



A SERVANT LEADERSHIP IMERATIVE
FOR
CHRISTENDOM ENHANCEMENT

DR MADANA KUMAR. PHD

ENDORSEMENTS

Just when you think the last word about leadership has been written, a new book comes along combining insights from the past but extending our consideration further. Dr Madana Kumar makes just such a contribution. Given our still fully-to-be-redeemed hearts his focus on Servant Leadership, modelled and taught by our master, Jesus, is one which needs to be constantly reiterated. He does so, with a unique blend of biblical and historical insight, contemporary leadership research and practical application. Many will find the last of these especially useful in improving their own character and leadership skills. He writes with the authority of an experienced leader in business, an academic researcher and, above all, a humble disciple of Jesus. The book will not only edify many wise leaders but revolutionise the thinking of many others who think that leadership is about lording it over others. Buy it, read it and give it to others!

Dr Derek Tidball, PhD

Former Principal, London School of Theology,
Adjunct Faculty at South Asia Institute of Advanced Christian Studies (SAIACS)

Madana's book title at the very start makes the reader curious. "Not-So-With-You" lifestyle is the only response by leaders who are so driven to serve. He clearly outlines the style of a "difference maker", in the post pandemic days. The winner of the season is the one who is value focused, significance driven and are in addition others-centered. Madana has backed up his content with much research findings. This is not just a make-you-feel-good read but pushes you to put it to practice. A must read for all who want to lead with purpose in the new normal.

Jaya Abraham,

Transformational Leadership Coach and Consultant,
Loves People

Jesus Christ changed the leadership paradigm with His "Not so with you" teaching. The call to turn attention from self to turning attention to another makes servants out of the ones who are called to lead. Dr Madana Kumar expounds this paradigm skillfully in his book. He traverses through geographies and time, exploring its application within the Church by its leaders, who were to be the first practitioners. The weaknesses and the failure in the implementation of this teaching is a clarion call to the present day Church, which has the additional burden of leading while wading

through a pandemic.

Capt. Jose Oomen,

Director - Training and Church Engagement (South & Southeast Asia, Middle East & East Africa) for Lifeway India

While Servant Leadership is widely accepted in Christian and secular leadership contexts, it is rarely practiced well. In part that can be attributed to a lack of understanding of what it really means to serve. Dr Kumar has wisely explored the history of leadership in the church and given attention to leadership failure, which then serves as an excellent platform for his detailed and practical exposition of the requisite attributes of a servant leader. This is a book to be 'grazed' and often referred to, rather than to be read cover to cover.

Dr John Buchanan, PhD

Management Consultant, Pastor and Theological Lecturer in Leadership and Ethics

Glad to see a book on practical leadership based on Biblical values brought out by Madana Kumar. He has rightly zeroed in on the problem of managing power as the greatest issue in leadership. After discussing the issue of power, Madana has dealt with the philosophical issue of work, life and its meaning. Is life about success or about meaning? This was the question that led me out of darkness over 40 years ago and I am glad it is addressed. After dealing with conceptual issues, the second half of the book is practical and down to earth, giving tools and methods of how to put into practice the things you have now understood. I endorse the book highly to all who want to understand the nitty gritty of Servant Leadership.

Prem Kumar Lee (PKD Lee)

Teacher extraordinaire in Christian Leadership, Stewardship, Resource Mobilisation and Generosity, ex-Haggai Institute

Not-So-With-You shows the way forward by explaining how fallen mankind misinterpreted and misused God's command to lead, commanding, controlling and chasing success, while our Lord demonstrated that it is through serving that one leads, and that significance is derived from building others up – just as He through suffering and death brought several to life and victory. Dr Kumar explains how Servant Leadership can be practiced effectively by developing behaviors based on transformation that Christ brings about in one's life. I would recommend this book to all who desire excellence and are willing to obey – particularly to every

Christian who wants to make his life count.

George Ninan

Served in several global leadership positions in Campus Crusade for Christ, South and South-east Asia covering 11 countries (including India)

I had the privilege to know Dr Madana Kumar through my association with the course on Leadership in SAIACS as a guest faculty. What impressed me was his simplicity, transparency and humility. He has neatly divided the book into 3 sections - Biblical base, ecclesiological base of the good and bad models on leadership and then ends with the application. It not only analyzes the problem of leadership but also provides the remedy. His personal journey adds weightage to his subject. The title "Not so with you" exemplifies the style of Christ's leadership model for His followers. It's a must read for every aspiring leader.

Stanley Mehta

Author, Ministered through Bombay Baptist Church for four decades,
Planted several scores of Churches through Gateway Ministries International,
Set up several NGOs for the marginalised

"NOT SO WITH YOU" the title of Dr Madana's book itself challenges and ignites thought process taking us into deep spiritual contemplation, adds more fuel, when we apply it in the context of Servant Leadership. Carefully crafted taking us on a journey in exploring God's heart on Leadership from a Spiritual perspective. Knowingly or unknowingly, we are filled with impressions from the worldview. Thank you, Dr Madana for placing Biblical impressions that should transform every readers understanding, talking to the Soul and calling our attention to a Soul conversation with our Creator. Just a glance through or one reading will not suffice, I recommend take time, soak it, mull over it, and reflect. Pray that it should transform our understanding and produce a new generation of God's servants.

