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Presents

Conversations on Leadership

with
Dave Toycen
& Brian Stiller

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Each of the discussion plans provided are designed to be completed within 30-45 minutes, including the viewing of each DVD chapter. Notes for facilitators are provided with each outline.

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FreeForm was designed by W. Clayton Rowe and Hugh T. Brewster of World Vision Canadian Programs, and Janis Ryder of Ryder Consulting.

Discussion Guide

What does it take to lead and grow a successful ministry? World Vision invited two prominent Canadian Christian leaders to reflect upon what they have learned through stewarding complex ministries toward tremendous growth.

With candour, humility and great insight, Brian Stiller and Dave Toycen discuss six critical leadership topics that are relevant to ministries of all shapes and sizes. From leading a start-up, grassroots initiative to shepherding an established church, Dave and Brian's conversations provide excellent fodder for reflection and discussion.

This material was originally intended to support World Vision Canadian Program's FreeForm organizational capacity-building program for non-profits. The country-wide response from ministry leadership teams participating in this program convinced us to make this material available beyond the FreeForm course.

The following Discussion Guide is to be used in conjunction with the first in our *Conversations on Leadership* DVD series. For each of the six chapters, this guide provides questions and activities that will allow your ministry leadership to deepen the conversation and apply learning to your own context.

Our goal is to help move your team toward the type of concrete action steps that will enrich your ministry in the community you serve. As you work through this discussion guide we pray that God may grant you insight and blessing.

CHAPTER I:

Call to Leadership

Preparation Required for Facilitator

- ✓ DVD cued to Chapter 1
- ✓ Copy of this discussion plan for each participant
- ✓ Pen for each participant
- ✓ Basket with sufficient number of stones for each participant to choose one

1. In the *Call to Leadership* Dave Toycen and Brian Stiller share about what they have learned about hearing God's call. **Watch** Chapter 1 on the DVD.
2. Brian Stiller found the Bible's description of Abram's call to be particularly instructive for his own journey in leadership. **Read** the following passage from Genesis 12 and underline what you find interesting.

Genesis 12: 4-9 [Today's New International Version]

⁴ So Abram went, as the LORD had told him; and Lot went with him. Abram was seventy-five years old when he set out from Harran. ⁵ He took his wife Sarai, his nephew Lot, all the possessions they had accumulated and the people they had acquired in Harran, and they set out for the land of Canaan, and they arrived there.

⁶ Abram traveled through the land as far as the site of the great tree of Moreh at Shechem. At that time the Canaanites were in the land. ⁷The LORD appeared to Abram and said, "To your offspring I will give this land." So he built an altar there to the LORD, who had appeared to him.

⁸ From there he went on toward the hills east of Bethel and pitched his tent, with Bethel on the west and Ai on the east. There he built an altar to the LORD and called on the name of the LORD.

⁹ Then Abram set out and continued toward the Negev.

3. **Discuss** in the large group:
What elements from this Scripture passage, or from Chapter 1 of Brian and Dave's conversation, most resonate with your understanding and experience of hearing God's call?
4. **Take** a stone from the basket and silently **reflect** on those signposts or altars that have led you to your current position of leadership in this ministry.

*When you are ready, **share** with the group about one of the signposts or altars that have contributed to your sense of calling in this ministry.*
5. When you are finished sharing, **place** your stone in the centre of the circle as you **build** a small altar together.
6. **Spend** a few minutes thanking God in prayer for the ways your team has been called to this ministry.



CHAPTER 2:

The Power of Strategic Planning

Preparation Required for Facilitator

- ✓ DVD cued to Chapter 2
- ✓ Copy of this discussion plan for each participant

1. Acts 6: 1-7 describes a thorny situation that leaders of the young Church faced. **Read** this passage together.

Acts 6:1-7 [Today's New International Version]

¹ “In those days when the number of disciples was increasing, the Hellenistic Jews among them complained against the Hebraic Jews because their widows were being overlooked in the daily distribution of food. ² So the Twelve gathered all the disciples together and said, “It would not be right for us to neglect the ministry of the word of God in order to wait on tables. ³ Brothers and sisters, choose seven men from among you who are known to be full of the Spirit and wisdom. We will turn this responsibility over to them ⁴ and we will give our attention to prayer and the ministry of the word.” ⁵ This proposal pleased the whole group. They chose Stephen, a man full of faith and of the Holy Spirit; also Philip, Procorus, Nicanor, Timon, Parmenas, and Nicolas from Antioch, a convert to Judaism. ⁶ They presented them to the apostles, who prayed and laid hands on them.

