

# KEY LEADERSHIP QUALITIES

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Identifying and understanding essential qualities of leaders is also a part of leadership development.

Ask the members of your chapter to brainstorm a list of leadership qualities, such as those below. When they have finalized the list, invite them to:

- ♥ Rate the list in order of importance
- ♥ Explain why each quality is important to leadership and the chapter experience.
- ♥ Identify ways to develop these leadership qualities.

## Charisma

An extraordinary power in a person that attracts popular support

## Creativity

The ability to create something from the imagination

## Determination

The ability to stand your truth, no matter what is going on around you

## Dependability

The ability to be counted on.

## Empathy

The power to enter into the spirit or feelings of others

## Encouragement

Assisting others in meeting their goals through positive words and actions

## Enthusiasm

Passionate admiration or interest joyously manifested

## Expertise

Having specialized and profound knowledge

## Faith

A belief in something greater than yourself

## Flexibility

Responsiveness to changing conditions

## Follow-through

The ability to see a project through to the end

## Honesty

Never deceiving, stealing, or taking advantage of the trust of others

## Humility

Not seeing yourself as greater than others

## Integrity

Moral soundness

## Kindness

Being friendly, thoughtful and gentle

## Loyalty

Remaining faithful to the group

## Vision

Imagining how things can be without concern about how things currently appear

# ETHICS OF LEADERSHIP

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You will be an influence on those you serve/lead whether you choose to or not. As a representative of Unity we must seek to always be a loving, harmonious and positive influence (Also see Region Tab - Adult Code of Ethics)

## MODEL APPROPRIATE BEHAVIOR

- ♥ Speak, act and behave as a spiritual leader
- ♥ Be mindful of your role ... what you do thunders so loudly I can't hear what you are saying
- ♥ Be mindful of your appearance: First impression are made in the first 8 minutes of contact
- ♥ Be fully present and prepared for class; arrive at least 20 minutes early
- ♥ Demonstrate responsibility by meeting deadlines,
- ♥ Exercise good judgment in your social conduct ... be careful of what you post on Facebook and other social media sites
- ♥ Be consistent: Demonstrate continuity to the attitudes you express

## LIVE THE TRUTH YOU KNOW

- ♥ Dedication to the principles of Truth As taught and exemplified by Jesus Christ
- ♥ Look to the indwelling Christ to guide, govern & prosper you
- ♥ Divine wisdom & judgment to guide you
- ♥ Constantly speak and affirm the highest vision of the Youth Ministry Program
- ♥ Demonstrate Truth and Integrity

## BE PRAYED UP

- ♥ Develop or deepen your commitment to prayer practice
- ♥ Consecrate yourself to Spirit
- ♥ Express Humility. Glorify God in all you do.

## WORK IN HARMONY WITH MINISTRY LEADERSHIP

- ♥ Be the Light; express Love and Harmony in all your relationships
- ♥ Work (Unity) with the leadership of your ministry, neighboring ministries and the region

(Adapted from Empowered Leadership by Rev. Diane Venzera)

# SPONSOR / UNITEEN LEADER ROLE

## Your Role as Teacher:

- ♥ Prepare engaging spiritual lessons that provoke personal experience & thought
- ♥ Be fully present and prepared ahead of class time
- ♥ Speak, act and behave in a manner appropriate of a spiritual leader

## Your Role as Youth Advocate:

- ♥ Point out the needs of the youth to the congregation
- ♥ Constantly speak to the highest vision of the Youth Ministry program
- ♥ Speak, act and behave in a manner appropriate of a spiritual leader

## Your Role as Mentor to Teens

- ♥ Always see their highest potential and their Christ light
- ♥ Accept that you are their role model
- ♥ Coach them to stretch and grow
- ♥ Coach them to speak their mind without offending
- ♥ Coach them to remember to use their spiritual tools in life
- ♥ Coach them to reach out and communicate to their parents & adults
- ♥ Speak, act and behave in a manner appropriate of a spiritual leader

