

CRAFTING *—Your—* LEADERSHIP POINT OF VIEW



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CRAFTING YOUR LEADERSHIP POINT OF VIEW

My primary goal for this eBook is to help you craft your own Leadership Point of View (LPOV). By doing so, it will help you clarify your thoughts about leadership, prepare you to teach your LPOV to others and help you become a more effective leader.

INTRODUCTION

Effective Leaders are Good Teachers

Leaders are teachers. Great leaders are good teachers and make teaching a personal priority. John Wooden was an English teacher who happened to be a basketball coaching legend at UCLA.

In his book, *Wooden on Leadership*, one of the leadership lessons he writes about is titled, “Call Yourself a Teacher.” Wooden believed that effective leaders are, first and foremost, good teachers. Leaders are charged with the task of teaching those under their supervision how to perform to the best of their ability in ways that best serve the goals and values of the organization.

Noel Tichy, author of *The Leadership Engine* and who once led the GE Leadership Center, did extensive research and found that the most effective leaders have a clear, teachable point of view and share it with others, particularly the people they lead. Winning leaders teach their LPOV to their team. Tichy defines a Teachable Point of View as the leader’s opinion on what it takes to win in his or her organization and what it takes to lead other people. It’s a foregone conclusion that teaching someone else is the best way to learn. Hence the importance of sharing your LPOV with others once you develop it.

I was exposed to the idea of a LPOV during my MBA program at Grand Canyon University under the leadership of Ken Blanchard, author of *The One Minute Manager*. Ken changed the name from a Teachable Point of View to a LPOV, and along with his wife, Margie took the concept to another level.

What is a LPOV?

I like to describe it as your personal *elevator pitch* that explains your personal leadership journey – your vision, values, goals and expectations as a leader. One of the most important things you can do as a leader is to share information about yourself with your team. Communicating your vision is the best way to create an authentic relationship with your staff.

Your LPOV becomes your personal *credo* that encompasses not just your vision, but your attitudes and beliefs about leadership. It outlines what you expect of yourself, what you expect from others and what others can expect from you. You essentially become a clarity architect. Sharing your LPOV with the people you lead sets an example and encourages them to think about their own values and beliefs.

Benefits of Crafting Your LPOV

- ✓ Clarifies expectations when onboarding staff
- ✓ Inspires others and helps to connect with those you lead
- ✓ Increases your self-awareness
- ✓ Reveals your vulnerability, resulting in increased trust
- ✓ Fosters congruency, aligning your core values and beliefs
- ✓ Serves as a road map for future actions to take in a crisis
- ✓ Forms a common language within your organization

Life is Lived in Language

The LPOV is a process that uses language. Life is lived in language. Language is a vital tool for communicating thoughts and ideas and for forging friendships and developing healthy teams. Your LPOV includes: life lessons learned, expectations people have for you and expectations you have for your people. Self-awareness is the crown jewel of emotional intelligence. Self-awareness has been cited as the most important capability for leaders to develop. Crafting your LPOV is all about becoming self-aware. Figure out enough about yourself to share with the people you're trying to influence. When you do that, magical things begin to happen.

PRELIMINARIES

Be Vulnerable

If you want clarity of purpose, then vulnerability is the path. Colleen Barrett, former CEO of Southwest Airlines and author of the book *Lead with Love*, said, “People admire you for your accomplishments but love you for your vulnerabilities.” Brene Brown said, “What makes you vulnerable makes you BEAUTIFUL.” John Maxwell said, “If you want to impress people, talk about your successes. If you want to impact people, share your failures.”

For example, I am a Type 8 (The Challenger) on the Enneagram. Eights like to take charge because they don’t want to be controlled. Being a Type 8 manifests itself in self-confidence, strength, assertiveness, frankness, resourcefulness and decisiveness. But I can also be ego-centric, domineering, demanding, and controlling of people. By the way, did I mention that I have anger issues? When I share this fact, you can hear a pin drop because people can relate. I’m not proud of it but I am aware of it, working on it and making progress in controlling my temper.

Eights typically have problems with allowing themselves to be vulnerable, so I have to work especially hard at becoming vulnerable and maybe you do too? If you’re not vulnerable with people when you share your LPOV, then your LPOV won’t work the way it’s supposed to work in terms of impacting people. Revealing vulnerability is one way to let people know enough about you so they can see inside your heart.

Tell Stories

Courage is telling the story of who you are with your whole heart. People relate to and remember stories. It would be easy to read a list of values to your team, but that isn’t impactful. Sharing stories about actual events is a very personal and authentic way to communicate. Stories paint a picture that allow others to see the consistency between your values, words, and actions. The critical task in the process is putting all your information into a story format that can be shared with direct reports and colleagues. Share about how people have influenced you, beliefs and values, life lessons learned and expectations.

