

Leadership & Management of Urban Youth Ministry

Presented by Jeremy Del Rio, Esq.
www.JeremyDelRio.com

Why are We Here?

First Rule of Leadership:
Begin with the end in mind.

*What is the most important objective you
hope to achieve through your participation in
this class?*

*How will we know we got there
if we don't know where we are going?*

Ice Breaker

***What musical genre best
describes your leadership
style? Why?***

Leadership 101: Star Power?

Self Assessment

***"The unexamined life
is not worth living."***
- Socrates

Being Before Doing

Whose story are you living?

*"We overcome the enemy by the blood
of the Lamb and the Word of our
Testimony" Rev. 12:10-11*

***Leaders rewrite scripts, and are
transformed by renewing minds.***

The "Custodian of Your Story"

Who ... are you, and whom do you love?
What ... impassions and enlivens you?
How ... do you relate to the world?
Where ... has God placed you?
When ... were you called?
Why ... are you uniquely here?

***When people meet you,
do they want the sequel?***

How Are You?

Multidimensional people =
Multidimensional leaders

Five Primary Dimensions:

- | | |
|------------------|-------------|
| 1. Personal | 2. Family |
| 3. Faith/Kingdom | 4. Vocation |
| 5. Community | |

Four Helpful Questions

- What's right?
- What's wrong?
- What's confused?
- What's missing?

*(From Living the Life you were Meant to Live,
Tom Paterson)*

Assessment Tools

- Strengths Finder 2.0
- DISC Profile
- Uniquely You
- Meyers Briggs
- *First Things First*, Stephen Covey
- *What Color is Your Parachute*, Richard N. Bolles

BE Transformed

"Therefore, I urge you, brothers, in view of God's mercy, to offer your bodies as living sacrifices, holy and pleasing to God. This is your spiritual act of worship. Do not conform any longer to the pattern of this world, but be transformed by the renewing of your mind. Then you will be able to test and approve what God's will is, His good, pleasing and perfect will. For by the grace given me I say to every one of you: Do not think of yourself more highly than you ought, but rather think of yourself with sober judgment, in accordance with the measure of faith God has given you. Just as each of us has one body with many members, and these members do not all have the same function, so in Christ we who are many form one body, and each member belongs to all the others." Rom. 12:1-5 (NIV)

Leaders' Impact Potential

Growing leadership capacity depends on:

1. **Calling:** *Are you faithfully doing the unique work that God has called and equipped you to contribute to building His Kingdom?*

- DEVOS LEADERSHIP
2. **Character:** *Are you consistently living out the values you espouse, applying them to every action and decision?*
 3. **Commitment to Change:** *Are you willingly adjusting thoughts, plans and actions to align them more fully with God's will for life and ministry?*

Remember: Be, first.



So what do leaders do?

Brainstorm a working definition for leadership. What does it look like?

"The unexamined life may not be worth living, but the life too closely examined may not be lived at all."
- Mark Twain

Leadership in Ministry

The Great Commission:
A Leadership Development Mandate

"Then Jesus came to them and said, 'All authority in heaven and on earth has been given to me. Therefore go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything I have commanded you. And surely I am with you always, to the very end of the age.'"
- Matthew 28:18-20

Character, not just competence.

The Leadership Quest

"The world's best companies are realizing that no matter what business they are in, their real business is building leaders."



- Fortune, 10/01/07

A Leadership Story

The Christ Model

- Live among the community
- Choose leaders from within
- Minister broadly, but invest life in a few
- Empower leadership before they were "ready" (e.g. Luke 10)
- Trust the leaders he groomed to do "greater works" than he

"I Am": JC knew who He was

Servant Leadership

Philippians 2:1-18

"Your attitude should be the same as that of Christ Jesus: Who, being in very nature God, did not consider equality with God something to be grasped, but made himself nothing, taking the very nature of a servant, being made in human likeness." v. 5-7

"Do everything without complaining or arguing, so that you may become blameless and pure, children of God without fault in a crooked and depraved generation, in which you shine like stars in the universe as you hold out the word of life..." v. 14-16

"Shine like stars"

The star leads wise men ... to Jesus.

Most who saw it didn't get it, but those who did understood the star's significance:

- Not it's brilliance
- But the one to whom it led.

Not just "who," but "to whom."
To whom are you leading?

The Urban Youth Leader

Adapted from Latino Leadership Circle's ACTS program

Working Definition

"Christian urban youth leaders are those individuals called by Christ as servant leaders to use their God-given gifts and skills to serve youth in an urban context."

Four Core Principles

- 1. Calling:**
Called by Christ to a journey of servant leadership. The calling is progressive and a life-long process.
- 2. Capacity:**
Effective leaders continuously develop their knowledge, skills, and gifts. Capacity also refers to the organizational resources needed to do the work.

