



MY MISTAKES IN LEADING AN INSTITUTION, AND SOME OF THE THINGS THAT WENT RIGHT

PETER J. WILLIAMS

@DRPJWILLIAMS



DESCRIPTION OF THE ORGANISATION



Tyndale House aims to equip the Church with rigorous, accessible research, and brings a Christian voice to academic biblical discourse



King's College School, Cambridge

King's College Chapel

University of Cambridge

Tyndale House

Newnham College, University of Cambridge

Newnham College Sports





TIMELINE

- 1944 property purchased
- 1945–2007 gradual undulating growth to become leading evangelical centre for Bible research
- 7.7.07 appoint 36-year-old leader who had never run an organization or raised funds before



Why Visionary Leadership Fails

by Nufer Yasin Ates, Murat Tarakci, Jeanine P. Porck, Daan van Knippenberg, and Patrick Groenen

February 28, 2019





‘Vision without implementation is delusion’ – Bobb Biehl

DELUSIONAL THINKING

- ‘I’d like to buy that (big) building’
 - Start small and build up
- ‘Please will you give me a gazillion dollars?’
 - Start small and build up
- ‘I’d like to expand our programme 1000%’
 - Show reliable growth
- ‘God needs me to do [...] work’
 - Our work matters to God, but he doesn’t need it.

THE NEED FOR A TEAM

- Vision without team is delusion
- A GPS with no vehicle, won't get us far
 - We need engine + wheels, not just a sense of intended direction
- A car with no breaks will also not get us far
 - We need people who filter our ideas
- In a vehicle everything has to be connected



HUNDREDS (THOUSANDS?) OF HOURS WITH CORE TEAM

BAD USE OF FUNDS

- 'It's easy to spend other people's money' (Dirk Jongkind)
- We should expect everyone to 'waste' a certain amount of money
- Grants, without commitment
 - Example: The Text and Canon Project
- Ongoing costs: websites
- New initiatives to attract funds
- Expense by time spent

LETTING RELATIONSHIPS SLIP

- Team
- Mentoring
- Non-evangelical allies
- Donors

TRAVEL AND TIME

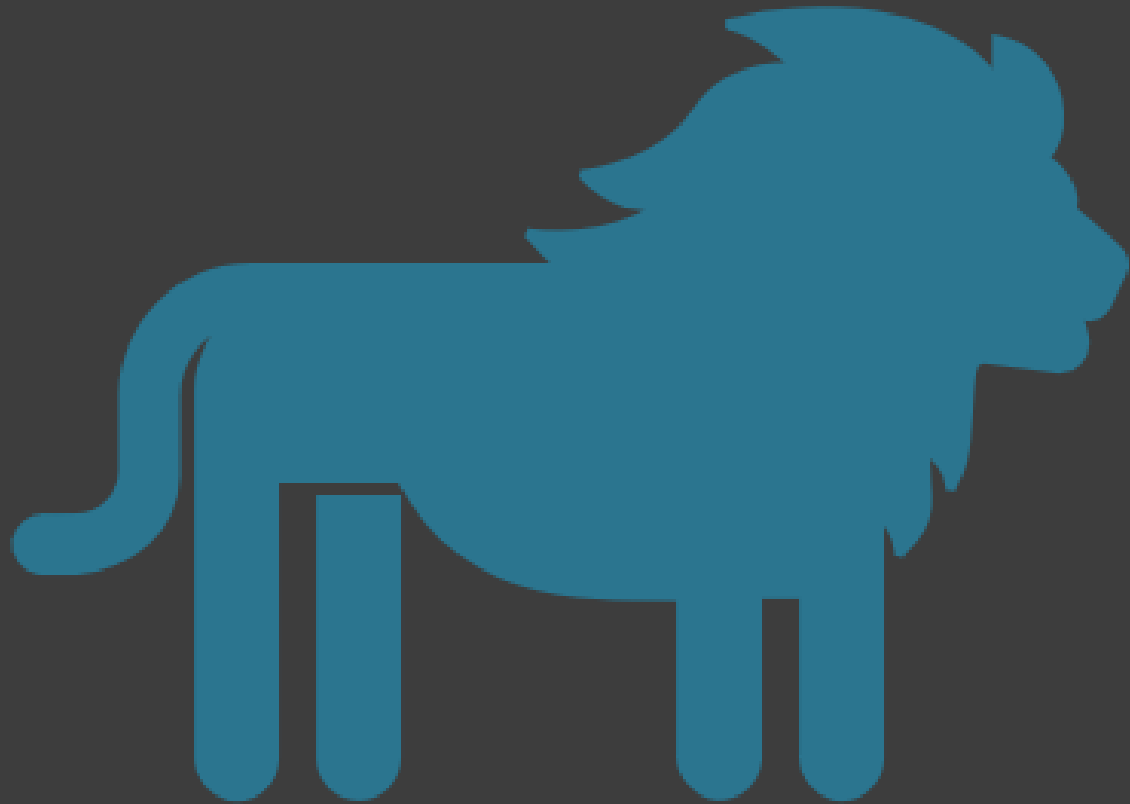
- Over-/undervaluing my own time
- Excessive travelling alone
- Overfilling time (not building in preparation / recovery time)
- Health
- Family sacrifice

BAD PERSONAL PRIORITIES

- Work over family
- Work over church
- Personal ambition
- Activity over virtue
- Overtiredness → time wasting
- Energy drains vs energy supplies

EMPLOYING PEOPLE

- Failing to interview
- Ignoring warnings in references or misgivings of others
- Trying to control people's futures
- Trying to replicate yourself
- Underappreciating
- Allowing isolation
- Over/under-paying
- Being too flexible



**BIGGEST
MISTAKE?
COWARDICE?**

GOD'S GRACE

- Complementary team
- Happy team
- Great opportunities
- Donors from nowhere
- Discoveries handed on a plate
- God's grace is equally shown in difficulty

QUESTIONS?

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