



# *LEADERSHIP*

LESSONS LEARNED FROM THE COVID CRISIS

STUDY GUIDE

**COURTNEY MCBATH**

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# *KNOWING WHOM WE ARE LEADING AND INFLUENCING*



“When we’re not in crisis we have the luxury of doing what we think is cool, or what we find fulfilling; but that luxury dissipates quickly in crisis.”

## READING TIME

Read Chapter 1: “Knowing Whom We Are Leading and Influencing,” in *4C Leadership*. Use the Notes space to record any thoughts you want to remember or questions you want to talk about later.

The first C of leadership is CONTEXT. What is the demographic context—the economic situations, levels of education and living conditions—of the people you lead?

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As you think about contextualization, how do the people you lead think, communicate, and make decisions?

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How have context and contextualization changed in this season of crisis?

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## STUDY SCRIPTURE

What do you discover about the power of contextualization in the text below?

For which one of you, when he wants to build a tower, does not first sit down and calculate the cost to see if he has enough to complete it? Otherwise, when he has laid a foundation and is not able to finish, all who observe it begin to ridicule him, saying, "This man began to build and was not able to finish." Or what king, when he sets out to meet another king in battle, will not first sit down and consider whether he is strong enough with ten thousand men to encounter the one coming against him with twenty thousand? Or else, while the other is still far away, he sends a delegation and asks for terms of peace.

—Luke 14:28-32 (NASB)

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How have you adjusted your methods to accommodate these changes?

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What are your people's "felt" needs—what they are longing for, what keeps them up at night, what makes them worry? Is there a discrepancy between how you and they think they need to be led? How have you been able to empathize with them?

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# SHARE YOUR STORY

Jesus healed some people, but very few miracles were performed in his hometown, not because He was limited, but due to the context of their unbelief.

Now that you've identified your people's felt needs, what resources, competencies, and vision do you possess to meet them?

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If it is possible to see a need and have the capability to meet it but lack the vision and passion to execute your plan, how do you see your vision and passion sustaining you long term?

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Who actually hears you? How can you tell?

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Do you agree with this statement? While your message remains the same, how you deliver that message will adjust based upon your audience. Why or why not?

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Who are you counting on to “lend a hand” as you attempt to communicate your message? What roles are those people going to assume? How can you make more strategic “asks” of your demographic—those who LISTEN to you, are willing to be LED BY you, and who will LEND A HAND to you?

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# *UNDERSTANDING THE EXISTING TRUST LEVEL*



“When you properly contextualize the sphere in which you are called to lead, you must account for and assess the trust level. Once you make that assessment, you can build on the trust that exists and improve the areas wherever you discover a deficit.”

## READING TIME

Read Chapter 2: “Understanding the Existing Trust Level,” in *4C Leadership*. Use the Notes space to record any thoughts you want to remember or questions you want to talk about later.

Do you agree with this statement? More often than not, this trust level has direct ties to those who are presently involved in leadership within your context. Why or why not?

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In general, how do people measure trust? How do you measure the trust you put in people as well as the trust placed in you by others?

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Does the context in which you serve have any trust issues? If so, how did they come about?

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## STUDY SCRIPTURE

Reflect on these verses, and share any connections you see with improving contextual trust in your organization.

Now at this time while the disciples were increasing in number, a complaint arose on the part of the Hellenistic Jews against the native Hebrews, because their widows were being overlooked in the daily serving of food. So the twelve summoned the congregation of the disciples and said, "It is not desirable for us to neglect the word of God in order to serve tables. Therefore, brethren, select from among you seven men of good reputation, full of the Spirit and of wisdom, whom we may put in charge of this task."

—Acts 6:1-3 (NASB)

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When have you been a “positional” leader? How about a “relational” leader? What did you do to move from one level to the next? In your context, what would it look like to be a “pinnacle” leader?

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How does living a congruent life lead to greater trust? What can you do outwardly to live more harmoniously internally?