Give Examples

The writer of Hebrews says, “*Now faith is the assurance of things hoped for, the conviction of things not seen*” (Hebrews 11:1 ESV). He then lists examples of people who demonstrated faith in difficult circumstances and accomplished extraordinary feats for the God’s glory. These examples include Abraham, Isaac, Jacob, Joseph, Moses and David, just to name a few.

In the same way, as you share your LPOV with your team, include examples of people that have influenced you and events that have impacted your life.

In Life Planning, an event that forever changes your life is called a *turning point*. Share some of the turning points in your life with your team in your LPOV. Bring it down to the level of personal experience so that people walk away thinking “I know Dave a little better.” I now know where his beliefs came from. I know that his learnings come from his beliefs and those turned into his expectations. I want the people I work with to feel they can *win* in our organization.

THE PROCESS OF CRAFTING YOUR LPOV

The process of developing a Leadership Point of View (LPOV) is easier than you might think because it comes from your own beliefs and experiences regarding leadership.

Ken Blanchard and his wife helped me develop my LPOV and I want to help you develop yours. To craft your LPOV you need to answer seven questions. These answers will generate more questions and will require a great deal of thought and reflection but in the end will yield your unique LPOV.

7 Key Questions

1. Who are the influencers (leaders) in your life? What did you learn from these people about leadership?

2. Think about your life purpose. Why are you here and what do you want to accomplish?
3. Which of your core values will guide your behavior as you attempt to live your life on purpose? List your core values. (At least three, no more than five.)
4. Given what you've learned so far, what are your beliefs about leading and motivating people?
5. What can people expect from you?
6. What do you expect from your people?
7. How will you set an example for your people?

CRAFTING YOUR LEADERSHIP POINT OF VIEW

1. Leadership Role Models

To begin the process, think about the leaders who have inspired you. Look at each of these leaders and ask yourself: What quality did this person possess that is compelling to me?

For example, my mom has been the greatest influence on my life. My mother modeled *servant leadership* to me. When I was fourteen years old, I was shooting free throws and she was rebounding for me when it started to rain. She excused herself, went home and came back with a towel and continued to rebound for me in the rain. Amazing.

My father modeled *lifelong learning*. He had been doctor, a thoracic surgeon, for twenty years and at fifty years old decided to become a plastic surgeon. He entered an intensive two-year internship with other doctors nearly half his age at Charity Hospital in New Orleans and became a board-certified plastic surgeon for the next twenty years of his life. My dad's example inspired me to pursue an MBA degree in my late 40's, which enabled me to become a more effective leader and it opened up new doors opportunity in my career.

Possibly the greatest influence on my life is my daughter Jackie, who modeled *resiliency*. Jackie, a vivacious little girl, the life of any party was

diagnosed with a brain stem tumor at the age of five. She went from running everywhere she went, to walking, to crawling, to having to be carried.

One day she pointed to the kitchen. I figured she wanted something to eat so I picked her up and carried her into the kitchen. She motioned for me to set her down on the counter. I then realized she wasn't hungry. She used to climb up on the counter, ask me to back up and then take a flying leap into my arms, sometimes up to three feet away.

I couldn't believe what happened next. She tried to stand up, using every ounce of strength and every fiber in her little body, she willed herself to slowly stand completely erect.

Now I realized what she wanted. She wanted to jump off of the counter into my arms. So, I moved within a foot of where she was standing to catch her in case she fell. She motioned with her hand for me to move back. I moved back three inches. She motioned again for me to move back. I moved back another three inches and then she jumped. Actually, she just fell forward into my arms and I caught her, hugged and kissed her and said, *"Jackie that was amazing. Daddy is so proud of you!"* She had the biggest smile on her face. This is the most courageous act I have ever witnessed. A few weeks later she died in our arms. Jackie never gave up, she persevered to the end, she was resilient.

Jackie had such a positive impact on me and her death became a turning point in my life. So, as you identify key leaders (influencers) in your life also think back to events and turning points that happened during your childhood, school years, and career. How did these events impact your thinking about leadership?

It's interesting to note that when I ask people who the greatest influencers were in their lives, rarely do mention famous people like Abraham Lincoln Mother Teresa, or Lady Gaga. Nor do they mention their bosses or organizational leaders. Rather, they normally talk about their parents, grandparents, pastors, coaches, teachers and friends. People who lived in close proximity and who took the time to nurture and care for them.

2. Your Life Purpose

Mark Twain said: “The two most important days in your life are the day you are born and the day you find out why.”

My LIFE PURPOSE is to be a loving pastor, an encouraging coach, an inspiring speaker and a servant leader that leads by example and empowers others to reach their full potential.

Why are you here and what do you want to accomplish? As Peter Drucker would say, “What business are you in?” As a pastor, I believe those of us that are called into full-time vocational ministry are in the people business. When an organization doesn’t have a clear sense of what business they’re in, the result is confusion. Yet it seems to me that very few people have a clear sense of their life’s purpose. How do you make wise decisions about how you should spend your time if you don’t know what business you are in?