Anand Joshua,

Executive Director, Christian Institute of Management

Interestingly, I was reading a book on "Overcoming the Dark Side of Leadership" when Dr Madana requested a review on his book "Not-So-With-You". I was pleasantly surprised how GOD helped me find solutions in "Not-So-With-You" to some of the challenges posed in "Overcoming the Dark Side of Leadership". More than random solutions, Dr Madana simply presents a powerful way of leading your life. A life demonstrated by

the greatest leader who walked on earth. None other than Jesus Christ!

Universally applicable – be it in the context of the Church, Not-for-profit organization or for that matter in the business world, everyone will benefit from reading this book. Don't read it just once. Read it several times. You will be surprised as to what you can discover, learn, implement and experience with these timeless principles. Definitely practical even during these challenging times posed by the current global pandemic. Enjoy.

Ronald Raj S J

Founder & CEO - ThoughtCapital®, CEO & 10X Growth Coach, India Partner – The Global Leadership Summit

The model of Servant Leadership, the way that was taught and modelled by Jesus Christ, is making its mark even in the marketplace. In this refreshing study, Dr Madana Kumar's presents the topic of 'Servant Leadership' studied through the Christological lens of "Not so with you". It comes with sound biblical reflection and the deep practical insight that is sure to have a transforming impact on the readers.

I would highly recommend this book as an important resource for all seminary level courses on leadership. The Addendum with practical tools for application is invaluable resource for personal as well as institutional application, with further support that is guaranteed to bring about remarkable change in the organizational culture for Christian and secular enterprises that care to grow from survival to significance.

Rev. Pravinkumar Israel,

President, Centre for Global Leadership Development (formerly known as SABC),
Bangalore

The concept of leadership has been hijacked since the fall of Satan, and this book helps Christian leaders redeem it in their everyday lives. From a very relevant historical study of where the Church lost its way in modeling what God designed, to the highly practical example of Jesus as the ultimate servant leader, Dr Kumar lays out a prescriptive framework that inspires and transforms. If you've been looking to take your leadership journey to a whole new level, grab your highlighter and get ready to receive breakthrough insight and practical tips on how to become the leader God intended you to be.

Joe Abraham

TedX Speaker. Author, Entrepreneurial DNA. Host, The Uncommon Business Podcast

Here is a treasure trove of tools for anyone who wants to apply the Jesus model of leadership and is asking the question – how? Madana goes beyond theoretical frameworks and gives us a mirror that enables us to ‘observe’ in ourselves the presence or absence of the ‘servant leader’ behaviours. To back this up he leads us on a journey through Scripture and the history of the Church, alerting us to the dreadful folly of misusing power and money in ungodly and self-serving ways. You cannot read this book without being challenged and inspired by the suprarational standards of Jesus.

Arpit Waghmare

National Coordinator, Operation Nehemiah

Tracing leadership through the pages of history and expounding on the leadership sketch, the author presents the scriptural prescription for a leader, drawing insightful lessons including what the leader should not do. The narrative is scripted from a pioneering practitioner’s vantage point and thus thought provoking and practical. He addresses the subject sensitively with profound wisdom and panache. Unfolding four core tenets of leadership in a world that scrambles for success, the author redefines the paradigm by getting you to wear the lens of significance - a shift that alters your worldview to that of the ace Servant Leader. The work is incisive, insightful and inspiring, a must read for both taking baby steps in leadership and the more evolved leaders. Highly recommended!

Dr Pearl John, PhD

Executive Director, Logos Management, Member Board of Directors-World Vision India. Chairman, Young Soul Foundation

In this book, “Not so with you”, Dr Madana Kumar brings out beautifully the character, conduct and the credibility of a Christian leader. The book emphasizes on leadership that is shaped by the word of God. It will not only add to your understanding of Servant Leadership but will certainly want you to practice and make you want to model a life after Jesus Christ, the servant leader. If you are asking, “how can I be an effective leader in my area of influence”? and have a keen desire to bring the best in people, then this book is for you!

Rev. Benjamin.C.A

National Director, FEBA INDIA

Not-So-With-You is a book on leadership with a difference! With these four words, “Not so with you,” Jesus turned the values of the world up-

side down. Likewise, Madana Kumar invites you to lead differently and live differently in the new normal. The author challenges conventional notions of leadership and shares a unique understanding of what it means to be a leader. He draws biblical imperatives describing the use of power "with" people rather than "over them"; "other-centered" instead of self-centered leaders; living and leading by value, and calling for those who pursue significance than success. Kumar explores a 3-7-10 framework – read "three imperatives, seven behaviours and ten attributes" to help readers translate the book to the present context. He offers valuable, practical insights into being a servant leader and making it work while avoiding fallacies of the past. A must-read for anyone who aspires to be a leader in any sphere of life.

