

## Something Went Wrong?/Right!

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Leadership Principles:

1. As God brings people through tough experiences, they learn more of his interest in their growth and development.
2. Part of leadership is being sensitive to the needs of those who have gone through a difficult experience such as a death on the family.
3. It doesn't help to ask why things have happened as if God is to blame.
4. Listening to those who have experienced trauma can be helpful. Encouraging them is essential.
5. Don't be afraid to make a quick decision—though it may be personally costly.
6. Complete the task that God has guided you to begin.
7. Evaluate the performance of those in the program so that if they are failing, they can be helped or reassigned.
8. Titles can mislead both us and the people we lead.
9. Jesus taught true leadership comes from serving.
10. He also taught that the greatest among us is the one who becomes like a little child.
11. Jesus himself used a non-impressive, historic but generic title for himself, "Son of Man."
12. Pretending to be somebody or touting our accomplishments gets us nowhere in God's eyes.
13. Show respect to those who have worked hard to accomplish their goals in the overall task.
14. Give the whole team credit for what has been accomplished because all have participated.
15. Give glory to God because he is ultimately the one who has made it possible.
16. Understand your own gifts and calling so that lack of respect toward you isn't as troubling.
17. What a person has done in an extreme situation isn't a dependable indicator of what he/she will do in other situations.
18. Focus on real effectiveness—solid results on a regular basis.
19. Learn the discipline of rejoicing in the midst of opposition and difficulty.

20. Don't make a big deal out of something that has no lasting impact in the program.
21. Try to understand the motives of those who are impatient to make their situation better for working in.
22. Show that although you are disappointed with the wrong behavior, you will expect better the next time something comes up.
23. There are circumstances that call for tough action, such as when a direct instruction is ignored.
24. Build a team of leaders—with emphasis on the team, not on a single individual.
25. Evaluate the gifts and talents of the available personal—considering redeployment into ministry or tasks that they are best suited for.
26. Trust God to provide the resource needs of the program he has guided you into.
27. Look for and invest in the needed additional training particularly for developing improved team relationship.
28. Listen carefully to previous leaders of the program to learn what you can from them.
29. Persistence will get you where you want to go—if you are on the right track.
30. Look for key people who can help and do not hesitate to suggest to them what they can do.
31. Even though there are major cultural differences that may hinder, remember that believers in every country are brothers and sisters who want to help.
32. Keep trying when you are blocked.
33. Keep listening to God as you work toward what he wants to see accomplished.
34. Don't be put off by differences. They will be the things that provide your persistence.
35. Look for the key person who will be the local leader or booster of the work. This might be the “man of peace” in some settings. In other settings, it may be an influential pastor, elder or qualified lay leader.
36. Promote unity in structure and working environment but allow diversity in the expression of giftedness.
37. Teach people the benefits of changes that you have made.

38. Give people the opportunity to buy into new programs.
39. Be ready to confront a spirit of independence when you find it over used.
40. Train yourself to make decisions without agonizing over the little things.
41. Be aware of the resources available to you to help with decision-making.
42. Understand your own strengths and weaknesses so that you can help others do the same.
43. Build on positive developments that have grown in the ministry.
44. Put yourself in the shoes of any person affected by your decisions so that you can sense what he/she is feeling.
45. Emphasize the shortness of time that we have to complete our work.
46. Provide expert help to nonproductive workers as a way of stimulating them to better and more effective work.
47. Move unproductive teams into places where they can contribute or in extreme cases, seek their dismissal from the organization.
48. Guard yourself against stress and burnout. Find an accountability partner—ideally someone that is somewhat removed from the immediate circumstances of your work.
49. Give the other person the benefit of the doubt if there is a complex situation or some sort of misunderstanding. Find out his/her side of it before attempting to make changes.
50. Learn what you can from others directly or implied criticism even though it may be hard to take.
51. Listen to the technical experts on such things as backing up data.
52. Listen to what the workers have to say but seek to guide them beyond where they are now.
53. Project a future in which the team becomes productive. Then generate with them the necessary steps to get there.
54. If possible, look deeply into the lives of workers that are failing, to see why they have a negative attitude toward the work they have agreed to do.
55. Make allowances for older workers but don't give in to unproductive behavior.