Use Nouns

The following is a simple process that will help you craft a good first draft of your life purpose. List personal characteristics that you feel good about.

Use *nouns*, such as: people skills, problem-solving skills, teaching skills, academic skills, energy, spiritual, enthusiasm, wit, sales ability, happiness, charm, good looks, computer science, physical strength, humor, mechanical genius, artistic ability, creativity, patience, and entrepreneur. For example, I chose *people skills*, *teaching skills*, and *entrepreneur*.

Use Verbs

Next, lists ways that you successfully interact with people. Use *verbs*, such as: teach, produce, educate, encourage, stimulate, lead, love, help, train, inspire, manage, motivate, plan, act, sell, coach, write, design. For example, I chose *love*, *encourage*, *coach*, *inspire* and *empower*.

What Would Your Perfect World Look Like?

Finally, visualize what your *perfect world* would look like. Write a description of a day in your perfect world or what your perfect world would look like.

For example, a perfect day for me would be where I am coaching, teaching, and empowering pastors to be all they can be and inspiring them to trust God in overcoming life's difficulties. This plays out for me in a couple of ways: As a *speaker*, (preaching, teaching, performing weddings and funerals) and as a *coach* (training pastors in starting and growing churches).

A perfect world for my friend and mentor, Ken Blanchard, is where everyone is aware of the presence of God in their lives and all people are servant leaders, reflecting God's light and shining that light on others.

Now, combine two of your nouns, two of your verbs, and your definition of your perfect world, and you're off to a good start on defining your life purpose. For example, my life purpose is to be a loving pastor, an encouraging coach, an inspiring speaker and a servant leader that leads by example and empowers others to reach their full potential.

Ken Blanchard's life purpose is to be a loving teacher and an example of simple truths, that helps and motivates myself and others to awaken the presence of God in our lives.

What Will People Say at Your Funeral?

I had the privilege of coaching Pastor Joby Martin, pastor of a fast-growing church called *The Church of Eleven22* in Jacksonville, FL, and helping him craft his LPOV. Joby's life purpose is best summed up by Acts 11:24: "*He was a good man, full of the Holy Spirit and faith, and a great number of people were brought to the Lord.*"

This verse is a description of Barnabas, but it is also what Joby hopes will one day be a description of his life as well. Joby's hope is that at his funeral thousands of disciples will assemble, not because he was popular or because he pastored a large church, but because God was gracious enough to allow him to spend his one and only life making disciples. And at that gathering people will say, "*He was a good man, full of the Holy Spirit and faith, and a great number of people were brought to the Lord.*"

3. Your Core Values

The most important thing in life is to decide what is most important. You must decide what values are most important to you. Values are beliefs that you feel strongly about because you choose them over other alternatives. When you were a child, your parents and other adults tended to dictate your values, but at some point, you chose what was important to you.

We as people don't all value the same things. Some people value results more than people. I'm just the opposite. I value people more than results. When it comes to values, most people choose too many values. Ken Blanchard says we should only choose 3-5 values when crafting our LPOV. Having too many values can become immobilizing. Now, see if you can pick out what you think are your most important values and limit them to five or less.

Your number one value is something you want to be present no matter what you are doing. For example, my number one value is lifelong learning, so continual learning is not an option for me. It's part of who I am. No matter what role I play or job I do, it will involve continual learning. That's probably why I have an undergraduate degree, two master's degrees, and I'm finishing a doctoral degree. I just love to learn.

When talking about a core value, the implication is that your values should be rank-order. Why? Because values are sometimes in conflict and when you rank and order them it helps clarify which value is most important.

For example, the Walt Disney Company determined that their top value is safety. Safety won out over happiness, another key value as they are known for being "The Happiest Place on Earth." If somebody goes flying out of the Matterhorn and is injured or dies people aren't going to be happy. So safety is Disney's highest value.

Personal Values

The following is a sample list of *personal values*: authenticity, freedom, courage, innovation, service, influence, loyalty, love, fun, flexibility, truth, efficiency, initiative, environmentalism, power, control, courage, competition, excitement, creativity, happiness, honor, obedience, financial,

growth, community, support, profitability, friendship, integrity, peace, clarity, security, persistence, resiliency, sincerity, relationships, wisdom, perspective, commitment, recognition, learning, honesty, originality, candor, prosperity, respect, fairness, order, spirituality, adventure, cooperation, humor, collaboration, resources, trust, excellence, teamwork, servant leadership, quality, hard work, responsiveness, fulfillment, purposefulness, self-control, cleverness, success, stewardship, support.

For example, I chose:

- Servant Leadership (Be Humble)
- Excellence (Do Your Best)
- Lifelong Learning (Keep Learning - Leaders are learners)
- Authenticity (Be Genuine)
- Resiliency (Bounce Back - Never Give Up)

If you have a value that is not on the list, then just add it to your list and claim it as one of your values. Remember, the values you choose are actual values that you currently embrace and emulate, not aspirational values that you hope to aspire to one day.

