

# Contents



Foreword by Archbishop Gregory Aymond	ix
Preface	xi
The Ministry of Jesus: Pre-eminent Model for Church Leadership	1
The Self-Defined Leader	7
1. Set boundaries.	11
2. Trust your gut.	16
3. Think tenses.	20
4. Be comfortable with conflict.	24
5. Avoid niceness.	28
6. Seek supervision and consultation.	32
The Discerning Leader	37
7. Act like a chameleon.	39
8. Assess the desire and capacity of the other to change.	42
9. Think developmentally.	46
10. Facilitate, don't dominate.	50
11. Feed and frustrate.	54
12. Consider multiple causes and multiple responses.	57
13. Think needs.	60

Tasks, Functions, Roles, and Skills of Principled Ministry	65
14. Avoid ambiguity.	67
15. Create a climate that fosters dialogue.	70
16. Be direct, gentle, and consistent.	75
17. Model and challenge.	78
18. Avoid triangulation.	81
19. Collaborate.	85
20. Learn to deal with difficult people.	89
21. Be a vision maker.	93
The Leader as Change Agent	97
22. Stay with the pain.	99
23. Avoid preaching and teaching.	103
24. Focus on others as allies, rather than adversaries.	106
25. Recognize resistance as a normal dynamic.	109
26. Explore the why behind the what.	113
27. Recognize parallel process.	117
28. Think culture.	121
29. Avoid labeling.	126
30. Be competent and compassionate.	129
In Closing	135
Personal Reflection	135
Tracking Your Progress	136
Bibliography	139