## Your Role as Mentor to Parents

- ♥ Accept that you are a guide to their understanding of their teen
- ♥ Coach them to keep learning about their “child’s” development
- ♥ Coach them that they no longer have a “child” – but a teen with a mind, beliefs, consciousness, values, likes and dislikes of their own; and to accept and respect that
- ♥ Encourage them to never “give up” as a parent

## You Report to the following:

- ♥ You are directly responsible to reporting to the Youth Director
- ♥ The Youth Director is directly responsible to reporting to the Minister
- ♥ speak, act and behave in a manner appropriate of a spiritual leader

## Your Support System:

- ♥ Your Youth Director is your biggest advocate
- ♥ Your Minister
- ♥ The Regional Education Consultants
- ♥ Peers – network with other Unity Churches and Youth Volunteers
- ♥ Your personal relationship with God

# SPONSORS AS MENTORS

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## Sponsors

- ♥ Communicates weekly with Youth & Family Ministry Director
- ♥ Facilitates Sponsors meetings
- ♥ Creates the Agenda for the business & Annual meetings with the Officer Team
- ♥ Acts as a guide, coach and mentor to the Y.O.U. Officer Team & chapter members and occasionally their parents
- ♥ Lovingly reminds all YOUer's of agreements, commitments and responsibilities
- ♥ Encourages Spiritual Truths to be used on all levels, in all activities
- ♥ Drives to events; maintain responsibility for teens during events; mentors teens at events through program material and processing of individual emotional response
- ♥ Communicates with each Project Coordinator regularly to ensure all is progressing

## As a Mentor to a YOU Officer or Emerging Leader

Understand their office, assist them in setting an intention for the year and empower them to consciously and prayerfully step up to do their best.

## Activities

Coach teen(s) to plan, implement and delegate tasks of the activity as needed in a prayerful manner. Assist in recruiting and coaching teen to recruit adult & parent participation for activities. Coordinate calendar with YFMD, post to YOU calendar and communications officer. Plan to attend activity if possible for supervisory support.

## Communications

Coach teen to keep communications flowing: email, phone calls, written communication. Assist in details needed for effective communication. Empower to have accurate records kept of fundraisers, events and activities to have records to use as a guide in the future. Prayer & Gratitude.

Written communications to Church thru YFMD: web, newsletter, thank yous, etc.

## Prosperity

Assist in coaching the teen in correct tracking and accurate updates of the YOU funds. YFMD and Ministers require Quicken ledger reports monthly. Assist in creating the budget, planning expenses, setting a goal for outcomes of fundraisers, affirmative prayer & gratitude. Support YOU Chapter prosperity awareness, gratitude and practice of tithing. Directly responsible for cash box during all fundraising events.

## Spirituality

Coach Officer in leading affirmative prayers and meditations. Empower all YOUer's to pray out loud and create written affirmations, prayers and meditations for the YOU notebook. Empower all YOUer's to utilize the classroom copy of the "Daily Word for Teens". Music and CD's also recommended. Care for YOU classroom resources.

## Service

Assist on YOU Hospitality Sunday. Assist in creating a consciousness of service in Chapter. Assist in coordinating service to Youth Ministry at the church during busy activities for children such as Easter, Christmas, etc. Enroll chapter to involve themselves in chapter service activities in the community. Enroll the assistance of the congregation when possible and work in conjunction with existing church staff, Service Ministry or Out Reach Coordinator if there is one.

## SPONSOR'S ROLE IN DEVELOPING LEADERS

Many youth leaders make the mistake of trying to be "all things to all people" thinking they must plan, coordinate, and carry out the YOU activities and projects themselves. This is not the case. As often as possible, the sponsor should encourage and help develop leaders within the group. The sponsor, who continues to "do it all," will never experience the rewards of seeing students learn to do it themselves, and more than likely, will become the victim of "burnout."