4. Your Beliefs about Leading and Motivating People

Your beliefs about leading and motivating people is where you'll find the essence of your LPOV. These beliefs should flow naturally from the people who have influenced you the most and from your purpose and values. For example, I believe that everyone has certain God-given gifts and talents and that people operate best out of their strengths. I believe everyone is a "10" at something. I want to help people that I lead focus on their strengths.

I believe the highest form of leadership is servant leadership. Jesus said, "For even the son of man came not to be served but to *serve* and give his life as a ransom for many" Mark 10:45 (NLT).

Too many leaders have been conditioned to think of leadership only in terms of power and control. But there is a better way to lead, one that

combines equal parts serving and leading. This kind of leadership requires a special kind of leader. When the concept of servant leadership is mentioned, people often think it means the inmates are running the prison or trying to please everybody. They think you can't lead and serve at the same time. Jesus gave the greatest example of a servant leader when he disrobed to a servant's uniform and washed his disciple's feet. Imagine the God of the universe performing a menial servant's task of foot washing on human beings that he created.

Jesus is our model of servant leadership. In the traditional pyramid model of leadership, the president or CEO of the organization is at the top of the leadership pyramid followed by his or her subordinates cascading down the pyramid. People on the bottom level are there to serve the people above them, and so forth up unto the top.

A better model is when you invert the pyramid, where the point is now facing downward, and the servant leader is now on the bottom of the pyramid and it's his or her job to serve the people above them and resource them to help make them successful. I call this the inverted pyramid model of servant leadership.

5. What Can People Expect from You?

Letting people know what they can expect from you underscores the idea that leadership is a partnership process. Leadership is not something we do to people but something we do with people. A good LPOV gives people a picture of how things will look under your leadership. It answers the questions: Who are we? Where are we going?

For example, I promise I will always be a continuous learner, always growing, inquiring and developing. I will stay on the cutting edge so that I can grow to my fullest potential in order to better serve you. You can expect me to live out my core values, and I give you permission to hold me accountable.

Below are a few expectations Joby Martin's staff can expect from him:

- Bullet points: Seriously, I don't have time to waste.

- No fluff: A critical mind, not a critical heart.
- Value: I will appreciate you, your role, and your contribution to our team.
- Multiple chances as long as you are trying hard and Christ focused
- Leadership by example. You won't be asked to do what I have not already been doing.
- Tough words and a soft heart. I will really love you therefore I will speak truth to you in order that we are faithful with the incredible task of making disciples.
- A biblical worldview: my authority is the Word of God and we individually and organizationally will be rooted in the Bible.
- Authentic faith. I love Jesus with my whole heart.
- Lots of mistakes. I know God called me to lead so that He would be glorified in all of my weaknesses.
- CLARITY! You may not agree, but you will not be confused about what we are doing and why.

6. What You Expect from your People

Since leadership is a partnership process, it imperative that you let people know what you expect from them. It gives people a picture of what their behavior will look like under your leadership. Everybody wants to know what the boss expects and wants! Your LPOV answers that question.

For example, I expect you to dream great dreams for God and to take big risks to accomplish those dreams. I expect you to make mistakes along the way and to learn from your mistakes. I have made many mistakes in my life and have learned more from my mistake than from my successes. By making mistakes, you will grow, and it will keep you humble.

Below are ten expectations Joby's staff can expect from him:

- I expect you to be walking intimately with Jesus
- Honor and respect, not because I am honorable or respectable, but because God has called me to the position of lead pastor of our church. If Honor or respect is an issue, then this isn't your team.

- Trust: There will often be gaps created by me between what you expect and what you experience. I need you to fill the gap with trust by believing the best and not assuming the worse.
- I expect you to make courageous moves. We serve a sovereign God. Pray hard and take big chances.
- No surprises: I want to find out from you what you are doing so that I can encourage you, pray for you, stop you, or fund you.
- Keep learning: if you think you are done . . . you are.
- Honest feedback: I have the privilege of leading a team that is better than I am. In order for me to be the best version of me God created me to be then I will need you to sharpen me by pointing out my blind spots and areas of weakness in a respectful way.
- Hard work: I expect you to work hard. I mean very hard. We work for the greatest organization on earth, with the most important mission, and with the greatest retirement plan. The Church demands that we work like eternity depends upon it.
- Sabbath. I expect you to rest, refuel, and renew your relationship with Jesus and your family.
- Make disciples: At the end of every season of ministry if you cannot look back and see disciples being made, then you failed. Regardless of the measurable, the mission is the same for us all: make disciples.

I remember one leader who summarized his expectations for others by giving what is known as the Golden Rule: “Do unto others as you would have them do unto you.” What did he mean by that? He expected others to act ethically in everything they do. There are many opportunities to take short cuts and things that result in short-term gains. He expected his team to think long-term verses short-term. He expected his team to stand tall on this issue and to not allow others to think that fraud or anything unethical is tolerated.