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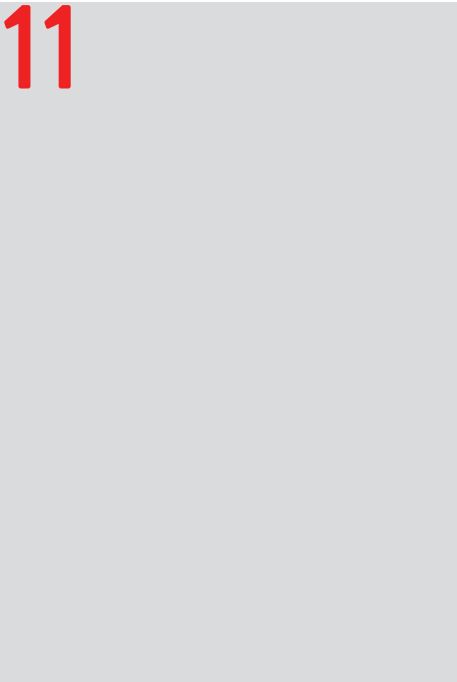
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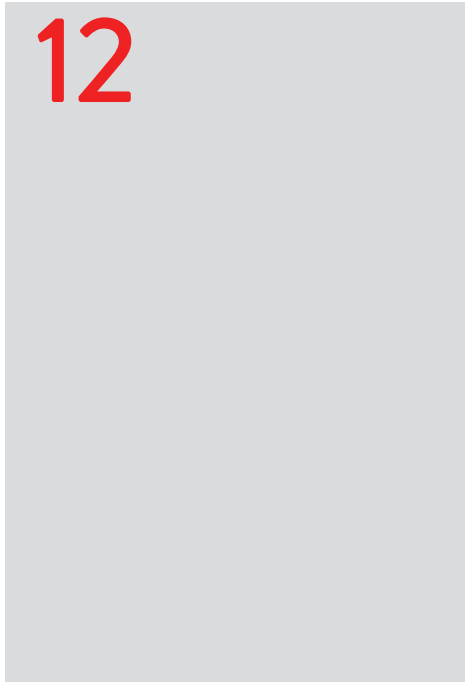
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# SHARE YOUR STORY

Trust is the bedrock of all human transactions, and distrust is most often the reason why transactions don't happen or don't last.

Who do you think of when you think of someone who has lived or lives a selfless life?

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How can you prepare yourself emotionally, mentally, and strategically, so you can be a capable leader and steer your organization's ship with ease?

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Do you believe that any task worth doing is worth doing well? How does this belief ensure that you will live an effective life?

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Rate yourself on a scale of 10-1 (with 10 meaning “always” and 1 meaning “never”) on these four characteristics:

*Congruent Life:* There is harmony between my actions and my deepest beliefs. \_\_\_\_\_

*Selfless Life:* My agendas are heavily weighted toward others. \_\_\_\_\_

*Capable Life:* I am competent in all I do. \_\_\_\_\_

*Effective Life:* My track record of leadership shows success. \_\_\_\_\_

How well do your teams, staff, and partners promote your heart and vision? What specifically confirms this to you?

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What is the difference between ambition and HOLY ambition? Which is more characteristic of you and your organization?

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# *ASSESSING THE CONTEXTUAL NEED*



“Whether you’re a parent raising a family, a pastor shepherding a church, or a leader of a non-profit or for-profit business, contextualization is critical to your leadership effectiveness.”

## READING TIME

Read Chapter 3: “Assessing the Contextual Need,” in *4C Leadership*. Use the Notes space to record any thoughts you want to remember or questions you want to talk about later.

Whom are you reaching (or trying to reach)? What do you know about them? Do you need to find out more?

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Which means of communication have you tried? How have you determined which method of communication is most effective for your context? What are you NOT doing that could make it more effective? Why haven't you implemented that?

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## STUDY SCRIPTURE

Read this passage and write down a couple of insights you glean from it that have to do with contextual need.

“But a Samaritan, who was on a journey, came upon him; and when he saw him, he felt compassion, and came to him and bandaged up his wounds, pouring oil and wine on them; and he put him on his own beast, and brought him to an inn and took care of him. On the next day he took out two denarii and gave them to the innkeeper and said, ‘Take care of him; and whatever more you spend, when I return I will repay you.’ Which of these three do you think proved to be a neighbor to the man who fell into the robbers’ hands?” And he said, “The one who showed mercy toward him.” Then Jesus said to him, “Go and do the same.”

—Luke 10:33-37 (NASB)

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What technology has been most useful in your context? Who has benefited from it the most? What is your greatest technology challenge? How could remedying that communicate your context more clearly?

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How has fear shaped your life? What leader has helped you most in identifying and addressing your fears? How did he or she help?

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What are the fears of your context? How have people communicated them? What have you done to assuage those fears?

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# SHARE YOUR STORY

Your role is to take some of the fright out of life in the context in which you are called to lead.

What do you have in common with your community? In what areas could you stand to connect better?

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Who are the marginalized— people or people groups who are treated as insignificant or peripheral—in your context? How did they get marginalized? What role do they play in making your vision manifest?

