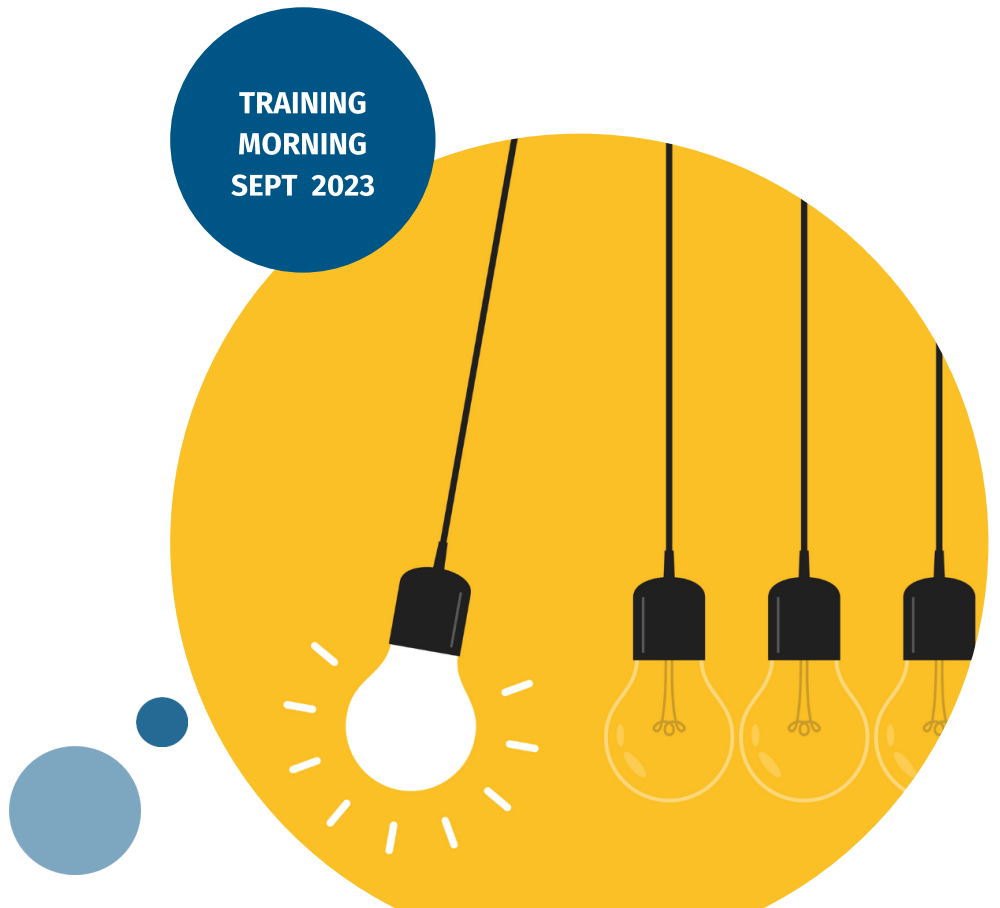




HOW TO BE AN AGILE LEADER

IN UNCERTAIN TIMES

TRAINING
MORNING
SEPT 2023



WELCOME

Welcome to How to be an Agile Leader in Uncertain Times. I hope you enjoy our morning together as we explore the complexities of leading in our context today. Let us know if there is anything we can do to help the morning work for you.

Overview of the Session

What is agile leadership?	3
What qualities are needed?	6
Next steps	11
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SUGGESTIONS FOR GOOD ZOOM ENGAGEMENT

- **Please participate, don't just observe** Ask questions (use virtual hand or just dive in with a question), contribute your best insights.
- **Set aside distractions** Close down other programmes, resist the temptations of your phone/tablet, put out of reach other reading material.
- **Keep your video on throughout** It will help you be fully present, and will help others engage with you. A blank screen is rather dispiriting.
- **Don't mute your sound** It helps with the flow of interaction, and an occasional background noise actually makes it feel less artificial. However, if there is a lot of noise in your room, or you are meeting as a group in one place, please do mute.
- **Combat Zoom fatigue** Two things will help combat weariness. Hide your self view (right click on your own image and select hide self view) and take regular stretch breaks (every 20 minutes or so stand up, stretch, take a few deep breaths).
- **Be patient** At some point something will go wrong. Please be patient with us as we try to sort it out.