⁷ So the word of God spread. Then number of disciples in Jerusalem increased rapidly, and a large number of priests became obedient to the faith.

2. **Discuss:** *What strikes you about how these leaders negotiate the tension between "activism" and "strategy"? Where do you experience this tension within your own ministry*
3. This chapter focuses upon ‘the power of strategic planning’. As you **watch** Chapter 2, **listen** for ways that strategy enables a ministry to achieve its vision.
4. Brian Stiller and Dave Toyce highlight the role of a few key concepts within their strategic planning. On your own, **choose** two of the words below and **consider** how each one influences your own ministry's strategic planning.

TIME

ENTREPRENEURSHIP

ACCOUNTABILITY

VISION

TEAM

In the large group, briefly share your thoughts on your two words in relation to strategic planning in your ministry.

5.

On your own, list one thing that you are doing now that helps others to invest in your ministry's strategy and that you should continue	On your own, list one thing you are doing now that limits shared ownership of the strategy and that you seek to change

CHAPTER 3:

The Art of Fundraising

Preparation Required for Facilitator

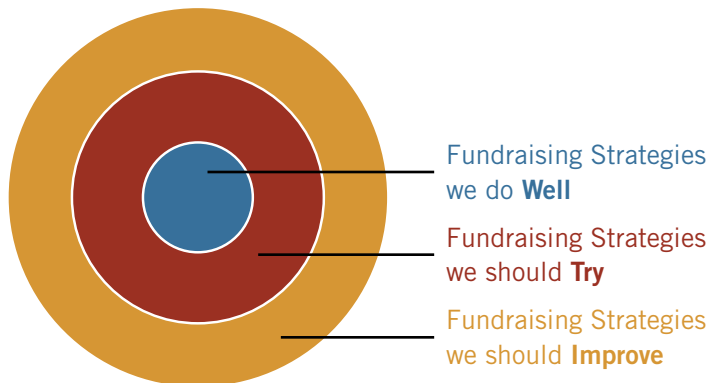
- ✓ DVD cued to Chapter 3
- ✓ Copy of this discussion plan for each participant
- ✓ Flipchart & markers
- ✓ Optional: copies of a recent newsletter or fundraising letter from your ministry

1. In his insightful booklet *The Spirituality of Fundraising*, Henri Nouwen asserts that *fundraising must always aim to create new and lasting relationships. We want [donors] to join us so that together we begin to see what God means when God says "Be fruitful" (Gen 1:28).*

Discuss this assertion with a partner and **identify** how you have seen this in practice within your ministry.

We'll hear a sample of your observations in the large group.

2. As you **watch** the following *Conversation* titled 'The Art of Fundraising', **note** strategies that these experienced fundraisers recommend on the appropriate section of the chart below:



3. In the large group **discuss** your assessment from the chart above. *Your facilitator will take notes on the flipchart.*
4. On your own, **call** to mind a recent fundraising initiative produced by your ministry (e.g. newsletter, website, slideshow). **Reflect** upon how could you better invest in a relationship with your donors through this initiative?

Record two things that could change in order to make this material more like a 'face to face' interaction with your donors.

NAME OF INITIATIVE:

Change #1:

Change #2:

CHAPTER 4:

The Potential of Human Resources

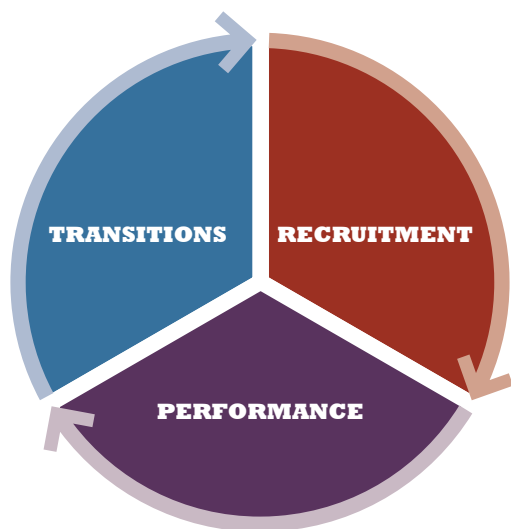
Preparation Required for Facilitator

- ✓ DVD cued to Chapter 4
- ✓ Copy of this discussion plan for each participant
- ✓ Blank encouragement note cards and pen for each participant

1. **View** Chapter 4: *The Potential of Human Resources*. As you watch, **consider** how Brian Stiller and Dave Toycen's perspectives address three elements of staff stewardship:

- in their recruitment
- in their performance
- in their transitions

2.