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Which of the questions we have studied in this chapter had you already asked regarding your context? Did asking them again lead to any new insights?

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# *BECOMING INTENTIONAL ABOUT PARTNERSHIPS*



“I have discovered that, in crisis, the act of collaboration can move you from shortage to surplus in one fell swoop. Collaboration transitions us from the deficit of the individual to the surplus of the team, group, church, or business.”

## READING TIME

Read Chapter 4: “Becoming Intentional About Partnerships,” in *4C Leadership*. Use the Notes space to record any thoughts you want to remember or questions you want to talk about later.

The second C of leadership is COLLABORATION. When a task needs to be completed, is your first inclination to do it yourself or find others to help you? Has that worked to your advantage or disadvantage over the years?

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Do you agree with this statement? Collaboration driven by principle instead of need can create new opportunities for you and your organization. Why or why not?

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## STUDY SCRIPTURE

Read the passage below and write down a couple of thoughts about collaboration that come to mind.

When He had finished speaking, He said to Simon, “Put out into the deep water and let down your nets for a catch.” Simon answered and said, “Master, we worked hard all night and caught nothing, but I will do as You say and let down the nets.” When they had done this, they enclosed a great quantity of fish, and their nets began to break; so they signaled to their partners in the other boat for them to come and help them. And they came and filled both of the boats, so that they began to sink.”

—Luke 5:4-7 (NASB)

What are some specific advantages to being more collaboration-friendly?

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What are some specific disadvantages to being more collaboration-friendly?

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Rate yourself on a scale of 10-1 (with 10 meaning “very” and 1 meaning “not very”) according to how likely you are to do the following:

Ask people their opinion of what you’re doing. \_\_\_\_\_

Ask people to read what you’ve written and share their thoughts. \_\_\_\_\_

Ask people if they have time to join your team. \_\_\_\_\_

Ask people if they have any shared experiences that might be helpful. \_\_\_\_\_

What most often keeps you and/or your team from doing the above?

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22

# SHARE YOUR STORY

Organizations,  
businesses, churches  
and individuals discover  
synergy they didn't  
know existed during  
times of crisis.

Once they've decided to collaborate, how can members of a team do the following:

Accept the people on the team.

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Support the people on the team.

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Believe in the people on the team.

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Encourage the people on the team.

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Do you have any teams that don't truly function as a team according to the four steps above? Where's the disconnect?

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Name 2-3 teams or organizations that you have a natural synergy with who could potentially work with you on a project. What do each of these groups bring to the table?

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# *INCREASING ORGANIZATIONAL STRENGTH*



“Some may think of collaboration as a soft, subjective term with no real business value; but nothing could be farther from the truth.”

## READING TIME

Read Chapter 5: “Increasing Organizational Strength,” in *4C Leadership*. Use the Notes space to record any thoughts you want to remember or questions you want to talk about later.

Think of a past experience in which value was added to your organization through collaboration. What did you learn from this experience?

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How frequently are you asked by other organizations to collaborate? In the past, what have been their motives for asking for your help?

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## STUDY SCRIPTURE

Read the following passage and identify the opportunities for collaboration. What would have happened if Moses, Jethro, or any of the other leaders had chosen not to collaborate?

It came about the next day that Moses sat to judge the people, and the people stood about Moses from the morning until the evening. Now when Moses' father-in-law saw all that he was doing for the people, he said, "What is this thing that you are doing for the people? Why do you alone sit as judge and all the people stand about you from morning until evening?" Moses said to his father-in-law, "Because the people come to me to inquire of God. When they have a dispute, it comes to me, and I judge between a man and his neighbor and make known the statutes of God and His laws."

Moses' father-in-law said to him, "The thing that you are doing is not good. You will surely wear out, both yourself and these people who are with you, for the task is too heavy for you; you cannot do it alone. Now listen to me: I will give you counsel, and God be with you. You be the people's representative before God, and you bring the disputes to God, then teach them the statutes and the laws, and make known to them the way in which they are to walk and the work they are to do. Furthermore, you shall select out of all the people able men who fear God, men of truth, those who hate dishonest gain; and you shall place these over them as leaders of thousands, of hundreds, of fifties and of tens. Let them judge the people at all times; and let it be that every major dispute they will bring to you, but every minor dispute they themselves will judge. So it will be easier for you, and they will bear the burden with you. If you do this thing and God so commands you, then you will be able to endure, and all these people also will go to their place in peace."