GUIDELINES FOR GOOD INTERACTION

- **Learning together** We are all here to learn from God and one another. **Adopt a learning posture.**
- **Participate** Share your thoughts, insights and questions. Listen carefully to what others say. **Have an enquiring mind.** You'll get the most out of it if you do.
- **Confidentiality** What is said in the room cannot be shared outside the room attributed to anyone in the room. That makes it a safe place for us to be honest and share more deeply. **Choose honesty and openness.**
- **Reality check** It is always easy to become disconnected from reality in a training session, so please keep us connected with reality by taking us back to how things really are in your context. **Keep grounded.**
- **Next step** We will cover a lot of ground, but throughout our time together **be attentive** to what might be your next step following this morning's session. We will give you a chance to identify that at the end of the morning.

LEARNING TOOLS

We're using a Jamboard this morning, as well as some of the features in Zoom. It works best if you identify one person in your group to act as 'Jamboard monitor'. They will post on behalf of the group. They are fairly simple tools, but don't hesitate to ask if anything is unclear. You will also find various links to additional materials. They are in [blue](#) and [underlined](#).

TIMINGS

9.30	Welcome and Session 1
10.35	Coffee
10.50	Session 2
11.40	Stretch break
11.45	Session 3
12.25	Wrap up
12.30	End

Timings are for guidance only, apart from the end time. We will finish by 13.00.

LEAD ON

Sign up today for a free monthly email with articles, resource recommendations and reviews for all interested in improving their leadership. Either scan the QR code below or sign up at www.cpas.org.uk/leadon.



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WHAT IS AGILE LEADERSHIP?

LEVEL 1 – WHAT WE DO EVERY WEEK

LEVEL 2 – WHAT WE LEARNT IN THE PANDEMIC



ACTIVITY

As you reflect on the last three years, what have you learnt about being agile as a leader?

LEVEL 3 – WHAT IS NEEDED IN UNCERTAIN TIMES

‘An approach to people and team leadership that is focused on boosting adaptiveness in highly dynamic and complex environments.’

Wikipedia

WHY IS IT NEEDED?



‘During liminal seasons, our destination is not yet clear. The leader must keep the people moving forward, but the endpoint is fuzzy. Liminal seasons require us to build the bridge as we walk on it.’

Susan Beaumont



ACTIVITY, THE AGILE LEADER MINDSET

Where would you place yourself on the continuum between the two mindsets? Be honest with yourself, no one else is going to see what you put. What other mindsets would you add (you will have the opportunity to share these)?

LEADER STRUGGLING WITH AGILITY	LEADER EMBRACING AGILITY
We can't make any progress, our methods don't work anymore.	Our mission is too important, we have to find new methods to accomplish it.
Don't worry, things will go back to the way they were.	We tried something new already, but what else could we try that might be more effective?
We already changed once, that's all we need to do.	Things have changed again, what does this make possible?
We've never done that before, how do we know it will work?	We've never done that before, how can I help you try it out?
That other organisation is only having success because.	What are other organisations doing right now that's working? How can we learn from them?
?	
?	
?	

From Carey Nieuwhof, [The Pivot Ready Cheat Sheet](#).

FOR REFLECTION

What do you note from this exercise?

Recognise the Challenge Being Faced

- More to lead and manage
- People expect you to know the solution to the challenge
- In reality there is less that we can do.



Three Options for Leaders

1. Work Harder
2. Check out
3. Reframe the moment theologically and biblically



ACTIVITY

Discuss, how do you respond to this analysis?

Share on Jamboard: Are there challenges you are facing that need level 3 leadership?

Write your thoughts and challenges on the [jamboard](#) using the QR Code or link in the chat.

SCAN ME



WHAT QUALITIES ARE NEEDED?

'The world in front of you is nothing like the world behind you'
Tod Bolsinger

TECHNICAL PROBLEMS

- A-B.
- Problem to fix.
- Relatively clear solution.
- Can create a plan.