Gradually, turn more and more leadership over to the youth. You can do this by assisting and coaching them about their responsibilities until the youth are completely in charge of their own activities and learning. However, *the delegation process begins anew each year with the arrival of new students.*

### Did you know?

As an adult sponsor, you are in an ideal position to encourage all teens to develop as responsible individuals.

### Help them realize:

- ♥ The more responsibility they take, the stronger and more capable they will feel
- ♥ As they take responsibility, they learn they have the power to shape their own life
- ♥ They should be responsible on a daily basis, not just once in a while
- ♥ They should talk with an involved adult if they feel too much is being expected of them
- ♥ Taking responsibility can be fun and will open new doors of opportunity

## 5 PHASES OF MENTORING LEADERS

The following phases of mentoring leadership are designed around the premise that it is necessary for someone to be "in charge" for effective leadership to take place. Also leadership can only be effective if people have the necessary skills. These are progressive effective steps in developing leadership skills helping Y.O.U.'ers. (See Graphic Next Page)






- ♥ I Do It
- ♥ We Do It Together
- ♥ You Do It, I will Support
- ♥ You do It, I Will Move On
- ♥ You Teach Someone Else

After working together with a new chairperson or officer, you can usually determine when it is time to step aside and allow him or her to lead. When this time comes, let the student, or co-sponsor know you feel it is time for you to step aside but that you will remain close and be supportive.

Somewhat like letting go of a child who has learned to walk, this phase requires the sponsor to let go and allow the youth to experience leadership on their own. Even though there will be times you may feel you can do it better, by allowing the youth to succeed as well as fall, you give them vital leadership opportunities.