- 3. Context:**
Must accurately understand self, ministry, and the dynamics of urban community.
- 4. Commitment:**
Ministry must emanate from the core of the leader's life and relationship to Christ. Requires character, integrity, spiritual disciplines, core values, and overall commitment to follow Christ.

1. Calling

A Leader's Calling:

- A journey of servant leadership.
- A progressive calling and a life-long process.
- Readings:
Matthew 20:25-28 // John 13:1-17

Servant Leadership

Four Components:

- 1. Humility.**
Urban youth leaders are called to lead humbly and not from the nexus of their egos.
- 2. Service.**
Jesus calls urban youth leaders to significant giving of themselves - time, talent, resources - to others.

- 3. Outward Focus**
The focus of service is not to oneself but to be a servant to others.
- 4. Love**
The motive for service is not to get attention, look good, or gain sharper skills. The primary motive is love.

A Closer Look

Characteristics	Biblical Directive	Contrasts
Manner of Leadership Humility	How? "not lording it over"	humility, not ego
Essence of Leadership Service	What? "a servant and slave"	giving not receiving
Recipients of Leadership Others	Who? "for many"	others, not self
Motive of Leadership Love	Why? "one full extent of his love"	a towel, not a throne

Adapted from *Being Leaders*, Aubrey Malphurs, 2003

2. Capacity

The leader's knowledge, skill, and gifts.

- Spiritual gifts
- Natural talents
- Temperament (leadership style)
- Knowledge and skills necessary for effective youth ministry

3. Context

Context matters. Influences:

- **Self**
Upbringing, culture, values, beliefs
- **Ministry**
Size, life cycle, history, culture, demographics
- **Community**
Neighborhood, socio-economics, demographics, history, culture

Understanding Context

Exercise, Part 1

Write down at least 3 things in each category that have influenced or shaped your leadership.

- Self
- Ministry
- Community

Exercise, Part 2

Small Group Qs:

1. What are common threads?
2. Implications for youth ministry?
What requires special attention?

4. Commitment

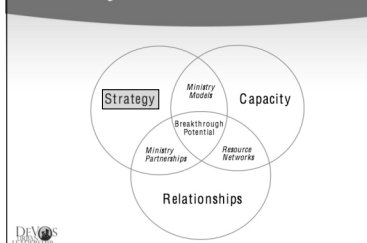
Reflected in:

- Character
- Authenticity
- Faithfulness
- Accountability for failure
- Spiritual disciplines
- Perseverance

Leading and Managing Strategically

Adapted from Prof. Tom Ference,
Columbia University
Institute for Non-Profit Management

Ministry Assessment Model



Ice Breaker

List the ways you can grow your ministry.

Brainstorm Rules:

- Go for quantity
- Don't be judgmental or critical
- Write down all ideas
- Piggy-backing is encouraged
- No idea is stupid or silly

Christ: The Master Strategist

Ephesians 1:11-12

"In him we were also chosen, having been predestined according to the plan of him who works out everything in conformity with the purpose of his will, in order that we, who were the first to hope in Christ, might be for the praise of his glory."

See also: Gen 3:15, Is. 37:26, Prov. 6:6-8, Is. 30:1-5, Rom. 15:22-29, Ex. 18:1-27, Rev. 4:2-11, 1 Cor. 14:40, Num. 11:1-35, Dt. 1:13-18

Strategy: The Basics

What is it?

Consciously choosing the future

The Stratego

A person, chosen to lead ancient Greek armies into battle, based on:

- The ability to grasp big picture
- See multiple ways to get there
- And flexibility to change course as circumstances change

Elements of Strategic Thinking

First half of stratego mindset:

Standing in the present, we think, we believe, we feel that if we efficiently and effectively use the resources at our disposal and those we're able to attract in pursuit of our purposes in a manner consistent with our beliefs, we can see in our mind's eye some psychologically meaningful distance into the future the state of affairs. I intend to bring about (the nature of the organization, community, etc.) that would not have happened in the normal flow of things absent conscious intervention.

- Prof. Tom Ference, Columbia University

Requires Mind, Heart, and Strength

Multi-Layered Mindset

- Mind: I think
Rationally possible
- Heart: I believe
Over and above reason, the appetite for risk
- Soul: I feel
The only thing worth doing

Second half:

The ability to walk out into that future in your mind's eye and discern how to get there from the present.

Like a maze:

Begin from the end and work backwards.

What's the point?