Record what strikes you about each element directly on the model opposite. In the large group, **call out** examples of what you recorded.

3. Together **read** through the following parable:

Matthew 25:14-30 [*The Message*]

"[God's Kingdom] is like a man going off on an extended trip. He called his servants together and delegated responsibilities. To one he gave five thousand dollars, to another two thousand, to a third one thousand, depending on their abilities. Then he left. Right off, the first servant went to work and doubled his master's investment. The second did the same. But the man with the single thousand dug a hole and carefully buried his master's money.

"After a long absence, the master of those three servants came back and settled up with them. The one given five thousand dollars showed him how he had doubled his investment. His master commended him: 'Good work! You did your job well. From now on be my partner.' "The servant with the two thousand showed how he also had doubled his master's investment. His master commended him: 'Good work! You did your job well. From now on be my partner.'

CHAPTER 4: (CONTINUED)

The Potential of Human Resources

"The servant given one thousand said, 'Master, I know you have high standards and hate careless ways, that you demand the best and make no allowances for error. I was afraid I might disappoint you, so I found a good hiding place and secured your money. Here it is, safe and sound down to the last cent.' "The master was furious. 'That's a terrible way to live! It's criminal to live cautiously like that! If you knew I was after the best, why did you do less than the least? The least you could have done would have been to invest the sum with the bankers, where at least I would have gotten a little interest.

"'Take the thousand and give it to the one who risked the most. And get rid of this "play-it-safe" who won't go out on a limb. Throw him out into utter darkness.'

4. In the large group **discuss**:

- As a Christian leader, what in this parable resonates with you?
- What questions does this parable raise for you as a Christian leader?
- What talents has God entrusted to your ministry in order to fulfill your mandate?

5. On your own, **record** a few examples of specific 'people resources' whose talents bless your ministry:

NAME	TALENT(S) THIS PERSON BRINGS

6. **Choose** one person described above to whom you will **write** an encouragement note. Be sure comment upon the talents that this person is sharing with your ministry.

CHAPTER 5:

Lessons on Leadership

Preparation Required for Facilitator

- ✓ DVD cued to Chapter 5
- ✓ Copy of this discussion plan for each participant
- ✓ Flipchart & markers
- ✓ 1 package of sticky notes
- ✓ 'Sharpie'-style marker for each participant

- 1. Watch** the fifth episode of Dave Toycen's and Brian Stiller's Conversations on Leadership.

In the large group, discuss the leadership insights that seem most applicable to your own ministry.

- 2.** On your own, **use** a post-it note to **record** a 'Leadership Lesson' of your own to share by completing the following sentence:



I wish I had known...

- 3. Invite** everyone to read their 'Leadership Lesson' to the group and to stick them on the flip-chart for all to see.
- 4. Survey** the lessons generated by your group:

What do you notice? How can they inform your ministry's next steps?

- 5.** End your discussion in prayer. **Thank** God for the insights and leadership of each person present, and **commit** your ministry to God's direction.

CHAPTER 6:

Discernment

Preparation Required for Facilitator

- ✓ DVD cued to Chapter 6
- ✓ Copy of this discussion plan for each participant

1. Listen as Dave Toycen and Brian Stiller talk about their own experiences of discernment in this final chapter in the series.