Bolsinger suggests:

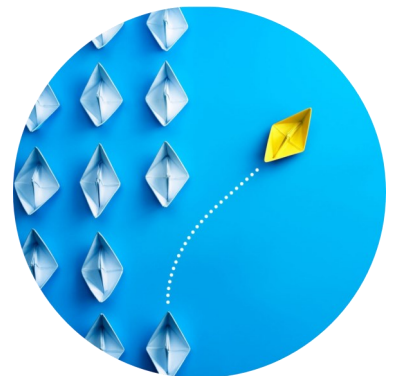
- Solutions available within the repertoire of the community.
- Require education, experience and expertise.
- Nothing trivial about them, can be big, serious and weighty.

ADAPTIVE CHALLENGES

- A to many possible Bs.
- Puzzle.
- Multiple potential solutions.
- Emergent.

Bolsinger suggests:

- Cannot be solved with existing knowledge, experience, skills.
- Require people to make a shift in values, expectations, attitudes, habits.
- Arise from changing environment and uncharted territory where not clear answer.
- Need leaders and followers both to learn.
- The new way forward will result in loss.





ACTIVITY

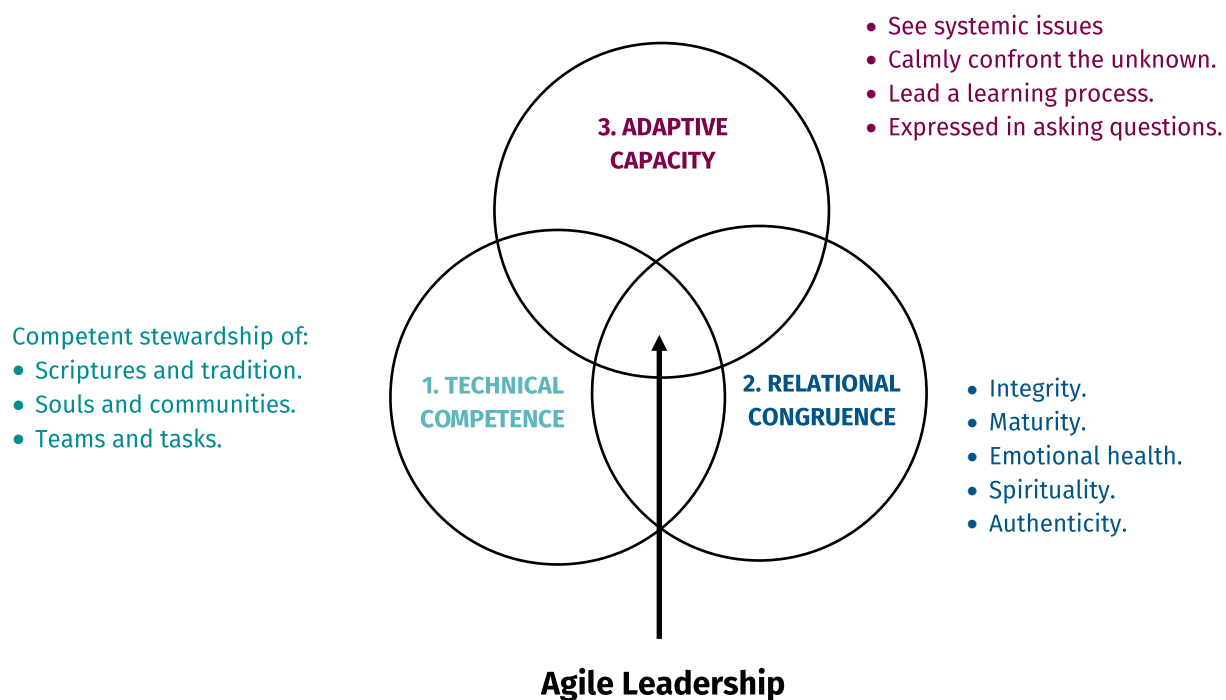
Think of some examples in church leadership of technical problems and adaptive challenges?

‘Leadership is energising a community of people toward their own transformation in order to accomplish a shared mission in the face of a changing world.’

Tod Bolsinger

AGILE LEADERSHIP

From Tod Bolsinger, *Canoeing the Mountains* (adapted)



‘No one is going to follow you off the map unless they trust you on the map.’

