



NEXT GENERATION LEADERSHIP PROGRAMME

Creating servant leaders for the African Church

MODULE 1 WELCOME MODULE

Learning Leader Guide

**Servant Leadership Programme
for Alumni**

Welcome to the Servant Leadership Programme

As you move through this programme, take advantage of the opportunity to bring your whole self to your experience.

Take time to reflect on your motivations and intentions (heart), the beliefs and theories presented (head), how you may use your gifts and talents in your actions and service to others (hands), and what practices you may wish to enhance, eliminate, or change to become more effective (habits).



Questions for Servant Leaders

Heart - Am I a self-serving leader or a serving leader? What are my motivations? My intentions?

Head -What beliefs and theories do I hold about leadership? What more might I learn? What might I contribute?

Hands -What ideas do I have? Who will I inspire? What will I implement?

Habits: Who do I want to be as a leader? What practices and behaviors will express my values and intentions?

Programme Aspirations

This Servant Leadership Programme experience is designed to support you in your growth and development as a servant leader by:





- Growing in community with each other
- Drawing inspiration from Jesus, women, and each other as models of servant leadership
- Learning the difference between traditional models of leadership and servant leadership
- Discovering and applying servant leader mindsets, habits, and practices upon a synodal platform
- Offering supplemental materials, activities, and resources that you may share or use in your team, organization, and congregations.

Programme Format

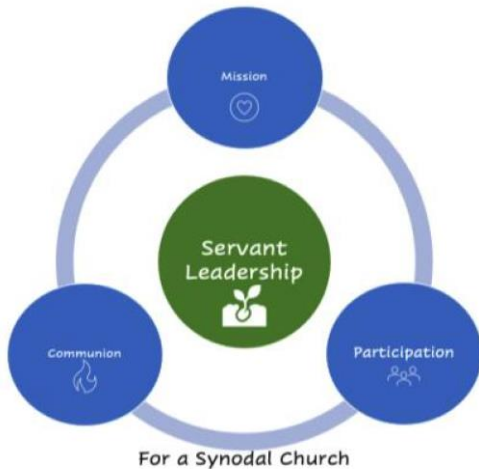
The format of the programme draws inspiration from the synodal process; a process of listening, encountering, dialoguing, and discerning in community with others and with the Holy Spirit. In the process we engage in deep reflection, build trust in ourselves and in each other through active and deep listening with empathy, reflection, and discernment.

In turn, we explore and discover how we might draw from our leadership development experience to create and foster a similar environment with those whom we lead and serve.

Icons Used in this Learning Leader Guide

	RESOURCES FOR LEADING AND LEARNING: Additional information may be found in the appendix. You are encouraged to reference these resources to support your ongoing learning and servant leadership. Share with others to incorporate into their leadership, teaching or development and formation of others.
	JOURNAL: Capture your reflections on your learning experiences. Write down key ideas or new concepts. Highlight insights and shifts of thinking to inform new ways of being (leadership mindsets, behaviors and practices) and doing (actions).
	ASSESSMENT: Respond honestly to self-assessments that capture your current thinking, feelings, and behaviors in relationship to a leadership principle or practice. There are no right or wrong answers. Identify your strengths and opportunities for growth and incorporate your insights and new awareness into your individual leadership action plan.
	REFLECTION: Take a moment to reflect, in any way you like (journaling, silent prayer or meditation) on how the Holy Spirit might be using the tenets of synodality in your life.

The Synodal Platform and Servant Leadership



Synod is an ancient and venerable word in the Tradition of the Church, whose meaning indicates the path along which the People of God walk together. As People of God, walking and journeying together, synodality is lived out through our daily words, actions, and interactions with each other.

The synodal process is characterized by three dimensions:

- **Communion:** Listening to the Word of God
- **Participation:** Serving one another through the gifts each have received from the Holy Spirit
- **Mission:** Bearing witness to the living Gospel

Synodality is expressed through our style or set of behaviors and mindsets for how we live, work, and pray together as Catholics who follow in the way of the Gospel. As baptized and confirmed members of the church, every individual is endowed with the gifts, talents and charisms that will renew, transform, and sustain the church’s vitality now and into the future.

