

# *Sustaining for Life-long Leadership*

:: Leadership Endurance Inventory (LEI) ::

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## : : LEADERSHIP ENDURANCE EVALUATION (LEI) : :

### : : Introduction

Attached is an exercise created to help you "take inventory" of the health and balance of necessary networks that support a sustainable and life-giving infrastructure in the life of a leader. The exercise is effective as a single-use tool, but its effectiveness significantly increases when used multiple times in comparison over time (i.e. on an annual review basis) to help a leader truly establish key personalized, sustainable and life-giving ministry structures around him or her for lifelong leadership.

You will need to find a place where you can individually focus, without interruption, for *at least 1 hour* to read and complete the personal evaluation tool. Look over the Description and Instructions below, then complete the Inventory portion. Complete this individually before discussing with others (i.e. spouse or coach) the key implications that emerge for you personally.

### : : Description

This evaluation is based on the key leadership research conducted by Dr. J. Robert Clinton, and detailed in his article, "Social Base Processing: The Home Base Out of Which a Leaders Works" (Barnabas, 1993).

In summary, Clinton and his research associates undertook a lengthy research project aimed at analyzing the lives of hundreds of leaders—Biblical leaders, church leaders, past and present—and the ministry impact these leaders effected, to see if any discernible or tangible patterns were apparent in connection with leadership success or failure.

What they discovered was alarming! After researching the lives of these leaders—of whom all had made a significant impact through his or her ministry, they found that only a small number of them actually "finished the race" well; in other words, very few actually made it to the intended end of their ministry calling. The large majority, after years of significant impact, fell short of their goals due to various factors (moral failure, burnout, health problems, stress, family issues, etc.).

Upon further evaluation, they found that of the small group that reached the "end goal" of their ministry career, only a very small percentage of those actually "finished well"—still in good health, vibrant with energy and passion, leaving a significant legacy and trained leaders to continue the work. In actuality, the large majority of those who "finished" *collapsed* across the line and were in very poor shape.

So, they analyzed these three groups (those that didn't "finish," those that "finished poorly," and the very few that "finished well") to try to find discernible patterns that attributed to either their success or failure. What they found is that the support "norms" we often think of—*prayer and financial means*—were prevalent for almost all of the leaders most of the time.

*In other words, there was something MORE to sustainable success than just prayer and financial support.*

The emerging elements prevalent in the lives of those who actually finished, and finished *well*, could be categorized into 4 main Core Components of support, or influence: Emotional support, Economic support, Strategic support, and Physical support. Clinton called these the 4 Social Bases. For purpose of this evaluation, I have titled them the **Leadership Endurance Core Components**.

Disclaimer: Those who finished well did not necessarily have all 4 of these bases established to an optimum degree during all stages of their ministry. Sometimes there was a missing or weak component for a certain season, as the reality of life dictates. But for all of those who finished well, they intentionally built all 4 of these bases in an adequate or healthy way throughout the duration of their ministry careers. And that was **the key** that made the difference in their ability *to thrive and finish well!*

## **: : Instructions for Taking the *Leadership Endurance Inventory***

This analysis tool helps a leader to "take stock" of his or her current health in the 4 Core Component areas to reveal dynamics that need intentional development for better self-care and endurance. There exists a significant level of personal responsibility that can be exercised to better ensure a leader's ability to thrive for the long-term.

1. *Print* the document, then *Save* the electronic file to your device for future revisiting and comparison.
2. Make sure you set aside at least 1 hour of uninterrupted time to work through the Inventory on your own.
3. Start with a time of prayer and focus, asking for wisdom, ability to hear God's voice in the process, and for the Spirit to reveal to you areas in which God wants to strengthen and challenge you.
4. Read through the definitions of the 4 Core Components to get a clearer grasp of the type of support that each component represents in the life of a leader.
5. Now look at the effectiveness scale at the bottom of the first page. Given your understanding of the 4 Core Components, think about how effectively you have access to or presence of these Core Components in your current place of service and life. Using the corresponding # to represent each component, identify and physically mark on the Scale of Empowerment the level of support each honestly represents for you at this time. See example.
6. Now before moving toward action steps, take your evaluation a step deeper on the next page. In the first two tables, think of two specific seasons of service/work/life from your recent past. This could be a time when you were in different job, ministry position, time as a homemaker, or even a student. In order to get a better grasp of the Core Components, and how they relate uniquely to your life, take some time to evaluate the dynamics of each of those two seasons of life using the grid and questions. For instance, if in your last season you found working on a team in your workplace to be surprisingly empowering, you may answer "working in a regular group setting is emotionally healthy for me" to the row with the question, "What worked?" under the column "Emotional" (Component).
7. Lastly, review the "Lessons Learned" rows in each of the first two tables on that page. Think about these lessons in comparison to your practice run on the Scale of Empowerment evaluation of your current health as a leader. Now fill in the last table on the final page. What unique needs do you have in your current position in light of the Core Component categories? Once you identify those, begin to move toward strategizing tangible, attainable short-term goals in the next week to start to build key people and resources in the areas of the most current concern.

*The message should be coming through pretty clear by now: though the Lord has called you to this place and the Spirit is empowering you, you have a high level of both personal responsibility and ability to create a healthy environment for your own life-long thriving in leadership!*

## **: : Next Steps**

1. After you have begun to form some strategies for action steps, schedule ample time to talk over your individual findings with key people in your life (spouse, spiritual director, supervisor, coach). You may find that the areas of strength and weakness differ for you and your spouse. That is okay, and normal! You will each have areas of varying need. The important thing as a couple is to validate each other's needs, and then strategize how you will allow each other to feasibly build into your external relationships, schedule, or budget each of your top priority areas of needed support.
2. Write on your schedule a date to return to this analysis tool on an annual basis (or more often!) to reassess and compare your Core Component health and growth. I know couples that have wisely replaced doing New Year's "resolutions" with an intentional time to revisit this analysis every January.

