#### Arrow’s purpose

Arrow’s purpose is to develop Christian leaders:

* Leaders dependent on the grace of God, confident about who they are in Christ, and empowered by the Holy Spirit.
* Leaders clear about their unique call and consistent in living it out.
* Leaders serving the Church with personal lives modelled on the servant character of Jesus.
* Leaders passionate for and committed to evangelism.
* Leaders skilled and competent to lead within a church or Christian organisation at a time of great challenge and change.

It is summed up in the strap line ‘to equip leaders to be led more by Jesus, lead more like Jesus, and lead more to Jesus.’ Based on the model at the heart of the programme…



Arrow is about life change/transformation.

### Acts 20:28 ‘Keep Watch…’

‘Integral to leadership growth and perseverance is leadership evaluation in the context of ongoing mentoring.’

A Passion for Leadership, Sandy Jones

‘The exercise of Christian leadership is founded in watching over yourself: developing virtues, habits, disciplines and skills over a lifetime of formation, which undergirds and gives integrity to the leadership which is offered.’

Steven Croft

|  |  |  |
| --- | --- | --- |
| Disappointment with ministry | ➡ | Experience/expectation do not match |
| Inter-personal conflicts | ➡ | Unresolved |
| Senior leaders | ➡ | Prove to be a disappointment |
| Neglect ‘inner life’ growth | ➡ | Pressure to perform and achieve |
| Preparation and training | ➡ | Inadequate or not continued |
| Leadership skills | ➡ | Fail to master |
| Calling | ➡ | Not clear |

Which of these do you or can you see yourself struggling with?

‘The marks of a leader that people follow and who persevere for the long haul in ministry are seen in those who cultivate a teachable spirit, a capacity to handle feedback, and a willingness to identify and transform internal fears and unhealthy driving factors.’

Sandy Jones

Throughout the Arrow Leadership Programme we will be using a variety of assessment inventories to aid self-awareness. As mentioned in the material sent out with the inventories, these assessments are meant to act as helpful guidelines. You may well find yourself disagreeing with certain assumptions or conclusions. That’s fine, but please do keep yourself open to what they may be saying, even if it is occasionally uncomfortable! It is often worth checking out areas you’re unsure of with either those who know you well or with a trained interpreter of the instrument. During residential 1 we focus on two instruments.

### 1. 16 PF-5 with Alex Volcansek

Alex is a qualified Occupational Psychologist who will meet with each participant for one hour during residential 1. The material we sent you prior to the residential explains the background to 16PF-5.

* In preparation for your meeting with Alex, read through the report and prepare the areas you’d like to cover in your interview:
* Identify areas for clarification i.e. ‘I don’t understand…’.
* Identify areas of agreement i.e. ‘That is so me…’.
* Identify areas of uncertainty i.e. ‘I’m not sure that is me…’.
* Identify areas of concern i.e. ‘That’s me, and I’d like to work on that…’.

### 2. Arrow Character / Call / Competency Model

This model is at the heart of Arrow. It was developed by considering qualities and characteristics that are foundational to Christian leadership. No one person will score high on every factor, but this model provides one way of assessing growth and development against some specifically Christian criteria. This is not technically a psychometric instrument, but rather a 360 review tool. The Arrow 360 Review includes insights from the five members of your feedback group. The following will help you make the best of your Arrow 360 Review report.

For each question there are a possible five scores from your review group, and your own score. The number in the box indicates the number of people who placed their tick in that box. Where four or more reviewers gave the same response, the box is highlighted in yellow. The number in the blue column reminds you where you placed your tick.

When considering this instrument please look for:

* **Trends** These may come in a number of ways. (1) Where more than one person has scored you differently from how you graded yourself. This may indicate an area to reflect on. If only one person has scored you very differently to everyone else this may be due to their lack of knowledge of you in that area, or exactly the opposite, i.e. they know you very well in that area. Prayerful reflection may help you decide which it is. (2) Where you have consistently scored yourself higher or lower than your feedback group. This may indicate you have been unnecessarily harsh or lenient with yourself.
* **Identify strengths** These are the areas to be thankful for and build on.
* **Look for gaps/limitations** These are the areas where you need to know yourself well and how your limitations/gaps impact others (see the development plan for further ideas on this).

In preparation for your meeting with your leadership partner:

* Read through your Arrow 360 in the same way as 16PF5 and go along prepared to explore some of the insights from the review. Your leadership partner will also be able to offer insights from your references where appropriate.
* You will discuss a variety of things, including your time with Alex (if you’ve already had it), your relationship with God, areas for growth and development.

### How to Handle Feedback Well

#### Positive feedback

Many people are quickly dismissive of the positive feedback they receive. Perhaps because:

* They think they know it already and so it does not bear hearing again.
* They are a harder self-judge than their reporters. ‘If they knew what was going on ten minutes before that they wouldn’t have been so kind…’
* They think their reporters are ‘sucking up’.
* They think their reporters are deluded.
* They think that to dwell on the positive and be pleased with it is to be conceited.
* They are so disturbed by the negative that they place all their attention on that.

Please appreciate the positive feedback you have received.

#### Negative feedback

People may be dismissive of the negative feedback they receive. Perhaps because:

* They have heard it all before ‘It’s the way I am and it got me this far…’
* They think there is nothing that can be done about a particular trait or skill.
* They think their reporters are taking the opportunity to ‘score points’.
* They think their reporters are deluded.
* They think that they are an OK person so ‘how could this be true?’

Common reactions to negative feedback are such that there is even a mnemonic to describe them – SARAH:

* **Shock** ‘They said what about me?’
* **Anger** ‘How could they say that considering…?’
* **Rejection** ‘They would say that wouldn’t they?’
* **Acceptance** ‘I wonder what led them to say that?’
* **Honesty** ‘Perhaps I am like that.’

Avoid the trap of getting stuck in any one phase but do allow yourself to travel through the phases. When you are at ‘acceptance’ or ‘honesty’ you can begin to decide whether to accept or reject the feedback. If you:

* **Reject it** Think about the consequences of taking no action (for you, others, those you lead).
* **Accept it** Think about how you might go about changing or developing and who might be able to help you.

Avoid the trap of trying to tackle everything at once. Prioritise and try to tackle no more than three things at a time.

#### A Checklist of What you Need to Do

1. Identify when you are meeting with Alex and your leadership partner. Timetables are displayed in the ballroom.
2. Prepare for the meeting by reading through the reports using the ideas on this page.
3. Pray for openness to what God wants to reveal through the process.
4. Attend the meetings and then reflect on the insights you’ve gained.
5. Complete the integration for this module and identify your development goals for between now and the next residential. Send these to Matt by 31 May.