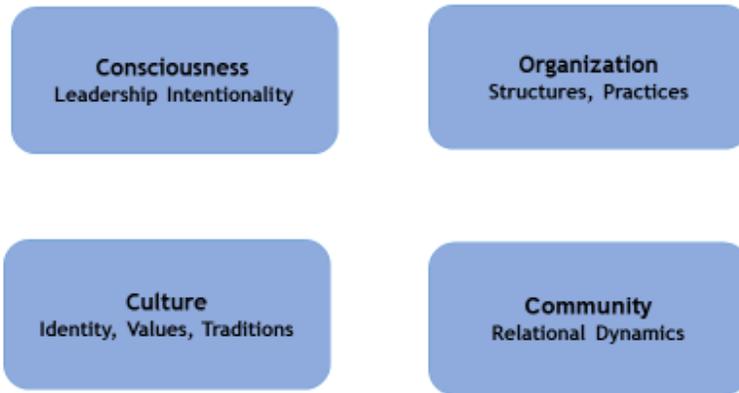
Based on the work of Ken Wilbur, this model is a holistic framework for understanding and working with growth and development issues. The focus is on inner emotional and spiritual maturity that leads to behaving in integrity with one's highest self (the Christ self).

The model emphasizes the whole of the ministry rather than reducing it to any one of its parts. A thriving ministry evolves all four quadrants which supports the whole system's growth.

The desired outcome of engaging in this leadership development process is a shift in the upper left leadership consciousness quadrant of the Integral (Thriving) Ministry Model. The consciousness quadrant focuses on the consciousness and intentionality of the ministry's leaders. This is seen by how they embody this consciousness and how they handle the opportunities and challenges of the ministry.

Thriving Ministry Model™

A whole system approach to ministry



In the Integral (Thriving) Ministry Model, traditional leadership roles are transcended, moving from managing to greater focus on modeling the ministry core values and applying Unity teachings, and from leading to a greater focus on developing other leaders.

Developmental Shifts