Feel free to contact me with questions,

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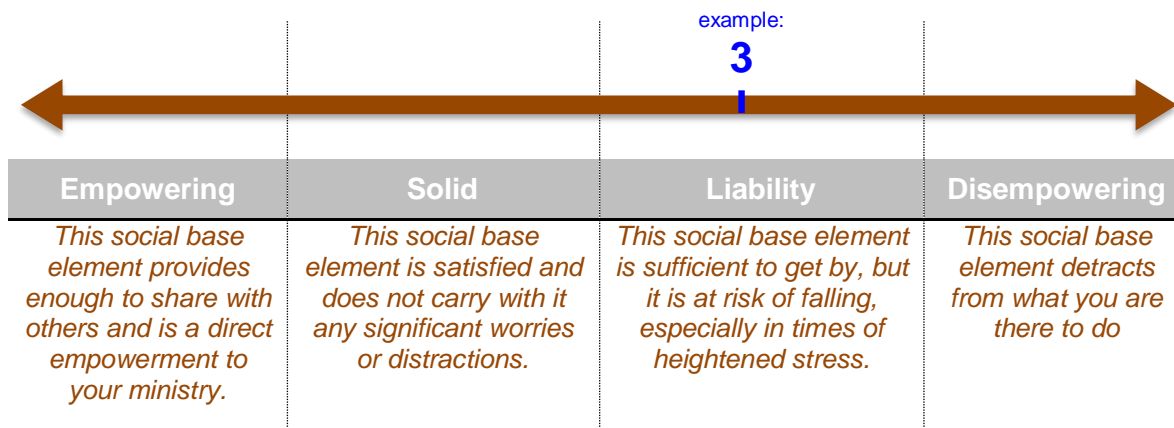
# :: LEADERSHIP ENDURANCE INVENTORY ::

(adapted by Jeff Simons from Dr. J. Robert Clinton and Brian Dowd)

4 Core Leadership Components	Explanation of Core Component
<b>1. Emotional Support</b>	<p><i>Effective presence of Companionship, Listeners, Recreational Outlets, Empathetic Understanding, Affirmation of Personal Worth, etc.</i></p> <p><b>[Examples:</b> Regular intentional contact with deep friends; Counselor appointments; Spiritual Director meetings; accountability groups; regular scheduled activities that feed you and give healthy emotional coping outlets (hiking, exercise, hobbies)]</p>
<b>2. Economic Support</b>	<p><i>Financial Base that sufficiently covers living expenses, medical needs, educational needs, basic physical needs like food, clothing, and transportation, contingency savings, preparation for the future, etc.</i></p> <p><b>[Examples:</b> 100% funding; effective budget established with margin for savings, fun, healthy outlets; insurance policies effective and up-to-date; established Will; retirement savings plan]</p>
<b>3. Strategic Support</b>	<p><i>Support resources for sharpening vision, call, goals and affirming meaning for life and vocation; affirming that what we do is important. The sharing of ministry or career ideas, philosophies, problem solving, personal development—in short giving the big picture and strategy to that which encompasses our vocation and life focus.</i></p> <p><b>[Examples:</b> Regular intentional contact with Spiritual Directors and Coaches; other like-minded professionals in your field gathering for regular discourse and strategizing; regular diet of literary mentors and enrichment; personal “Board of Directors” that help you hone and accomplish your short and long-term goals; continuing education; strategic conference attendance]</p>
<b>4. Physical Support – Basic Needs</b>	<p><i>The necessities of life—how do we eat, sleep, have clean clothes, meet our physical drives? Are the kids adequately cared for? Are we safe? Is our home (or does our home have) a place of retreat, refreshment? Do I have an established “sacred space” for regular connection with God?</i></p> <p><b>[Examples:</b> Family dietary needs strategy; Private place(s) within home even if home is used for community ministry; medical needs for all family are attended to; regular cycle of care needs effective and sustainable (dental, exercise, retreats, vacations, play); space and safe place for regular intimacy as a couple.]</p>

## EXERCISE: Charting Endurance Components on a Scale of Empowerment

(Practice: mark each Core Component # on the scale below according to its level of empowerment currently in your life)



Earlier Life Season/Position: \_\_\_\_\_

Dates (approx.): \_\_\_\_\_

	Emotional	Economic	Strategic	Physical
<i>What worked for you in this season in each core component area?</i>				
<i>What didn't work?</i>				
<i>Empowerment status (Empowering, Solid, Liability, Disempowering)</i>				
<i>Key Lessons Learned (i.e. identifying needs, strategies, other)</i>				

Earlier Life Season/Position: \_\_\_\_\_

Dates (approx.): \_\_\_\_\_

	Emotional	Economic	Strategic	Physical
<i>What worked for you in this season in each core component area?</i>				
<i>What didn't work?</i>				
<i>Empowerment status (Empowering, Solid, Liability, Disempowering)</i>				
<i>Lessons Learned (i.e. identifying needs, strategies, other)</i>				

### What an empowered Leadership Endurance Plan looks like for you!

	Emotional	Economic	Strategic	Physical
<i>What are your unique needs as identified above?</i>				
<i>Create strategies to better meet those needs going forward:</i>				