7. How Will You Set an Example?

The best leaders lead by example. By walking your talk, you become a person that others want to follow. When leaders say one thing, but do

another, they erode trust – a critical element of effective leadership.

Your LPOV should let others know how you will set an example for the values and behaviors you are encouraging. As most parents know, people learn from your behavior, not from your words. Leadership is caught, not just taught, so leaders must walk their talk.

I will seek to earn your trust by doing what I say I am going to do, being fair and being concerned about you and your family. I desire to be physically, emotionally, and spiritually healthy. I seek growth and wholeness. I will be honest and genuine with you, revealing both my strengths and weaknesses. I will be open to your feedback, I'll share with you up front that I am a visionary, a big picture guy, and not very good with details.

Below is a description of how Joby Martin leads his staff by example:

Outside of my wife and kids, YOU will get an inside look at my life like no one else. I will live my life with Christ out in front of you with transparency and vulnerability. That means you will see me sin, be convicted, confess, repent, and be restored. You will also see me pray, be faithful, step out courageously, have great victories, and give glory to God. It is my prayer that we will be on this journey together for a long time and you will see a life well lived for Jesus. The good, the bad, and the ugly will all be used by God to build you up and edify you and your walk with Jesus. My life as a Christian, a husband, a dad, a pastor, a leader will be complex, but it will not be fake. The primary thing I will model for you is REAL: A real disciple of Jesus saved by His grace.

I once shared Joby's LPOV at a leadership class I taught at Biola university. After sharing it, there was complete silence for a few seconds. People were awestruck. One student raised his hand and asked, "Where do I assign up? That's the kind of leader I want to work for and follow!"

So, the key is to figure out who you are and why you are the way you are. When you do, you will give a gift to your people who support and depend upon you. They will become better people and leaders and you'll become a better servant leader.

Now it's your turn to pull together all seven elements and to craft your LPOV which will serve as a guide in helping others understand your leadership philosophy. Remember, you are just making a draft at first, a working document that you will continue to improve over time so go easy on yourself. Your final product is something in writing, that is then edited and whittled down into a two or three-page document. You can do this!

LEADERSHIP POINT OF VIEW EXAMPLES

Below is my LPOV along with Joby Martin's LPOV. My hope is that these two examples will inspire and encourage you to create your unique LPOV.

LEADERSHIP POINT OF VIEW

by Dave Page

Introduction

Hi, I'm Dave Page and I want to share with you some of the people and stories that have influenced my life and helped me craft my Leadership Point of View.

Servant Leadership (Be Humble)

My mom has been the greatest influence on my life. She is a model of servant leadership. When I was 14 years old, I was practicing free throws and she was rebounding for me when it started to rain. She excused herself, went home, came back with a towel and continued rebounding for me, wiping the basketball off after each shot. I want to develop a servant's heart like my mom and spend the rest of my life serving others.

I am a servant leader and I'm also a visionary leader. Rick Warren is a friend, mentor and role model that taught me how to start a church and how to lead. He taught me the importance of developing a large vision. One-time Rick took me and a few other church planters for a hike up the steepest hill on Saddleback Church's new 100-acre property. He didn't say much hiking but spent most of his time clearing weeds as we ascended the hill. When we reached the top he said, "*Guys I brought you up here for one reason. To encourage you to THINK BIG!*"

I expect you to think big as well and to dream great dreams for God and to take large risks. I expect you to make mistakes along the way and to learn from your mistakes. I have made many mistakes and have learned more from my mistakes than from my successes. By making mistakes, you will grow, and the process will keep you humble. I tell you up front that I am a visionary, a big-picture guy, and not very good with details.

Lifelong Learning (Keep Learning)

I believe leaders are learners. My dad was a doctor who transitioned from being a general practitioner and thoracic surgeon to a plastic surgeon by completing an intensive two-year internship at the age of 50. He became a board-certified plastic surgeon on Rodeo Drive for the next 20 years of his life. My dad modeled lifelong learning to me.

In order to enhance my leadership skills, I began an MBA program in Leadership at Grand Canyon University at the age of 49 under the guidance of Ken Blanchard. After completing my MBA, I enrolled in the Doctor of Ministry program at Biola University (Talbot School of Theology) and am currently writing my dissertation.

I will passionately pursue personal and professional development. I promise to always be a continuous learner - growing, inquiring and developing. I will strive to stay on the cutting edge so that I can grow to my fullest potential and better serve you. I expect you to be a continuous learner. A prerequisite for leadership is to *“Live as though you’ll die tomorrow. Learn as though you’ll live forever.”*

Excellence (Do Your Best)

“So, whether you eat or drink or whatever you do, do it all for the glory of God” (1 Corinthians 10:31). One of my heroes is John Wooden, the former legendary UCLA basketball coach, who I had the pleasure of meeting in person a few different times. Coach Wooden did everything with excellence. Wooden said, *“Success is peace of mind which is a direct result of self-satisfaction in knowing you did your best to become the best you are capable of becoming.”*

My goal is to help you become the best you can be. I want to help you achieve your goals and reach your full potential. I believe in going the extra mile. Everyone has certain God-given gifts and talents and that people operate best out of their strengths. I believe that everyone is a “10” at something. I will help you focus on your strengths.