2. Discuss in the large group:

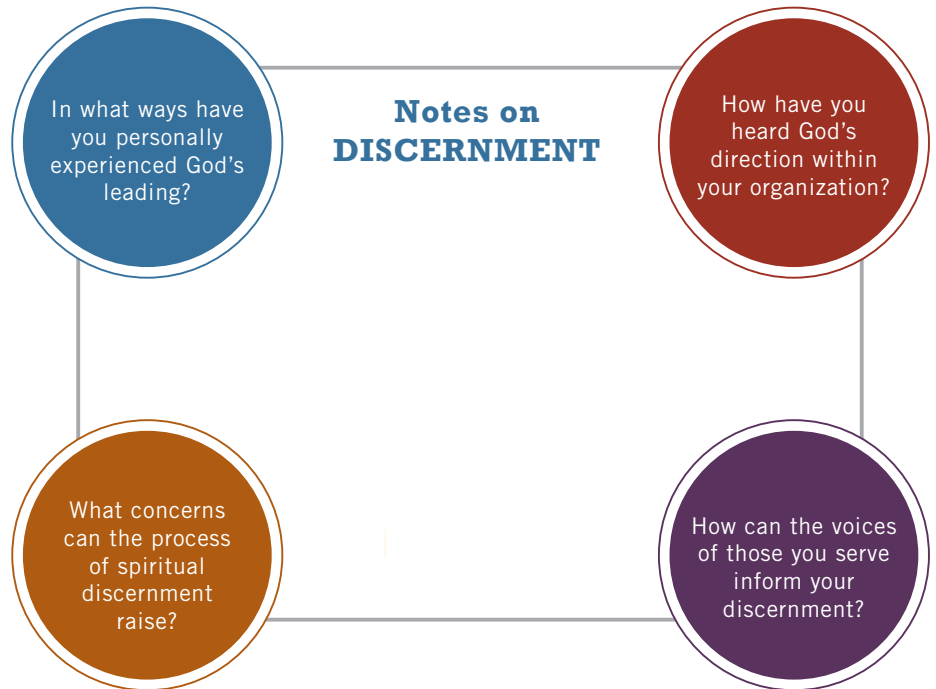
What resonates for you in what Dave and Brian shared?

What questions about discernment does their conversation raise?

3. On your own, **read** the following description of discernment and **record** notes on each of the four questions below.

Discernment is a spiritual process through which we seek God's presence and direction. This discipline can involve prayer, worship, Biblical reflection, seeking wise counsel, listening to those we serve and silence, as we wait for the leading of the Holy Spirit.

In the large group, invite comments drawn from your notes and the description of discernment offered above.



4. Discuss how spiritual discernment can play a greater role within your ministry's strategy. **Record** in the space below two concrete action steps that will augment the discernment process within your ministry in the next 6 weeks.

DISCERNMENT ACTION STEPS

1.

2.

Biographies



Dave Toycen

President & CEO, World Vision Canada

World Vision Canada is the country's largest humanitarian relief and development agency. In his 18 years as a leader with World Vision Canada, ten as president, donations have increased almost seven-fold and the number of children sponsored by Canadians has quadrupled to more than 400,000.

A Canadian citizen, Toycen holds degrees in philosophy and divinity and has received three honorary doctorates—from Tyndale College and Seminary in Toronto, the Church Divinity School of the Pacific in Berkeley, California and Wycliffe College in Toronto.

Toycen's career with World Vision has spanned more than 30 years. He has led World Vision Canada into significant advocacy and public policy work, emphasizing issues that affect children. His book, *The Power of Generosity*, draws from his experiences and calls readers to become more engaged in the world and to develop a more generous way of life.

Toycen and his wife, Diane, are active members of Trinity Anglican Church in Streetsville, Ontario. The couple has two grown children and two granddaughters.



Brian Stiller

President, Tyndale University College & Seminary

Brian Stiller was raised in a minister's home on the Canadian prairies. He completed a three year diploma in Bible and Theology at Central Pentecostal College in Saskatoon and then did a further undergraduate degree at the University of Toronto in History, his master's degree at Wycliffe College (U of T) and doctoral work at Gordon-Conwell Theological Seminary. He has received honorary doctorates from Briercrest College and Trinity Western University.

Stiller served 16 years in Youth for Christ, eight as Canadian president, then from 1983 to 1997 as president of the Evangelical Fellowship of Canada. He founded and was editor-in-chief of Canada's national magazine, *Faith Today*; and hosted the weekly *Cross Currents* television program. He is the author of ten books, the most recent *Preaching Parables to Postmoderns*.

Today he serves as president of Tyndale University College & Seminary, an historic institution of Christian higher education founded in 1894, with some 1200 students.

Brian and his wife Lily have two children and five grandchildren.