- To systematically, consciously, effectively add value over time.
- Transform purpose into performance
- Leave a legacy

Let your eyes look straight ahead, fix your gaze directly before you. Make level paths for your feet and take only ways that are firm. Do not swerve to the right or the left; keep your foot from evil. (Proverbs 4:25-27)

The Dialectic

- Dialogue between the present and the future where the future drives the dialogue.
- Dialectic:
Thesis -> Antithesis -> Synthesis

Analytic Models

- Economic:
The allocation of resources on shared value basis
- Political:
The allocation of power and influence and support on a differential basis

Adapt and Evolve

- Strategic actions change the world
- Evaluate impact regularly
- Adapt strategy to changing realities

Bake "A PIE"



(Adapted from Latino Pastoral Action Center's "Transforming Youth Capacity Project")

The Strategic Cycle

- Psychologically meaningful distance into the future
- May apply to a particular organization or a field
- Implementation may extend beyond leadership cycle (easier to think tactically or operationally)
- External environment can distort strategy (e.g. funders)

Examples:

- The "Law of the Farm" (Stephen Covey)
- Harlem Children's Zone
- Middle School

Three Considerations:

1. Intrinsic nature of the work
2. What regulations apply?
3. Competition

- Constrained by the mission
- May be multiple cycles running concurrently
- Different than task time frames

Management Challenges

- Strategy happens out of the flow of daily events
- Requires intentionality
- 80/20 Rule
Use today's discretionary 20% of time to make tomorrow's 80% more fruitful

Built to Last

- Core ideology (belief system)
- Core purpose (goal)
- BHAG: Envisioned future (idealized vision, vividly and emotionally described)

Defining Vision: Where are We Going?

Adapted from Prof. Tom Ference,
Columbia University
Institute for Non-Profit Management

Review

- The point of Strategic Leadership is to systematically, continuously, effectively add value over time. This comes by transforming purpose into performance.
- Without strategy, we muddle through towards a definite future (funding ends in 18 months) and an indefinite future (what next?).
- The test is: produce more and more of what we set out to do.

Proverbs 29:18

- "When there is no revelation, the people cast off restraint." (NIV, NKJV)
- "Where there is no vision the people perish." (KJV)
- "Where there is no vision the people are unrestrained." (NASB)
- "Where there is no vision, the people run wild." (NLB)

The BHAG

- "Big Hairy Audacious Goal"
- The Mission Realized
- Examples
 - Daimler Benz: Finest auto no matter cost
 - VW: Most efficient auto at lowest cost
 - March of Dimes: Realized original BHAG - "Cure Polio." Changed to childhood diseases

How?

- Clock-building, not time-telling.
- Be a diagnostician.
Ask the right questions in the right order to get to the heart.
- Preserve the core AND stimulate progress

Clock Building

Three strategic thinking levels.
Order matters:

1. Conceptual
Who are we and where are we going?
 - Aspirational
 - Intentional
 - Purposeful

2. Analytical Testing the feasibility of aspirations

- Feasible
- Rational
- Empirical

3. Operational How will it be implemented?

- Implementation
- Behavioral
- Action

1. Conceptual

The Emotional Basis for a BHAG

- **Mission:** Who are we and why do we exist?
- **Values:** What do we believe in / hold dear?
- **Vision:** Where do we want to be in the future? What are we willing to be accountable to?
- **Strategy:** What do we have to do to get there?

Mission

Criteria

- Incremental (resource allocation)
- Existential (purpose)
- Economic (secures resources)
- Identity (for employees too)
- Action (energizes and demands action)

Values

What do you believe in?

Categories:

- + Professional
- + Economic
- + Social
- + Individual
- + Philosophical

Bind people together
Standard for evaluation

Creative Imagination Exercise

You are a community network of youth service providers who have organized to confront educational inequity. No formal organization or budget. Local schools graduate 33% and average graduates read at 8th grade level.

What do you value?

Vision

Mission Realized

- Idealized, vivid, emotional
- Specific and concrete
- What outputs derive from mission? Benchmarks for evaluation
- Should be consistent over time until realized

Vision Statement

- Definable timeframe
- Specific, measurable, and objective
- Sample:
"By ... we will be ... and will have the following in place ... in order to ... our clientele"

2. Analytical

Test Feasibility of Vision

- A. Where are we now? (Snapshot)
- B. Environmental analysis (What's happening out there that matters?)
- C. Internal analysis (What do we bring to the party?)
- D. What gaps exist between present and desired future?

Gaps

Fit: If vision is right, gaps are huge
Timing: Never enough time
Capabilities: Prepare to be stretched

***Make the world
make room for you.***

SWOT Analysis

Assesses

- Strengths
- Weaknesses
- Opportunities
- Threats

Creative Imagination Exercise

You are a community network of youth service providers who have organized to confront educational inequity. No formal organization or budget. Local schools graduate 33% and average graduates read at 8th grade level.

Perform a SWOT analysis.

3. Operational

How to get there from here?

Consider:

- Milestones
- Critical Success Factors
- Obstacles
- Deal with reality