Authenticity (Be Genuine)

I will seek to be genuine and honest with you. I will try to practice what I preach. I will seek to earn your trust by doing what I say I’m going to do, by being fair and concerned about you and your family. I desire to be physically, emotionally and spiritually healthy. I seek wholeness. I will be honest with you revealing both my strengths and weaknesses. I will be open to your feedback.

I took my father-in-law out to dinner to ask for his daughter’s hand in marriage. He said, “With Carrie, what you see is what you get.” I told him I liked what I saw. My wife wears her emotions on her sleeves, so I never have to wonder how she is feeling. She is an authentic person. I seek to be authentic in my relationships with people and with God.

Resiliency (Bounce Back/Never Give Up)

Sometimes life doesn’t turn out as you planned. Disappointment, pain and loss happen but we must keep going. My wife and I lost our 5-year-old daughter to a brain tumor a number of years ago. As you can imagine it has been the most difficult experience I’ve ever gone through yet because of God’s grace and strength, I’ve been able to endure.

My daughter Jackie, the life of any party, was diagnosed with a brain stem tumor at the age of five. She went from running everywhere she went, to walking, to crawling, to having to be carried.

One day she pointed to the kitchen. I figured she wanted something to eat so I picked her up and carried her into the kitchen. She motioned for me to set her down on the counter. I then realized she wasn’t hungry. She used to

climb up on the counter, ask me to back up and then take a flying leap into my arms, sometimes up to three feet away.

I couldn't believe what happened next. She tried to stand up, using every ounce of strength and every fiber in her little body she willed herself to slowly stand completely erect. Now I realized what she wanted. She wanted to jump off of the counter into my arms. I moved within a foot of where she was standing to catch her in case she fell. She motioned with her hand for me to move back. I moved back three inches. She motioned again for me to move back. I moved back another three inches and then she jumped. Actually, she just fell forward into my arms and I caught her, hugged her, kissed her and said, *"Jackie that was amazing. Daddy is so proud of you!"* She had the biggest smile on her face. A few weeks later she died in our arms.

Why mention the death of my daughter in my LPOV? Because she is a part of me, always will be. I have three kids, two on earth and one in heaven. Jackie never gave up, she was a model of resiliency. Now I have JACKIE POWER. When I think I can't make it – I make it!

I believe life is ten percent what happens to us and ninety percent how we respond to it. When life gets tough, I will not give up. I will not quit. If life knocks me down, I'll bounce back up. I believe that everything happens for a purpose, that God is GOOD and is in CONTROL and therefore there is always HOPE. My life verse is Philippians 4:13: *"I can do all things through Christ who strengthens me."*

Conclusion

So, I've shared with you my LPOV including my personal core values: Servant Leadership, Excellence, Lifelong Learning, Authenticity, and Resiliency. You can expect me to live out these values and I give you permission to hold me accountable.

My LIFE PURPOSE is to be a loving pastor, an encouraging coach, an inspiring speaker and a servant leader that leads by example and empowers others to reach their full potential.

I believe leadership is not something you do to people but something you do with people. Leadership is a partnership. We really are BETTER TOGETHER.

Thanks for letting me share my leadership story with you today. I'm excited to serve alongside you and look forward to our journey together! (*Revised on 02/20/19*).

LEADERSHIP POINT OF VIEW

by Joby Martin

1. Influences

One of the biggest influences in my life was my dad, Joseph Perry Martin Jr. I always considered it to be an honor to bear the name of the man that I looked up to so much. My dad was always more about putting his love into action and not so much into words. He coached me in baseball and attended every activity that I was involved in growing up. He is one of the hardest working men I've ever known. He doesn't know how to just merely get by on a job. "If it's worth doing, then it's worth doing right." Although he has been successful in his vocational pursuits, he never was selfish with the financial gain that came his way. He is not a rich man, but he has always been exceedingly generous to his family.

Dr. Bill Ross was another significant influence in my life. Dr. Ross hired me right out of seminary as the youth pastor at his church in Vinton, VA. He gave me lots of room to grow and make mistakes, yet he always cultivated a ministry environment in which he knew I would succeed. The two biggest things I learned from Dr. Ross were the priority of family and authenticity. He guarded the health of his marriage and the health of his children above the work of ministry. He showed me what it looked like to love your wife and raise your kids and then to work in the ministry.

