

## **Leadership Development: When the "Tallest Blade of Grass is Cut First"**

Leading an organization can be lonely, difficult and demanding. An equally challenging task is to develop a new generation of leaders who are uncertain and perhaps even a bit cynical about ascending to leadership. Based in ethnographic research conducted in central and eastern Europe, this session will examine how to develop the next generation of leaders in your organization, even if the *"tallest blade of grass is cut first"*.

**David Sveen** is the President of Cedarstone Partners, Inc. He earned his BS in Business from Northern Illinois University in 1978 and his MBA from DePaul University in 1986. In 1994 he earned his MA in Educational Ministries from Wheaton Graduate School and in 2004 his Ph.D. in Theological Education from Trinity Evangelical Divinity School. His professional background includes thirteen years in senior management with investment banking firm Griffin , Kubik, Stephens and Thompson, as well as an adjunct assistant professorship of Christian Formation and Ministry at Wheaton College since 1995. He also coordinates the Summer Tutorial Program for Central and Eastern European Scholars and Christian Leaders at Wheaton College. In 1993, he founded Cedarstone Partners, Inc. and currently oversees its consulting practice. He serves as a trustee of the Domanada Foundation, and also serves as a board member for International Sports Ministry and the Trust Company of Illinois. Dave and his wife, Kriste, have five children and make their home in Wheaton, Illinois.

### **The long-term viability of an organization is directly related to its ability to attract and retain quality personnel. (Warren Bennis)**

- I. What leadership qualities or characteristics should we expect from our young leaders?
  - A. Developing a shepherds/servants heart
  - B. Becoming more personally self-aware
  - C. Articulating a clear sense of vision or call
  - D. Becoming women and men of integrity
- II. How are these leadership characteristics developed methodologically?
  - A. Building a community of trust
  - B. Maintaining a continuous or ongoing dialogue with young leaders formally and informally

- C. Continuing Educations
  - D. Creating opportunities to spend personal time with mentors
  - E. Experiential learning
- III. What do young leaders report as causes for their shifts in thinking about the significance of effective leadership?
- A. Having a relationship with those they lead
  - B. Integrity in senior leadership
  - C. Servant leadership
- IV. Leadership development is most effective when leaders lead by example. Great caution must be exercised in the personal care of leaders who lead
- A. Become familiar with research literature on theories of leadership
  - B. Ethics of leadership
  - C. Evaluation process
  - D. Increase opportunities for young national leaders to lead

## E. Build deeper relationships with formal institutions

### **Suggested Bibliography for Further Reading**

- Armerding, Hudson T. 1992. The heart of godly leadership. Wheaton, Ill.: Crossway Books.
- Bennis, Warren, and Burt Nanus. 1997. Leaders: Strategies for taking charge. New York: HarperBusiness.
- Covey, Stephen R. 1989. The 7 habits of highly effective people. New York: Simon & Schuster.
- \_\_\_\_\_. 1991. Principle-centered leadership. New York: Simon & Schuster.
- Cribbin, James J. 1981. Leadership. New York: AMACOM.
- DePree, Max. 1992. Leadership jazz. New York: Doubleday.
- Drucker, Peter F. 1990. Managing the non-profit organization. New York: HarperCollins.
- Fiedler, F. E. 1967. A theory of leadership effectiveness. New York: McGraw-Hill.

Hersey, Paul, and Kenneth H. Blanchard. 1988. Management of organizational Behavior. Englewood Cliffs, N.J.: Prentice Hall.

Kouzes, James M., and Barry Z. Posner. 1997. The leadership challenge. San Francisco: Jossey-Bass.

Nanus, Burt. 1992. Visionary leadership. San Francisco: Jossey-Bass.

Sanders, Oswald. 1994. Spiritual leadership. Chicago: Moody.