

# **NLDI**

**Nordic Leadership Development Institute**

## **STUDY HANDBOOK 2011-2013**

**Name:** \_\_\_\_\_

### **Purchase of literature**

Since several of the books on the list of obligatory literature are available in more than one language, the most practical solution is that the student purchases the required literature in the language of his/her choice.

The expenses will be refunded by the respective THQ.

### **Travelling-expenses**

The travelling expenses from the place of appointment to the airport of the territory hosting the residential course are the responsibility of the student's territory and will be refunded in accordance with the internal procedures of that territory. Travels from the airports to the venues will be arranged and covered by the NLDI-budget.

### **Dress code**

Full uniform for travelling and the opening sessions of the residential courses. The rest of the week is in casual clothing.

### **Final assessment**

The NLDI-staff answers to the leadership of the sending territories with regard to the delegates' fulfilment of the given assignments in the program.

Any other assessment is a matter of confidentiality between the teacher/coach and the delegate.

## Venues

NLDI will use venues in the hosting territories which will meet the requirements of the course and hopefully create a good atmosphere for learning and sharing in a social and spiritual fellowship. As soon as the venues are confirmed, they will be introduced on the blog.

## Interim-program/assignments

In the interim-periods between the residential courses, the student is required to follow a given program.

The deadline for submitting the reports on the activities will be one month prior to the next course. In the last interim-period the student will also be required to write an assignment related to the subjects of the last course.

The reports/assignments can be written in the native language of the student or in English and should be submitted in electronic version.

The reports/assignments will be evaluated and commented on by the chairman. If the chairman does not read the language of the submitted document, he/she can either have the document translated, or delegate the evaluation to a colleague with the needed language-skills.

## Web-activities

Parts of the NLDI-program require access to the NLDI-blog. During the first residential course the students will be introduced to this tool.

## Welcome to NLDI

The booklet you are holding in your hand is a brief introduction to the program of the Nordic Leadership Development Institute's second session 2011-2013. Please note that there may be some minor changes in the content of the subjects presented depending on the focus of the lecturer.

*"Here is a trustworthy saying: If anyone sets his heart on being an overseer, he desires a noble task."*  
1 Tim. 3:1

Jostein Nielsen  
*Chairman NLDI*

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## Presentation of NLDI

The Nordic Leadership Development Institute (NLDI) is established to meet the expressed needs of leaders of The Salvation Army. The program has been planned to meet the following aims:

- Deepen the leader's spiritual life
- Strengthen Salvation Army-Identity
- Enhance the understanding of the surrounding world
- Emphasise Scriptural studies on the subject of leadership
- Develop general leadership skills

### The academic program:

NLDI is a two year program and consists of the following elements:

#### **1. Four residential courses**

There will be a one week residential course per semester, hosted at each of the Nordic territories.

#### **2. Three "assignment-periods"**

The students will be required to follow programs in the interim-periods. For this session the program will include participation in a spiritual accountability program, seeing a coach, being a coach, and presentation of written reports (in English or in the Students native language).

#### **3. Individual studies**

The students will be required to read a minimum of selected literature. App. 500 pages per semester (a total of 2000 pages). The textbooks will be in English and but when available, it may be read in your mother-tongue.

#### **4. "Meeting-points" on the Web**

Some parts of the program will take place on the web—for this session a NLDI-blog will serve the purpose.

## ADDITIONAL LITERATURE 2011-2013 RECOMMENDED:

### **"Axiom – Powerful Leadership Proverbs"**

Bill Hybels

### **"The most effective organization in the U.S. Leadership secrets of TSA"**

By: Robert A. Watson/Ben Brown, Publ. Crown Business, NY 2001

### **"Leadership in the Salvation Army"**

By: Harold Hill, Publ.: Paternoster

### **"The 21 most Powerful Minutes in a Leader's Day"**

John C. Maxwell

## Practical information

### Contact details

NLDI e-mail: [nldi@frelsesarmeen.no](mailto:nldi@frelsesarmeen.no)

Mail: Nokiavegen 30, 1516 Moss Norway

### NLDI-staff

is a resource-group with members from each of the initiating territories of the NLDI-program. This resource group is lead by a chairman who will have this responsibility as a percentage of his/her appointment. The other members of the group are already involved in teaching ministries in their respective territories. For member details see the blog.