Source: Association Youth of Unity Handbook

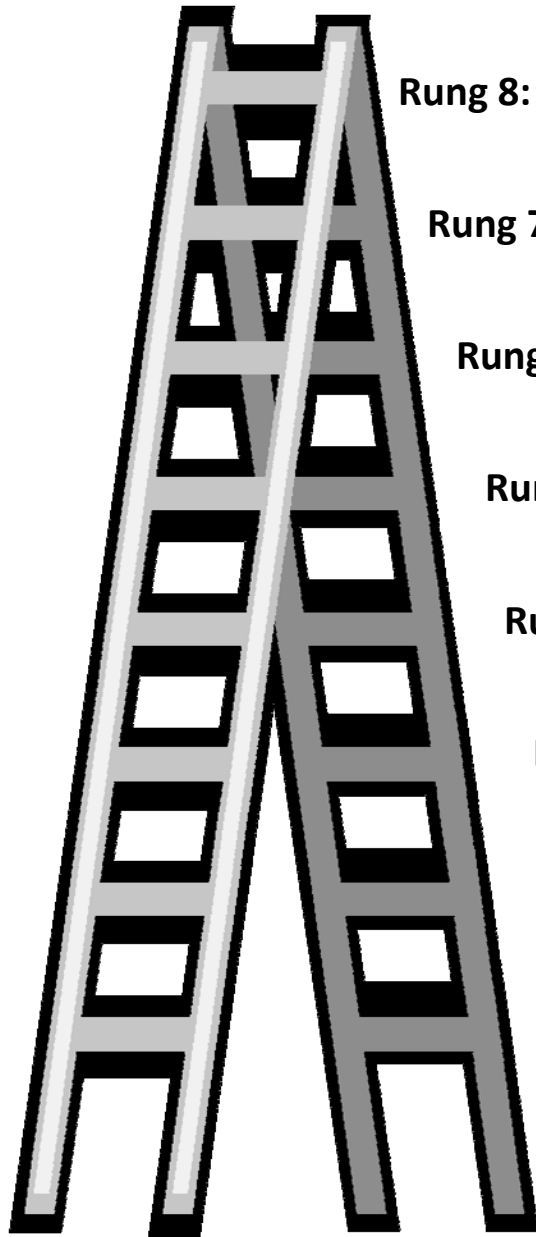
# FIVE PHASES OF MENTORING LEADERS

	<p><b>I Do It</b></p> <p>Before delegating authority or responsibility, model how to effectively complete the task. This gives the youth an understanding of what is expected.</p>
	<p><b>We Do It Together</b></p> <p>Invite the YOUer to work along with you. This gives the youth experience and confidence.</p>
	<p><b>You Do It, I Will Support</b></p> <p>Know when it is time to “step aside” and allow the YOUer to solo. Ask him or her to lead, but be close by to offer support and encouragement. Let them know that they are in charge but that you are close by for support.</p>
	<p><b>You Do It, I Will Move On</b></p> <p>If we seriously want to transfer leadership, then this phase is a “must”. We must step out of the way and not allow our egos to prevent us from the beautiful experience of seeing that our YOUers can and will do a good job.</p>
	<p><b>You Teach Someone Else</b></p> <p>Time to give them wings! This perhaps, is the most exciting phase of all, for it truly involves the extended involvement of more people teaching others. This phase is something you can help your new leaders learn by teaching them the above phases and allowing them to practice them with others.</p>

# HART'S LADDER OF PARTICIPATION

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The goal in developing young leaders is to support them in ascending the ladder of participation, moving from nonparticipation, to varying levels of informed participation, to youth led participation and ultimately to shared decision making



**Rung 8: Shared decision-making**

**Rung 7: Youth lead & initiate action**

**Rung 6: Adult-initiated, shared decisions**

**Rung 5: Youth consulted and informed**

**Rung 4: Youth assigned and informed**

**Rung 3: Young people tokenized\***

**Rung 2: Young people are decoration\***

**Rung 1: Youth are manipulated\***

\* Bottom three are non-participation

# LEADERSHIP SKILLS



There are some basic skills you will need to know as you work with your YOU chapter. Although this is not a conclusive list of leadership skills, these four skills will be a great help to the YOU Sponsor, Uniteen Leader and YOUers stepping into leadership roles.

<p><b>Encouragement NOT Praise</b>  <b>Praise:</b> You Look Nice Today  <b>Encouragement:</b> I like the way you coordinated your shirt &amp; slacks today... or ...            I was impressed with the ideas in your talk</p> <p>Encouragement is specific and focuses on details</p> <p><b>Positive Reinforcement:</b>  <b>Positive Post Event Discussion –</b></p> <ul style="list-style-type: none"> <li>♥ What did you LIKE about the way you managed the event?</li> <li>♥ What would you do differently next time?</li> </ul> <p><i>(Negative reinforcement would be ... you shouldn't ... or never ... )</i></p>	<p><b>Listening Skills</b></p> <ul style="list-style-type: none"> <li>♥ Give your complete attention</li> <li>♥ Be in an environment without interruptions; cell phones, etc.</li> <li>♥ Show support with body language; nodding, eye contact, smiling, etc.</li> <li>♥ Mirroring – I heard you say – was that what you meant – How can I support you?</li> </ul> <p><b>Making Decisions</b></p> <ul style="list-style-type: none"> <li>♥ Identify Issue what is bothering us... do we want to do ....</li> <li>♥ Brainstorm solutions or ideas</li> <li>♥ Assess each solution ...</li> <li>♥ Develop Plan of action ... what needs to happen? What support do we need? Who will be involved and how?</li> <li>♥ Take action ... put plan into place ... assess as you go</li> <li>♥ Process when task/event complete</li> </ul>
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(Source: YOU Handbook, Association of Unity Churches)



# GOOD LISTENING SKILLS

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Most people agree that the ability to be an effective listener is one of the most important aspects of communication. Interestingly, though, many people feel they are inadequate listeners.

Today, communication specialists recommend creating a "listening field" where genuine listening can occur. A listening field is:

- ♥ Giving your complete attention to the person while he or she is talking.
- ♥ An environment without interruptions or distractions
- ♥ Showing support of the person through body language (eye contact, nodding your head, smiling).