56. Emphasize the importance of getting core tasks done either first on in conjunction with less important ones.
57. Find ways of giving care to people who are showing stress.
58. Visit people at home to get deeper understanding of them and their situation.
59. Give people permission to resign and move on if they are failing and refusing help.
60. Take time to consult carefully with those affected by a new proposal before making it formal.
61. Don't work on your own. Bring people into what you are thinking.
62. If a proposal is turned down, try to salvage at least part of it.
63. Be aware of what the most sensitive issues that you are dealing with in your responsibility.
64. Focus on developing leaders that you sense may be open to being mentored.
65. Learn to value good leadership wherever you see it.
66. Encourage the leaders involved, knowing that he has gone the extra mile to serve his fellow workers.
67. Find ways to keep people with you who know the corporate history.
68. Ignoring the needs for leadership development is a plan that leads to decline and failure.
69. Study the leadership actions of great leaders and emulate them as much as possible.
70. Be sure to distinguish style vs. content in emulating a great leader. Establish your own style.
71. Recognize the leadership gifts of women as well as of men.
72. Keep in mind the external context of the work including needs in neighboring countries.
73. Take risks as needed to advance the work.
74. Extend your management reach by delegating.
75. Reach agreements on the objectives to be accomplished and do not insist on agreements on every detail of how it is to be done.
76. Keep an open door—and an open mind.

77. Do unto others, as you would have them do to you.
78. Don't be afraid to confront leadership over you when they have failed in some way.
79. Include all of those involved in a program or project when discussing its future.
80. Focus on building consensus on issues that are causing division.
81. Never stoop to using win-the-argument-mode when you are discussing issues with a colleague.
82. Guard yourself from the deceit of smooth talkers.
83. Hear both sides of a story before you decide what to do about a situation.
84. Confront as the need arises. Do it with gentleness, not pretending to know all of both sides.
85. Develop understanding of what is in a man/woman.
86. Confess your own deceitfulness and wrongdoing as the need arises. Never seek to cover it up.
87. Prepare well and be careful in timing of confrontations.
88. Make sure you have understood clearly God's direction to you and then follow instantly.
89. Abandon all pretense before the Lord.
90. Know what your job is and stick to it. Do not deviate unless you get strong advice from leaders you trust that pushes in another direction.
91. Avoid all appearance of evil.
93. Don't let your relationship even with your spouse blind you to what is really going on.
94. Whether you are in ministry or not, never counsel or even be alone in a closed room or building (or isolated place) with any person of the opposite sex who is not your spouse.
95. Do not treat people as if they were machines.
96. People are happier in a teamwork environment because it gives a greater sense of fulfillment when the job is done.
97. Face your responsibilities with resolve. Don't turn back.

98. Agree in prayer with coworkers who know the situation you are dealing with in order to increase the power of your prayers.
99. Respect your leaders. This respect underlines all orderly organization and government.
100. Obedience to an authority on earth is a test of obedience to Christ.
101. Humility is necessary in the face of disobedience. We ask people to be responsive to our leadership, but we do it with meekness since we are fallible.
102. Sometimes tough love involves separating ourselves from someone who will not listen.
103. When you need help or advice, start with the person with whom you have been relating. He knows your situation best and will base his advice on what is happening now.
104. Watch for little signs of distance or disaffection in people who have been on good terms in the past. This may signal a growing problem between you that you have not yet discovered.
105. Draw those you are working with into identifying with you by being as open as possible with them—especially if you are dealing with a difficult situation.
106. Stick to what you believe is right even though difficult but make sure you are taking your stand on an issue that is worth the effort.
107. Catch problems early before they have time to involve more people or to become a source of gossip.
108. Do not allow yourself to continue in a critical spirit toward the one who has shown a fault. Restore the person.
109. Look at all sides of the situation—not narrowly at the action of the perpetrator.
110. Put yourself in the shoes of any person affected by your decision so that you can sense what he/she is feeling.
111. Make sure of the key facts involved before forming judgment or making a decision.
112. Show appreciation and care for all workers, through their introduction and integration into the work.
113. Don't allow emotional involvement to sway major decisions.
114. Handle any additional problems with the directness and seriousness that is required to show it.

115. Seek a balanced approach that recognizes the needs of the family as well as of the additional person.

116. Look for other problem behaviors that may have come as a result of the addition.

117. Provide opportunities for people in intense work to refresh their commitment to holiness.

These are from the “Appendix: Leadership Principles” from the book *Something Went Wrong?/Right!* Author: Alan Robert Pence.