### Lecturers

The NLDI lecturers are people with a great experience of leadership in The Salvation Army and/or with a particular academic insight into the given subject. As soon as the lecturers are confirmed they will be introduced on the blog.

# NLDI 2011-2013

## OBLIGATORY LITERATURE

*I: To lead in a biblical way - Norway*

**"The 21 indispensable qualities of a leader"**

By: John C. Maxwell, Publ.: Thomas Nelson 2007

**"Servant leadership"**

By: Robert Street

**"Discipleship training"**

Dr. Charles Lake

*II: To lead in a Salvation Army context - Estonia*

**"Who are these Salvationists"**

By: Shaw Clifton, Publ.: Crest Books 1999

**"Servants Together: Salvationist Perspectives on Ministry"**

International Doctrine Council - 2008

*III: To lead the individual - Sweden/Latvia*

**"Christian coaching"**

Gary Collins

**"Ordering Your Private World"**

By: Gordon MacDonald, Publ. Thomas Nelson 2007

*IV: To lead in a complex world - Denmark*

**"Christian responses to Muslim questions"**

By: Christian W. Troll

Available on: [http://www.answers-to-muslims.com/CHRISTIAN\\_RESPONSES\\_TO\\_MUSLIM\\_QUESTIONS.pdf](http://www.answers-to-muslims.com/CHRISTIAN_RESPONSES_TO_MUSLIM_QUESTIONS.pdf)

A selection of articles made by each individual delegate describing the post-postmodern "world" as they face it in their present ministry.

## The target group

is officers of The Salvation Army with the experience of minimum five years of officership and with a minimum of ten years to go before retirement. Each course will take a minimum of 15 and a maximum of 24 students from the Nordic- and Eastern Europe-Territories.

## Website

The old web-site sa-nldi.info will serve as a back-up for the "history of NLDI". New information for the second session will be forwarded on mail and posted on <http://www.nldi11.blogspot.com/>.

## Evaluation

When you evaluate the program as we go along, your focus should be on the outcome measured on the five points given in on the top of page 4.

Some of these questions will be relevant to the topics we look at:

*What new insights did you get from .....?*

*Will this teaching contribute to enhance the quality of your leadership?*

*What are the main tools you take with you from this .... ?*

*Which aspects of leadership do you need to explore further?*

*What important decisions have you made ?*

*What changes are you going to make to your life/ministry as a consequence of this course?*

*In what areas of your leadership have you been confirmed? Challenged?*

These questions are just meant as guidelines for your thoughts.

# THE SUBJECTS

## Introduction

The subjects will be presented in the order they occur on the schedule of the NLDI-program. The brackets will tell in which course the subject will be taught, if it is a self-administered activity (saa) or a web-based-activity (wba).

## Deepen your spiritual life (I-IV)

The subject is a vital part of the whole program and will run through each of the four residential courses, your self-studies and the chat-room-sessions. The first step in the program will focus on:

- **Spiritual accountability (I+wba)**

The subject will use Dr. Charles Lake's program and text-books. The first interaction-session will be held at the venue of the first residential course. The following sessions will take place in the NLDI chat-room. The students will evaluate the program in good time before the second residential course. The evaluation will decide which steps will be taken with regard to the continuation of Dr. Lake's program in the remaining part of the NLDI-course.

- **Spiritual retreat (saa)**

A retreat is not a part of the NLDI-program, but we suggest that you who have not experienced the blessing and challenge of a retreat, will join one, or "create" one as a part of finding new ways to deepen your spiritual life.