—Exodus 18:13-23 (NASB)

Have your suspicions about why you've been asked to collaborate been justified, or have you found that people are fairly transparent with their motives?

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What have been your greatest challenges when it comes to collaboration inside and outside of your organization?

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Name two people you think of when you hear discussions about collaboration. They could be co-workers, leaders in your organization, or individuals outside your organization.

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# SHARE YOUR STORY

The struggle, time, and energy spent in collaboration is well worth it when we consider the value added from those relationships.

What strengths do these people exemplify?  
How do those strengths make collaboration successful?

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What are the benefits of adding collaboration to your culture before a crisis arises?

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How can you—even if you're an independent contributor—encourage a culture of collaboration in your church, business, or organization?

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To whom can you add value within your organization by being willing to collaborate?

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# *THE ADDED VALUE OF COLLABORATION*



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## READING TIME

Read Chapter 6: “The Added Value of Collaboration,” in *4C Leadership*. Use the Notes space to record any thoughts you want to remember or questions you want to talk about later.

Think of an instance when emotional collaboration seemed initially successful. What made it successful? What caused its eventual demise?

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What place is there for emotional connection in collaborative relationships?

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What value do you personally bring into your collaborative relationships? Does that value change as the collaborative relationship changes?

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## STUDY SCRIPTURE

Read the following verses and list three specific instances of someone adding value.

As they were untying the colt, its owners said to them, “Why are you untying the colt?” They said, “The Lord has need of it.” They brought it to Jesus, and they threw their coats on the colt and put Jesus on it. As He was going, they were spreading their coats on the road.”

—Luke 19:33-36 (NASB)

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What value do you see in others that you lack?

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In which of your existing relationships, might collaboration be beneficial?  
What would both entities gain?

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32

# SHARE YOUR STORY

When have you tried to handle things on your own, while in hindsight you realized collaboration would have benefited you?

In what types of enterprises is collaboration essential?

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How can two groups have shared values yet still celebrate their differences?

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Do you agree with the following statement? Until you see the value you bring, the value they bring, and the value of your combined efforts, the chance of effective collaborative work is improbable. Why or why not?

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What trouble might you run into if you attempt to collaborate without asking the following questions:

Do I bring something valuable to this process?

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Do I believe that the person/organization I'm working with brings value?

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Do I believe that, together, we will add value to the people we're attempting to serve?

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# *THE COMMUNICATION PROCESS*



“Our hearts know very well how important it is to communicate thoughts and actions with others. Our minds... not so much.”

## READING TIME

Read Chapter 7: “The Communication Process,” in *4C Leadership*. Use the Notes space to record any thoughts you want to remember or questions you want to talk about later.

The third C is COMMUNICATION. What was your primary mode of communication pre-COVID-19? How has the crisis changed that?

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In the area of communication, how have your heart and mind had to sync, so you could deal with crisis?

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## STUDY SCRIPTURE

Read the following passage and share where you see Jesus being “bilingual.”

But He answered them, “You give them something to eat!” And they said to Him, “Shall we go and spend two hundred denarii on bread and give them something to eat?” And He said to them, “How many loaves do you have? Go look!” And when they found out, they said, “Five, and two fish.” And He commanded them all to sit down by groups on the green grass.

—Mark 6:37-39 (NASB)

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When have you been in a situation where you needed to reevaluate your message because of changes taking place with your audience? How did those changes impact your audience and your message?

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What group within your sphere of influence poses the greatest challenge for you in terms of communication? Explain your answer.

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# SHARE YOUR STORY

It really is true in almost every case: *People don't care how much you know until they know how much you care!*

Who does the speaking for your organization during times of crises? Why was this person chosen? Who did the choosing? Will this person be the communicator during the next crisis? Why or why not?

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Are you empathetic in your communication? What makes you think that you are or are not?

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Do you agree with this statement? Empathy can be defined as, “the ability to understand and share the feelings of another.” Some people have it, and others don’t, but empathy can’t be taught or given. Support your answer.

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How would you rank your internal communication process in each of these areas on a scale of 1 to 10, with 10 being excellent? Write down a couple of examples of procedures you follow that support your score.

communicate to create: \_\_\_\_\_

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communicate to celebrate: \_\_\_\_\_

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communicate vision and execution: \_\_\_\_\_

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# *EFFECTIVE COMMUNICATION*



“While some people may speak or write well, if their information is not imparted or exchanged successfully, then no communication has actually taken place.”

## READING TIME

Read Chapter 8: “Effective Communication,” in *4C Leadership*. Use the Notes space to record any thoughts you want to remember or questions you want to talk about later.