Another value I learned from Dr. Ross was authenticity. At my ordination service he gave the "charge to the candidate". That is a sermon preached just to me in the presence of my friends, family, and church that was present. He told me that I don't fit the mold of a traditional preacher

(thank God!). Then he quoted from the movie *Outsiders* about a bunch of misfit kids that didn't fit in. His message to me was "Stay Gold." He looked at me and said, "Whenever you feel tempted to fit the mold, or go the easy way, just remember God created you to be you. STAY GOLD." The biggest influence on my walk with Christ was an old High School football coach from Dillon, South Carolina named Bull Lee. Coach Lee invested in me as a little kid and continued that investment well into my adult life. Coach Lee led me to Christ at a little camp he ran when I was a teenager. Under his leadership I was later invited to be on staff at Camp Pinehill. It is there that I taught my first bible study, preached my first sermon, and prayed with the first person I ever led to Christ.

Coach Lee was one of the toughest and tender men I have ever known. He let me know about ten minutes before it was time to go on that I would be preaching the sermon that night at camp. When I told Coach, I didn't know what to talk about, he said, "that's easy. Talk about Jesus. Talk about thirty minutes." Coach Lee has since gone home to be with Jesus. I have been called to lead people to surrender to Jesus because Coach Lee was led to pour into a confused little boy from Dillon. I am eternally grateful.

2. Life Purpose

My life purpose is best summed up by Acts 11:24. "He was a good man, full of the Holy Spirit and Faith, and a great number of people were brought to the Lord."

The verse is a description of Barnabus and I hope one day will be the description of my life. I want to be a *good man*. I want to be a man of high moral character, a man of influence that lives a life to the glory of God and above reproach. I want people to know that I am trustworthy, and my word is true. I want to be a good husband. I want to love my wife like Christ loves the church and give myself up for Gretchen every day of her life. I want to cultivate her to be the best version of her that God created her to be. I want to be a good dad. I want to raise my children, JP and Reagan, to love God and love people. I want them to know that I love them. I love them with my words and my actions. I want to bless them with gifts and time and discipline and training and affection. And I want to

be a good Pastor. I want to teach the Word well and lead the people God sends my way well. I want to be a good man.

I want to be full of the Holy Spirit. I am fully aware that on that night at camp when I surrendered my life to my Lord Jesus that I was filled with the Holy Spirit. But I want to know God in a personal and deep way. I want my life to be so focused on God the Father, Son and Holy Spirit that He has an easy time directing me. I want my leadership to be as easy as listening to God and then doing as he commands. I want the fruit of the Spirit to be evident in my life to all I come in contact with. And I want the Spirit in me to stir me to live a life of worship.

I want to be full of faith. The opposite of faith isn't doubt. I have lots of unanswered questions. The opposite of faith is fear. I do not want to be a fearful leader. I want to live a faith-filled courageous life. I want the measure of faith that causes me to behave as if I truly believe my God is in control. I want to make decisions as a leader based in the Sovereignty of God and under the authority of His word. I will not be led by the "what ifs" and doubts of this world.

And I want to be a part of a great number of people being brought to the Lord. I want to spend my life proclaiming the Gospel of Jesus Christ and through the power of the Holy Spirit watching people surrender their lives to Him. I am not interested in speaking to large crowds, but I am devoted to leading a great number to Jesus. A great number is one more. Anytime I have the opportunity to share the gospel I pray that one more would come to a saving knowledge of Jesus as Lord.

It is my hope that at my funeral thousands of disciples would assemble, not because I was popular or because we had a large church. But they would assemble because God was gracious enough to allow me to spend my one and only life making disciples. And at that gathering they could say "He was a good man, full of the Holy Spirit and faith, and a great number of people were brought to the Lord."

3. Core Values

- Sacrificial LOVE: Christ's sacrificial death on the cross drives all that I do.
- Spirit-filled COURAGE: It is important to behave as if I believe God is in control.
- Christ-like CHARACTER: The will to do what's right, according to God, no matter the cost, no matter the circumstances.
- Authenticity: I am the only me God created. Do not waste my time being anything else.

4. Leading and Motivating People

I believe that God has orchestrated the right team, playing the right roles, under the right leadership at the right time, for the right purpose. I have been called to lead a team to glorify God by making disciples. A team functions best when everyone knows his or her role and respects everyone else's role. Think football. There are 11 different players on the field at any one time. I see myself as the quarter back of our team. I am just one of the players, but I have the ball in my hand and distribute it to whoever is best suited to accomplish the goal. My success and the success of the entire team is predicated upon everyone playing their role at a high level. And when one of us scores, we all win. But understand this, when its 4th and goal, I want the ball.

I believe God has prepared me to take the full weight of responsibility of our team upon my shoulders, knowing that the joys and pains of work/ministry will be shared by us all. I believe 1 Corinthians 11-13 are a dissertation on biblical leadership and team work. It speaks of us all being uniquely gifted and God putting those gifts together in the local church. The local Church or body, whose head is Jesus, must be coordinated based on the part each of us play. Once we are playing our part and heading in the same direction, movement occurs. Where there is movement among parts, there is friction. Friction leads to heat and overheating will break down any system. Love is like oil to the machine that keeps the body moving, coordinated and able to accomplish God's plan.