Studying and practicing servant leadership offers church members, all of whom have the potential to serve and lead, a set of traits and competencies, and associated skills and practices, that are congruent with the characteristics of synodality:

Characteristics of Synodality (Tenets)	Traits and Competencies of Servant Leaders (Behaviors)
<ul style="list-style-type: none"> ● Courage ● Humility ● Dialogue ● Openness, Non-judgment ● Discernment ● Belonging ● Visionary ● Hopeful ● Agency 	<ul style="list-style-type: none"> ● Leads with a Moral Authority ● Compassionate Collaborator ● Skilled Communicator ● Puts People First ● Systems Thinker ● Person of Character ● Has Foresight

What Develops in Servant Leadership Development?

Individuals who participate in the Servant Leadership Programme examine their leadership motives to better understand how they may help create a just and caring society through their apostolic works. The program structure and experience draw not only on theory and best practices, but creates a space for discussion of the issues, challenges, opportunities, hardships, and joys experienced by the participants. Everyone has something to learn and to offer as a community of learners.

The journey of leadership development, as James Kouzes and Barry Posner write in *The Leadership Challenge*, begins with self, “The quest for leadership is first an inner quest to discover who you are.”

“The quest for leadership is first an inner quest to discover who you are ...”

Learning to lead is about discovering what you care about and value.”

-Kouzes and Posner

As leaders explore what has meaning for them, they are better able to serve others and their organization by more effectively aligning their values with their actions, and developing in three areas:

- Self-Awareness (Leading Self)
- Personal Effectiveness (Leading Others)
- Organizational Effectiveness (Leading Organizations)

When individuals honestly assess and reflect on their leadership behaviors and open themselves up to learning, they grow in:

- **SELF-AWARENESS** of personal strengths and weaknesses; what one does well and not so well. Developing emotional intelligence by accurately identifying and understanding our emotions and reactions of others and effectively managing ourselves and our relationships
- **SELF CONFIDENCE:** developing a surer sense of what one has to offer others; developing a sense of risk taking and the ability to overcome challenges.
- **THE ABILITY TO VIEW LIFE FROM A BROADER, SYSTEMIC POINT OF VIEW:** learning to see the big picture and how to handle ambiguity while organizing complex situations.
- **THE ABILITY TO WORK IN SOCIAL SYSTEMS:** learning how to motivate, delegate, influence, build teams, manage conflict, and work with difficult people.
- **THE ABILITY TO THINK CREATIVELY:** learning to move beyond one’s own familiar frameworks and assumptions, learning to innovate and open up new opportunities.
- **THE ABILITY TO LEARN:** learning how to reflect and learn from experience; learning how to recognize when new behaviors, skills and attitudes are called for.

Building the Learning Community Activity

This activity fosters curiosity and surfaces the interests, talents, and gifts of those present in the group. In this activity we will focus our attention on the challenges and opportunities you encounter in your leadership. Everyone contributes to the conversation and notices patterns together. Our objective is to begin to identify together the broader individual and collective learning agenda.

Invitation:

What challenges and opportunities do you bring to this gathering?
What successes do you bring to this gathering?
What gifts do you hope to receive and offer to this community of learners?

Discussion:

What new patterns did you discover in your conversations?



Individual Reflection

What am I hoping to learn? What am I hoping to share with others?

Additional Resources for Leading and Learning

	<p>Articles and Online Resources</p> <ul style="list-style-type: none"> • For a Synodal Church: Official Handbook for Listening and Discernment in Local Churches
	<p>Lessons and Activities</p> <ul style="list-style-type: none"> • Common Discernment and Decision Making in the Church Online Course

The word Ubuntu, translated to English, roughly means, “I am because we are.”
 Nelson Mandela has described Ubuntu with these words:

“A traveler through a country would stop at a village and he didn’t have to ask for food or for water. Once he stops, the people give him food, entertain him. That is one aspect of Ubuntu, but it will have various aspects. Ubuntu does not mean that people should not enrich themselves.

The question therefore is: Are you going to do so in order to enable the community around you to be able to improve?”