Tod Bolsinger

REFLECT ON THE RESPONSE OF THE APOSTLES (ACTS 11:1-18) TO THE EXPERIENCE OF PETER WITH CORNELIUS (ACTS 10).

WHERE CAN YOU SEE THIS TRANSFORMATIONAL MODEL AT WORK?’



The Core to Agile Leadership; Increasing Adaptive Capacity

- Listen to God and others.



‘The key to surviving in a world of unknowns is keeping a constant posture of curiosity, awareness and attention.’

Laurence Gonzales in *Everyday Survival: Why Smart People do Stupid Things*

- Learn.

- Lead.

Six Agile Leadership Qualities

1. Devotion to maintain a deep faith in God.
2. Willingness to address systemic issues.
3. Security to calmly confront the unknown.
4. Patience to lead a learning process.
5. Commitment to personal transformation.
6. Courage to press on through resistance.
7. Wisdom to discern a way forward

What might these qualities look like for you as a leader in your context?

What would help you grow in these qualities?



ACTIVITY

Take one of the adaptive challenges identified by someone in your group. Work on ways to approach the challenge using the insights you've gained this morning. Try to identify:

- Why it is a challenge.
- How you could best approach the challenge.
- What it will require of you as a leader.
- What practical steps you could take.

FOR REFLECTION

1. What insights have you gained this morning?

2. What two things have you appreciated about others or yourself this morning?

3. What one next step are you going to take as a result of this morning? Please make it simple, doable and attractive. Describe it in the most positive and concrete way possible and write it in the box below (and perhaps on a post-it note to stick somewhere it will remind you to focus on this action over the next 21 days).

4. When could you spend 30 minutes reviewing this day in the next week? Put it in your diary.

SCAN ME



Book next follow on event here.

RESOURCES

THE ONE TO READ

- How to Lead When You Don't Know Where You are Going, Susan Beaumont (Rowman and Litterfield).

TOP READS

- Canoeing the Mountain, Tod Bolsinger (IVP).
- Non Anxious Presence, Mark Sayers (Moody).
- Dare to Lead, Brene Brown (Vermilion).
- The Gift of Leadership, Steven Croft (Canterbury Press).
- The Practice of Adaptive Leadership, Heifitz, Grawshaw and Linksky (HBR).

OTHER RESOURCES

- Susan Beaumont on [Planning in a Liminal Season](#).
- Two [videos](#) on how to become a more adaptive leader from CPAS.
- Tob Bolsinger introduces the story at the heart of [Canoeing the Mountains](#) (video, 3:34)
- [Nine Principles of Agile Leadership](#) from the Agile Business Consortium.
- Word on the Street, [Four Key Shifts Facing the Church](#).



Thrive: Helping Your Multi-Parish Benefice to Grow

Looking for ways to thrive as a multi-parish benefice? Aware of the seeds of enormous promise within MPBs, yet also facing distinctive and substantial challenges? Longing to do mission and ministry well? The Thrive Collection is designed to help leaders and churches in MPBs to meet these challenges.

www.cpas.org.uk/thrive.



Lead On

A free monthly email with articles, resource recommendations, reviews for all interested in improving their leadership. Sign up at www.cpas.org.uk/leadon.



Leading Evangelism Learning Hub

Want to see the ministry of evangelism central to church life rather than on the periphery? Then sign up for our 14 month Hubs for incumbents to attend with others involved in leadership.

www.cpas.org.uk/hub.



How to Nurture a Faith Sharing Culture

An exciting and accessible new church resource to help leaders nurture a faith-sharing culture in their church, congregation, fresh expression or church plant.

www.cpas.org.uk/faith-sharing.



Venture and Falcon Holidays

CPAS runs around 90 fun-filled holidays for 8-18 year olds each year. The holidays are run by volunteers, and if you are interested in helping on one or know a young person who would benefit from a great holiday with a focus on Jesus visit www.ventures.org.uk.



Making Mission Possible

CPAS enables churches to help every person hear and discover the good news of Jesus. We are a registered charity working with individuals, churches and dioceses to resource local churches for mission in the UK and Republic of Ireland. To support our work or find out more, please visit www.cpas.org.uk or contact 0300 123 0780.