More than anything, the youth within your YOU chapter need your loving attention. When you listen with a compassionate ear and seek to genuinely understand the challenges they face in their lives, you become an Instrument of healing.

Whenever you have the chance, create listening opportunities for your chapter members;

- ♥ Hold listening training sessions with the YOU members. Have the teens practice:
  - Giving total attention to the speaker.
  - Observing body language.
  - Giving feedback on what was heard.
- ♥ Go on a field trip and observe communication skills.
  1. How well do sales people listen to customers at the mall?
  2. How well do parents listen to their children in the supermarket?
  3. How well do students listen to one another at school?
- ♥ During class sessions, give feedback to demonstrate that you have listened for meaning. Have the students do the same by using the following steps:
  1. Summarizing Content
    - I heard you say .....
  2. Clarifying Meaning
    - Was that what you meant?"
  3. Identifying Needs
    - "How can I support you?"

Source: YOU Handbook, Association of Unity Churches

## **10 TIPS FOR GOOD LISTENING**

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1. Stop Talking. You can't listen if you're talking
2. You must want to hear what they have to say
3. Listen to understand, rather than to reply. Don't argue or criticize.
4. Repeat the speaker's words to verify you understand what they're saying ("This is what I hear you saying...")  
Do not try to evaluate or interpret ("This is what you mean...")
5. Appreciate that feelings and perceptions can change
6. Ask questions
7. Remove distractions
8. Listen patiently. Allow plenty of time
9. Empathize. Accept the speaker's feelings as valid, no matter how different they may be from your own
10. Maintain eye contact and breathe through your heart

Source: Uniteen Program Guide, Association of Unity Churches

# Leadership Tips

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New to leading a group? Here are few tips to help you relax and enjoy the experience.

## PREPARATION

- ♥ Prepare well in advance
  - If possible prepare 2-3 weeks in advance
  - Being well prepared will help you to relax and your meeting will go more smoothly
- ♥ Carefully read the instructions for leading the activity.
  - Be Sure you understand how the activity works
  - If you have questions check with your adult assistant or youth director prior to the meeting
- ♥ Gather all the supplies you will need
  - Check with your adult assistant or youth director before spending money on supplies
  - Keep all materials together
- ♥ Do any necessary preparation well before the meeting (i.e. making game boards, preparing and photocopying handouts, selecting music, etc.)
  - Don't put off preparations, you may run out of time
  - Preparing materials Sunday morning just before the meeting will likely raise your stress level and reduce your personal prayer time
- ♥ Arrive early to prepare your meeting space and center yourself
  - Be sure to spend some time in prayer and meditation just before your meeting
  - Take some time to make your space warm and inviting. Play some walk-in music and have all of your materials conveniently placed

## LEADING DISCUSSIONS

- ♥ Prepare questions before the meeting to help you get the discussion started
- ♥ Avoid questions with yes or no answers. For example, instead of asking "Do you like the song?" you could ask "What do you like or dislike about the song?"
- ♥ Order your questions so they progress from the fact to the non-personal to the personal. Conclude the discussion with a question that explores how the lesson or experience changes their perspective. (See Education Tab – Living Curriculum)
- ♥ Include everyone in the discussion. If one or two members are answering all the questions, ask others by name. Or ask those who tend to dominate the discussion to wait for a moment while we hear from some of the others. Don't be afraid to wait through a few minutes of silence while members form their thoughts.
- ♥ Don't dominate the discussion yourself
  - You have spent some time with the subject matter and may have lots to say. Avoid the temptation to lecture. It will be far more effective to allow the group members to think through the issue by themselves.

Resources: Letting Young People Take Charge. Elaine Clanton Harpine. Group Publishing. 1989.

"You Can Birth A Lesson Too!" Education Links. Winter 2002. p.4-5.