In general, how effective of a communicator are you? How do you know?

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Do you recall a recent scenario in which you could have communicated more effectively? Share briefly about what you did and what you could have done better.

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## STUDY SCRIPTURE

Read the passage below and share how it reflects the cascading impact of a communication strategy.

And suddenly there came from heaven a noise like a violent rushing wind, and it filled the whole house where they were sitting. And there appeared to them tongues as of fire distributing themselves, and they rested on each one of them. And they were all filled with the Holy Spirit and began to speak with other tongues, as the Spirit was giving them utterance. Now there were Jews living in Jerusalem, devout men from every nation under heaven. And when this sound occurred, the crowd came together, and were bewildered because each one of them was hearing them speak in his own language. They were amazed and astonished, saying, "Why, are not all these who are speaking Galileans?"

—Acts 2:2-7 (NASB)

Think of a person who successfully imparts or exchanges information and/or news. What personal traits or mannerisms are evident as this person presents clearly, concisely, and cascading-ly?

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In your own words, what does it mean to Acknowledge the Facts, Acknowledge the Questions, and Ask for Support? How do the 3 As influence your content? Which is the easiest for you? Which is the hardest?

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Write out the Triple A template, and share an upcoming opportunity to utilize it, along with details on how you can do so.

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Who would be at the top of your “communication pyramid”? Why?

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# SHARE YOUR STORY

If I've learned anything from crisis communication, I have learned this: When you're not the expert and the expert is with you, for goodness' sake, shut up and let the expert talk!

Think of a recent situation that required extensive communication. How did the communication cascade down the pyramid? What if lower levels had found out before upper levels? How can organizations ensure that this doesn't happen?

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What do you do specifically to communicate your vision/mission and staff significance to people who work with you?

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What do you do specifically to communicate your core values and mission to the surrounding community? What do you do to keep in touch with your donors? What kind of feedback have you received?

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# *DEVELOPING A COMMUNICATION PLAN*



“A communication strategy helps you to say the right thing—and, because it minimizes stress, it helps you say things in the right way.”

## READING TIME

Read Chapter 9: “Developing a Communication Plan,” in *4C Leadership*. Use the Notes space to record any thoughts you want to remember or questions you want to talk about later.

Write down your current communication strategy. Is it working for you and your organization? How could it stand to be tweaked, so that you are speaking to the right people at the right time?

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Write down a couple of opportunities in the future in which a communication strategy might be needed.

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## STUDY SCRIPTURE

Read the verses below, and spend a few minutes outlining a sample communication strategy that could be used to address the situation and need in the passage.

For I will go through the land of Egypt on that night, and will strike down all the firstborn in the land of Egypt, both man and beast; and against all the gods of Egypt I will execute judgments—I am the LORD. The blood shall be a sign for you on the houses where you live; and when I see the blood I will pass over you, and no plague will befall you to destroy you when I strike the land of Egypt.

—Exodus 12:12-13 (NASB)

As you think about the instances in which a communication plan might be necessary, put the following situations in order with 1 being most critical to 4 being least critical in needing a written-out communication plan.

Hiring a new team member: \_\_\_\_\_

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Rescheduling an organizational picnic: \_\_\_\_\_

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Announcing your resignation: \_\_\_\_\_

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Buying or selling property

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List the primary groups in your organization that would be part of any communication strategy. In what order would you communicate to them?

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# SHARE YOUR STORY

When information is communicated to the people you influence, timing and content are everything.

Choose a situation from #2. Keep in mind your organizational structure from #4. Now, use Dr. Sam Chand's steps for communicating vision or whatever else it is that you will be communicating. Write next to each how you could implement it to prepare your message.

Chase the Dream—or the Crisis

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Cultivate the Concept

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Cut the Crowd

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Cast the Net

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Commit to Consistency

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Connect the Dots

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Care for the People

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Which 2-3 people from each group within your organization could you follow up with to determine if the communication of your message was successful?

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Which leaders can you count on to support your message?

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Who do you feel you genuinely lead? Who follows you even though he or she is not paid by you? Whose hearts have you attained, so that those people give you their hands, their treasures, and their talents?

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# *WHEN THE FIRST PLAN DOESN'T WORK*



“Wisdom teaches us that the smartest thing we can do is to have more than one plan! After all, most of the time our plans and God’s plans are not one and the same.”

## READING TIME

Read Chapter 10: “Where the First Plan Doesn’t Work,” in *4C Leadership*. Use the Notes space to record any thoughts you want to remember or questions you want to talk about later.

