

Leadership Style Indicator Results

This summary uses your responses to examine how you relate to six different styles of leadership. **No one of these aspects of leadership is any more or less important than any of the others:** they complement and balance each other. Clearly, the results are based on your answers. For each area your answers are combined to give a score between 5 and 25. [A score of 25 would suggest that you see yourself as very strong in this area; a score of 5 indicates that you do not see this as your area of strength]. The important thing is to look at the **relative** scores between the areas. Take time to thank God for the strengths you have in leadership. You may also like to think and pray about who else in the CU has leadership strengths in the areas where you score less well. If this feedback summary gives you any surprises, do talk it through with someone who knows you well: it may be that one or two questions or your interpretation of them have unduly impacted your scores. Transfer your scores from the indicator to the table below, taking care to **subtract** the score you awarded to the questions given in the final row of the table. This will give scores for each of the areas.

Pioneering Leadership	Strategic Leadership	Management & Administration	Team Leadership	Pastoral Leadership	Encouraging Leadership
Q1	Q8	Q2	Q6	Q7	Q3
Q11	Q10	Q9	Q12	Q14	Q5
Q20	Q16	Q18	Q25	Q22	Q13
Q26	Q28	Q24	Q30	Q29	Q19
+6	+6	+6	+6	+6	+6
Subtotal:	Subtotal:	Subtotal:	Subtotal:	Subtotal:	Subtotal:
-Q4	-Q21	-Q15	-Q23	-Q17	-Q27

Pioneering Leadership. These are leaders who are willing to push themselves, taking risks in striving to move forward to reach long-term goals. We might quote Philippians 3: "forgetting what is behind, and straining for what lies ahead". Pioneering leaders are passionate about vision, and are wholly committed to it. Paul is a great example of a leader focused on pushing out the boundaries of the church, despite great personal risk. Pioneering leaders are at their strongest in the early stages of a vision or project, excited by seeking out where God is calling. They need to beware that as time passes they may lose interest in the implementation of a vision, eager to be looking ahead to the next challenge.

Strategic Leadership. Leaders who can break down visions and into manageable chunks are vital. Strategic leaders have the insight to work out ways of achieving the vision, and are able to persuade the others to accept this plan. When Nehemiah led in rebuilding the walls of Jerusalem, he demonstrated great strategic leadership in dividing the work up, and in keeping the task manageable. His plan was good and the walls were rebuilt in 52 days. Strategic leaders can bring common sense to the task: they help show how the seemingly impossible can be achieved. However, like pioneers, they can be less engaged with the implementation of a task, preferring to leave this to others.

Management & Administration. Any Christian group needs good managers, people with gifts of administration, because all visions require people to plan, delegate and organise. Without this, the best plans may not get implemented! The apostles delegated the practical tasks of sharing food and caring for widows to those with the necessary gifts, including Stephen and Philip. Managers are often under-appreciated, having a leadership style which is less "up-front" than some. However, much of the work simply would not get done without them. They are able to organise and follow through on all the necessary tasks to ensure that the project is completed on time. They may struggle to relate to the visionary pioneers - dreaming of achieving the impossible is not their home ground!

Team Leadership. This is leadership in a group context. For the church as 'the body' [1 Cor 12], working together is clearly important. The key strengths of team leaders are a desire to work with others, and an ability to trust them. Team leaders need humility and servanthood: their sole aim is that the team achieves its goals. What they achieve as individuals is secondary. The greatest contribution Silas made to the church was training and developing Paul's ministry so he could go on to achieve greater things later. Team leaders are invaluable: team leaders are needed to ensure harmony and effectiveness in the way a team works.

Pastoral Leadership. Many Christian leaders feel they ought to be pastoral leaders, although many don't have this as their primary style. This is not a problem! Pastoral leaders are real "people people", who have an important role in supporting others, particularly when times are hard. Vision and moving towards it seem less important to pastoral leaders. Peter was a pastoral leader, a complete contrast to Paul's energetic church planting and exhortation. Pastoral leadership is often unseen and publicly unappreciated, yet hugely important. Pastoral leaders can sometimes be threatened by the pioneers and strategists, and at times are irritated by the attention to detail shown by the managers. Yet their contribution to a team is invaluable, and they command huge respect and support.

Encouraging Leadership. Paul was a great encourager: his letters to the early churches contained great encouragement as well as teaching. Encouragers are able to motivate and have great discernment into peoples gifts, their feelings and what motivates them. Who doesn't need encouragement?! Encouraging leaders have the knack of knowing when a quiet word can spur people on, when to challenge and when to support, when to coach and when to give space. Occasionally they may irritate people by appearing less "involved" than other leadership styles - sometimes people want more than just encouragement.