# 6 WAYS TO CONTRIBUTE TO THE SUCCESS OF YOUR GROUP

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## 1. Provide Adequate Resources/Safe Space

- ♥ It is the leader's responsibility to make sure group members have the tools they need to succeed. Curriculum, supplies, etc.
- ♥ Create a safe space, where Uniteens are both physically and emotionally safe.

## 2. Team-Building/Group Building

- ♥ Make sure those you lead are a single-minded team and not a group of individuals. (See Chapter Tab – Group Building)

## 3. Accountability

- ♥ Follow through on projects and check in with those you lead
- ♥ Check in with those you must report to (YMD)
- ♥ Hold Uniteens accountable for their actions/choices. Uphold agreements and follow through with consequences
- ♥ Keep accurate attendance records
- ♥ Uphold deadlines for paperwork, etc.

## 4. Honor Learning Styles & Individual Needs

- ♥ Disruptions are often caused by boredom. Honoring individual learning styles and needs results in better focus and less disruptions. (See Education Tab – Multiple Intelligences)

## 5. Improve Communication

- ♥ Never assume that because something is clear to you it is clear to others.
- ♥ Frequently solicit feedback to ensure that you are being clear.

## 6. Preparation

- ♥ Be sure to spend enough time preparing for and practicing the lesson material ahead of time.
- ♥ Spend time daily in prayer and meditation
- ♥ Remember to take time for yourself
- ♥ Pray before the Uniteens arrive.

# **7 Ways to Contribute to Others Success**

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**1. Improve Communication**

**2. Provide Adequate Resources**

**3. Accountability**

**4. Team-Building**

**5. Good Matches**

**6. Great Trainings**

**7. Great Team Selections**

Adapted from: "Leading Ideas" by Alan Nelson

# Healthy vs. Problematic

## Congregational Response to Church Tension

Healthy Response	Problematic Response
1. Issues and people are separated. Community members are appropriately hard on issues and soft on people. They disagree without making others wrong for their position	1. Issues and people are frequently confused. Therefore members tend to be soft on issues and hard on people. They are either unable to state their opinions without fear of alienation or abrasive in the way they discuss issues.
2. Conflict is seen as symptomatic of miscommunication—breakdowns or missing pieces in the intention to connect and co-create. It is viewed as an opportunity to discover greater meaning and purpose.	2. Conflict is viewed as wrong, dangerous, or a sign of failure. The presence of conflict is sometimes used as evidence in making a case for leadership incompetence.
3. Disagreement is an invitation to create more opportunities for communion and cohesiveness.	3. Disagreement means a lack of respect, caring or trust.
4. Leaders welcome disagreement and give the community information even if the information can cause worry or stress.	4. Leaders discourage differences and try to protect the congregation from worry or stress.
5. In the stress of conflict: ·Many voices are heard ·Diversity of opinions honored ·Direct dialogue increases	5. In the stress of conflict: Only the most vocal are heard often intimidating others Direct dialogue decreases and indirect dialogue (triangulation) increases
6. Individuals interact thoughtfully with the views of others and offer their own responses after making an obvious effort to understand opposing views.	6. Individuals react defensively or explosively to the views of others. Individuals entrenched in their positions actively seek to win others to their side or gather evidence to support their views.
7. Discussion focuses on the process and is inclusive. Parties are problems-solvers and focus upon “doing the right thing.”	7. Discussion focuses on the solution or the content (problem). Parties are adversaries with a goal of winning. Parties are stuck in “needing to be right.”
8. Timing is steady. People foresee issues, plan procedures, examine options, and then prepare proposals for final decision.	8. Timing is uneven. People delay a decision as long as possible and then rush to take a final vote.
9. A willingness to move calmly through the inevitable periods of uncertainty as all options are considered	9. Low tolerance of uncertainty.
10. Each person takes ownership of their issues and strives not to project past hurts onto the current situation.	10. People repress inner conflicts and continually project them on to the current conflict.

Source: Ministry for Peacemaking, Association of Unity Churches  
(Adapted from Mennonite Conciliation Service flyer—Congregational Responses to Conflict)