The fourth C is CONTINGENCY. Are you a contingency thinker? How do you know? What results do you usually see due to your way of thinking?

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Do you agree with this statement? A failure to plan is a plan to fail. Why or why not?

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## STUDY SCRIPTURE

Read the passage below, and write a short reflection about how great plans are often the result of unexpected occurrences.

Now at this time while the disciples were increasing in number, a complaint arose on the part of the Hellenistic Jews against the native Hebrews, because their widows were being over-looked in the daily serving of food. So the twelve summoned the congregation of the disciples and said, "It is not desirable for us to neglect the word of God in order to serve tables. Therefore, brethren, select from among you seven men of good reputation, full of the Spirit and of wisdom, whom we may put in charge of this task. But we will devote ourselves to prayer and to the ministry of the word."

—Acts 6:1-4 (NASB)

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Can you recall a time in which the plan you began with ended up not working out as expected? What did you do? How did the situation turn out?

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In which areas did your church, business, or organization have to follow Plan B during the COVID-19 pandemic? What happened to people you know who did not have a Plan B?

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Do you see areas of your organization that are in need of a contingency plan? What are those areas?

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# SHARE YOUR STORY

“You can make many plans, but the Lord’s purpose will prevail.”

—Proverbs 19:21  
(NASB)

As you think of areas in which you could use a contingency plan, answer these questions: What are the “what ifs” in my organization today? Can I determine the financial impact of these “what ifs”? Make a list of “what ifs” and how much it will cost you to deal with them.

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Are you personally comfortable with discussing risks and taking risks? Why or why not? In which areas might a consultant be helpful?

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What are your greatest fears when planning for contingencies? What are the greatest inconveniences?

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# *THE ELEMENTS OF A CONTINGENCY PLAN*



“Contingency planning has been happening for thousands of years, and there is always going to be a need for it in the future.”

# READING TIME

Read Chapter 11: “The Elements of a Contingency Plan,” in *4C Leadership*. Use the Notes space to record any thoughts you want to remember or questions you want to talk about later.

How often have you used contingency planning in your church, business, or organization? What were the situations? Did you ever have to follow the contingency plan?

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Have you determined areas of your organization that currently need attention? What areas are they? Who is in charge of Plan B, and why has that person not seen fit to plan for a contingency?

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# STUDY SCRIPTURE

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In what ways have you and your people been proactive in these contingency thinking areas?

Wills, Living Wills, and Estate Planning

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Succession Planning

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Emergency Communication and Evacuation Plans

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What are some issues your organization will have to deal with if there are no written plans in the event of your sickness, death, or retirement—or that of one of your people?

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Do you agree with this statement? If you wait until you see the need to plan, it's too late. Why or why not?

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Why do leaders neglect to plan for their succession?

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# SHARE YOUR STORY

Leaders who fail to plan for their futures, and the futures of their organizations, put everyone in a precarious position.

Why is it more important now than ever that organizations have clear emergency communication and evacuation plans? What has your organization done to safeguard itself?

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How can your organization start to implement David Walsh's steps?

Program Management

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Planning

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Implementation

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Testing and Exercise

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Plan Improvement

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Can you imagine a positive outcome that would require a contingency plan? What kind of planning would need to go into this situation?

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Go back and look at the story of Noah. What contingency issues you see?

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# *LEVERAGING THE LESSONS LEARNED*



“In times of peace, leadership and its principles are important, but in times of adversity, these principles are beyond important—they carry life-and-death potential.”

## READING TIME

Read Chapter 12: “Leveraging the Lessons Learned,” in *4C Leadership*. Use the Notes space to record any thoughts you want to remember or questions you want to talk about later.

In terms of context and contextualization, how have your ideas about yourself as a leader been influenced by this statement: “You are leading where you are because you’ve been uniquely equipped—designed, even—to thrive there. The better you understand your surroundings, the more effective you’ll become.”

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“Here’s the lesson crisis has taught me about collaboration: When what needs to happen is bigger than your ability, go get help!” What has crisis taught you about collaboration?

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“Normally, the discussion about communication begins with the message, but crisis has taught me that my message is not as important as understanding those for whom my message is intended.” What has crisis taught you about your message?

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“Whether it’s a global pandemic or a local revival epidemic, your organization must be forward-looking and prepared.” How has your organization’s outlook and its disaster-readiness preparations made you ready for any contingency?

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What is your most valuable takeaway from having completed this study? How is it going to make a difference as you continue to lead those who follow you?

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