5. What You Can Expect from Me

- Bullet points: Seriously, I don't have time to waste.
- No fluff: A critical mind, not a critical heart.
- Value: I will appreciate you, your role, and your contribution to our team.
- Multiple chances as long as you are trying hard and Christ focused
- Leadership by example. You won't be asked to do what I have not already been doing.
- Tough words and a soft heart. I will really love you therefore I will speak truth to you in order that we are faithful with the incredible task of making disciples.
- A biblical worldview: my authority is the Word of God and we individually and organizationally will be rooted in the Bible.
- Authentic faith. I love Jesus with my whole heart.
- Lots of mistakes. I know God called me to lead so that He would be glorified in all of my weaknesses.
- CLARITY! You may not agree, but you will not be confused about what we are doing and why.

6. What I Expect from You

- I expect you to be walking intimately with Jesus
- Honor and respect, not because I am honorable or respectable, but because God has called me to the position of lead pastor of our church. If Honor or respect is an issue, then this isn't your team.
- Trust: There will often be gaps created by me between what you expect and what you experience. I need you to fill the gap with trust by believing the best and not assuming the worse.
- I expect you to make courageous moves. We serve a sovereign God. Pray hard and take big chances.
- No surprises: I want to find out from you what you are doing so that I can encourage you, pray for you, stop you, or fund you.
- Keep learning: If you think you are done . . . you are.

- Honest feedback: I have the privilege of leading a team that is better than I am. In order for me to be the best version of me God created me to be then I will need you to sharpen me by pointing out my blind spots and areas of weakness in a respectful way.
- Hard work: I expect you to work hard. I mean very hard. We work for the greatest organization on earth, with the most important mission, and with the greatest retirement plan. The Church demands that we work like eternity depends upon it.
- Sabbath. I expect you to rest, refuel, and renew your relationship with Jesus and your family.
- Make disciples: At the end of every season of ministry if you cannot look back and see disciples being made, then you failed. Regardless of the measurable, the mission is the same for us all: make disciples.

7. How Will I Set an Example for You?

Outside of my wife and kids, you will get an inside look at my life like no one else. I will live my life with Christ out in front of you with transparency and vulnerability. That means you will see me sin, be convicted, confess, repent, and be restored. You will also see me pray, be faithful, step out courageously, have great victories, and give glory to God. It is my prayer that we will be on this journey together for a long time and you will see a life well lived for Jesus. The good, the bad, and the ugly will all be used by God to build you up and edify you and your walk with Jesus. My life as a Christian, a husband, a dad, a pastor, a leader will be complex, but it will not be fake. The primary thing I will model for you is REAL - a real disciple of Jesus saved by His grace.

LIFE PLANNING: A NEXT STEP AFTER YOUR LPOV

A few years ago, I had a *Life Plan* done on my life by Todd Wilson, the founder of the Exponential Conferences and a certified Tom Paterson Life Plan Facilitator.

A Paterson Life Plan is a two-day process that helps you discover your unique purpose. It helps give you clarity on where you are, where you want

to be, and the key next steps to get there. Essentially, it's a roadmap for your life. The result of the Life Planning journey is a concrete, measurable plan that captures, maximizes and focuses your potential.

I had some major discoveries that came out of doing my Life Plan. I discovered that my passion was to *“do for others what Rick Warren had done for me.”* He picked me, mentored me, taught me how to start a church and how to lead. Now, some thirty years later, he is still my mentor as I serve in a senior level pastoral role at Saddleback Church. I get to mentor, coach and train our campus pastors and staff at nineteen campuses.

Through the Life Plan process, I discovered I am:

- A VISIONARY LEADER who dreams about the future
- A GOAL ACHIEVER driven to achieve and accomplish
- A SPIRITUAL ENTREPRENEUR who starts organizations
- A CARING COACH who helps others reach their potential
- An INSPIRING SPEAKER called to encourage others

How do these roles play out in my life? I enjoy:

- COACHING pastors and church planters
- SPEAKING at churches and conferences
- FACILITATING Life Plans for people
- TRAINING pastors in starting their own wedding businesses

I am also a LOVER OF PEOPLE who has a pastor's heart but am an introvert by nature that must balance relationships with solitude. I'm a HUSBAND who loves his wife but has seen his share of ups and downs in marriage. And I'm a proud FATHER who would give his life for his kids.

The Life Plan process was so personally impacting that I got certified

myself through the Paterson Center in Fort Collins, CO. I now have the privilege of leading others through personalized Life Plans and helping them discover God's purpose for their lives.

May you discover God's will for your life and pursue it. I pray that you will become a better leader by crafting your personal LPOV and that you will be able to teach it to others so that they may be blessed as well. This is a principle I call, *Learn and Return*. Learn how to create your LVOP and then return the favor by teaching it to others.

All my best,

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Dave Page



Joby Martin

THE END