- **Implementing and managing change (IV)**

The subject is included in this course in recognition of the fact that a rapidly changing world needs a constant adjustment of evangelism-methods and the way we do our ministry in our churches. It is also recognizing the fact that individuals and churches are "born with a change-reluctance-gene".

Further we must admit the fact that if we do not manage to implement change, many of our corps will have less than a ten-years-horizon before they have to close down.

How do we go with challenges with e.g. closing down and re-opening (or planting) corps, and how to go about decisions about this, will fall under this subject.

- **Resolving conflicts (IV)**

This subject is linked to the subject above, but should be treated in a more general manner realizing the fact that conflict-situations are normal and part of any kind of development-process. The absence of conflict can therefore be a sign of an unhealthy, non-progressive situation.

What do we do with information received from a third party = a person or a group not involved in the actual conflict?

This subject is likely to be treated as a combination of lecture and work-shop.

- **Syncretism & New Age (IV)**

To find a precise definition on New Age has been a challenge since the phenomenon first occurred. It is probably better described as a label used on any alternative religious expression.

In the late 90s people's interest in New Age seemed to have "cooled down", but over the past years it has regained force. The marketplace for alternative religion and alternative healing is more vivid than ever, and the danger of syncretism is felt even in the established churches. The subject will enlighten the current situation, and will raise the question where to draw the line.

- **Islamic challenge (IV)**

How do we meet the Islamic challenge?

How can we build bridges?

How can we warn against the danger of extremism at the same time as we respect the Muslim-believer?

How far do we go in bilateral symposiums?

How can we get a ministry where the Muslims are included and can find Jesus Christ not only as Prophet but also as Saviour?

- **"This is my challenge" (I)**

This is an example of a small group activity from the first course, and each course will have similar sessions. In groups of four/five, the students should share what they see as their greatest challenge in their leadership. Upon arrival the students should bring a personal mission-statement (a template will be provided). The mission-statement will be used to lead the conversation.

## **Leadership models/tools (I–IV)**

- **Biblical leadership-models (I)**

Is it possible to deduct timeless and valid principles of good/poor leadership when we look at leaders in the Bible?

- **Servant leadership (I)**

When Jesus Christ is presented as a leader, he is very often portrayed as a "servant-leader". In many ways this is a contradiction of terms. How is it possible to be a servant-leader?

- **How can the models be applied to TSA situation? (I)**

It is always a challenge to contextualize the biblical teaching on leadership to our SA-situation. From theory to real life!

- **What is my gifting? (I)**

We will look at available tools for discovering who we are with regard to natural - and spiritual gifting.

- **Coaching (II)**

Coaching will be dealt with in two portions:

1. **Seeing a coach (II)**

The subject addressed in course will focus on the skills needed to be a good coach. It will define what we understand by the term. The theory is that a Christian leader is also a coach.

Interim period II is a time when you yourself will be coached.

2. **Being a coach (III)**

In the third course, we will share the experience of being coached. What good things do you take with you into your own coaching, and what will you try to avoid when you coach someone in the last interim period.

## **Identity (I + II)**

- **Personal identity (I)**

It is important for an officer to have an identity also outside of a SA-context. The subject will address issues like *"Identity – in Christ – in family – in culture .... and further"*. What "indicators" do you look for to confirm your identities?

- **SA-leadership in the body of Christ (II)**

The aim of this subject is to focus on our position and identity as leaders in an ecumenical context. We will look at ecumenism on local, regional, national and global level. What distinguishes us from (and unites us with) leaders of other denominations?

## **To lead in a complex world (IV)**

- **Postmodernism (IV)**

Even though the statement: *"It is impossible to understand the world!"* cannot be verified, it is a good description of how most people feel in their effort to comprehend the complexity of the surrounding world.

To get a deeper insight into "postmodernism" will not solve this challenge, but at least provide a tool to enhance our ability to explain some of the mechanisms we face, and how it influences us and the people that we are trying to reach.

- **Ethical challenges (IV)**

Some of these challenges are universal and timeless; others come as a result of man's ability to move the limits for physical and biological possibilities and some come due to political decisions and introduction of new legislations. When the subject is put on the agenda, it is taken for granted that the students are familiar with the universal and timeless challenges, and focus will therefore be on the scientific progress and the juridical situations when it will be appropriate to say:

*"Judge for yourselves whether it is right in the sight of God to listen to you rather than to God" (Acts 4:20).*

This subject will also cover procedures when an officer/employee/soldier is accused of a criminal act (or when it is a serious breach on the SA's expectations with regard to moral conduct.)

- **Getting your message through (III)**

This subject is about communication and information and is not intended to be a course in homiletics, even though there will be analogies. The subject will focus on communicating:

- the value of your personnel
- the importance of their work and ministry
- a vision for your area of influence.
- SA-positional statements etc
- defined goals
- with more than words

- **Evaluation (III)**

This subject is linked to "getting your message through", but should focus on

- The annual officers review
- Appraisal of the officer/employee:
  - direct observation?
  - evaluation from a third party?
- Evaluation of program, methods and ministry in relation to goals etc.
- Self reflection
- Who should have access to the evaluation-material?

## To lead in a SA-context (II)

- **SA ecclesiology (II)**

The subject will address how SA regards itself as a church in an ecumenical context. It may be easy to find SA's ecclesiological form, but what is the essence? The subject will address how SA regards it self as a church in an ecumenical context.

- **Leading an integrated mission**

There is no doubt that TSA's mission is clearly expressed as an "integrated mission".

This is confirmed by the international mission statement, slogans like "heart to God, hand to man" and "soup, soap, salvation" and in General Gowan's effort to express the essence of our mission: "Save souls, grow **S**aints and **S**erve suffering humanity".

Looking at the ministry of TSA on a global level and adding up all we do, is likely to lead to the conclusion that our movement succeed in focusing on these issues. But how integrated is the mission regionally and locally level – even down to the mission of the individual Salvationist?

How do we meet the challenge with a "War on two fronts" on Sr. leadership level?

- **Unity in diversity (II)**

In the movement we have a great variety of expressions and views globally, but also within the same territory. In addition our mission is to the *whole person* – does this create more than one goal? In our attempt to fulfil the mission we involve personnel and volunteers without a personal knowledge of Christ together with the traditional Salvationists – can there be a conflict of interests? There will always be something that ties us together, but are there any non-negotiable issues?

- *doctrinal challenges*
- *moral and ethical issues*
- *traditionalism in a rapid changing world*
- *diversity in worship*
- *philanthropy or mission*
- *how "diverse" has the global SA become in light of the territorial discretion?*

- **Current trends in the SA (II)**

The students will be given opportunity to share current trends in their sphere of influence, but it is an aim to communicate information about trends also in other parts of the world. This should not only be statistical trends, but it is more important to receive stories about things which work.

Trends with regard to how O&Rs are interpreted and implemented in the hosting territories will be compared.

Is the philosophy about the emerging church influencing the way we "think church" in TSA?

## To lead the individual

- **"Coach in your own life" (III)**

"Balance" is a key to a successful leadership-ministry, and as such it is one of the main resources. Balance is needed in all aspects of life. There will be a challenge to find a balance in and between:

- spiritual and practical tasks
- process and product
- rest and work
- in the world but not of the world
- input and output
- ministry and family – and so on.

- **Understanding and handling "difficult" people (III)**

We realize that most of the students will have experience from encounters with "difficult" people in their past ministry, but on Sr. leadership-level, the "difficult" ones are likely to be colleagues and people who also have a "working-relationship" with TSA. To be able to understand, will in many cases be a clue to solve the difficult situation.

Even if we manage to understand, the "issue" may be of such that it will need further intervention. What do we do when we feel it is necessary that a ministry of an officer or an employee needs to be terminated? How "difficult" can we accept an officer to be and still allow him to be protected by his calling?