Dr Finny Philip, PhD

Principal, Filadelfia Bible College, Udaipur. Mission Director, Filadelfia Fellowship Church of India. Member, International Board Lausanne Movement

Every organization, Christian or secular, has been forced to reinvent themselves in the light of the new normal. Core values, practices, principles are being re-examined. The book NOT SO WITH YOU by Dr. Madana Kumar will enable you to engage with the secret of remaining relevant today and in any changing circumstance. The principle of Servant Leadership as pointed out is timeless and critical to an individual, organization, ministry and church being significant, as our Lord Jesus Christ intended us to be. Dr Madana has beautifully laid out the imperatives, behaviour and attributes that will drive such kind of leadership, all of which is firmly based on the scriptures, which is our only sure source of eternal truth. Please do read it thoughtfully, determined to apply it in your life in greater measure. I am personally excited to see the refining work of God in me, as I apply these principles in my life.

Dr Jerry George Mathew,

Principal, Clarence High School, Bangalore

The title of this book just grabs me as I believe that Servant Leadership was founded by Jesus Christ. This book is a powerful message of the true nature of what leadership means and how to use practical wisdom from biblical reference through Gods word to serve rather than being served. Every believer of Jesus Christ needs to read this book to be aligned to what Jesus said about how to lead.

Dr Madana is a seasoned servant of the Lord whom I've had the privilege of meeting and hearing his heart too. He not only talks Servant Leadership, he genuinely lives it. His research and biblical facts are well articu-

lated and is intellectually and spiritually stimulating and inspiring.

I would recommend and endorse this book to everyone who desires to know and understand what leadership is all about.

Well done Dr Madana! Love and appreciate you

Jayson Naidoo

Chief Encouragement Officer, LeaderServe Consulting Inc., South Africa

“Become great by becoming small” and “Go up by climbing down” are Jesus-paradoxes which shaped the New Testament thinking. It was so revolutionary that the world was forced to sit up take note! We in the 21st century church need to be reminded of this. We are to be different; we are to march to a different drumbeat. “Yes, Lord, not so – for us!”

Dr Madana Kumar has done just that. This life changing teaching of Servant Leadership has been presented in a historic and in a contemporary context. May the Spirit of God lead us into ‘all truth’ which includes this precious scriptural imperative.

Dr Naveen Thomas

Director CEO, Bangalore Baptist Hospital

Dr Madana Kumar has used his vast academic and consulting experience for various non-profit and for-profit corporations to develop his leadership skills and write this book. The concept of Servant Leadership is clearly manifested in the life of Jesus Christ who came as a great teacher, leader and redeemer; humbled himself and mentored several disciples and followers to look out for the interests of others even to the point of extreme sacrifice for all of us. Servant Leadership involves elevating the needs and interests of others above our own needs and aspirations so as to achieve ultimate success for all. Dr Madana has written a great book that explains how to achieve all this. Let’s all practice this in our daily vocational lives.”

Promod Haque

Sr Managing Partner, Norwest Venture Partners

This book details amazing attributes of how to practice Servant Leadership based on biblical values captured in his exemplary writing skills. Every attribute will certainly challenge you to practice what Christ himself taught us. The practical tools recommended in this book will certainly help you in your day to day life.

I specially loved the chapter which talks about transitioning from living a Life of Success to a Life of Significance. The Biblical examples will certainly challenge you to live a Life of Significance which will both positively impact others and also leave behind an incredible legacy.

This book in many ways also helped me pause and reflect the greatness of Jesus and His leadership style and will certainly influence you too as you read through this wonderful book. I hope that this masterpiece will be a primer for every believer to model the life of Christ.

Joshua Madan

Chief Executive Officer, COVENANT CONSULTANTS. Architect of Lead Talks and Witness programs

Encountering another title on leadership, one may wonder whether we need another book on the subject. Yet, scanning the vast resources on the topic reveals that much of what has been said focuses on the “what” of leadership. Sensing the gap in the “how” of leadership, Madana sets out to provide not just principles for the cognitive mind but also a practical guide that seeks to transform inner attitudes, inclinations, and behavior. Contrary to the cultural association of an alpha image with leadership, Madana draws upon Jesus’ style that associates an apron, a bowl, and a towel with true influence for transformation. I heartily recommend the book to every leader who wants to leave a lasting influence.

Dr Varughese John, PhD.

Professor and Head, Department of Theology & History, South Asia Institute of Advanced Christian Studies (SAIACS).

East Wind of pandemic has come to test every leadership style. Leaders who reinvent themselves and repurpose their lives and mission will prevail. Not-So-With-You will be a great companion guide for this challenging journey. Jesus Christ mandated and commanded Servant Leadership to those who aspired to lead under Him. Dr Kumar makes a strong case and makes it an imperative to practice Servant Leadership in churches, institutions and organizations. Not-So-With-You is an outstanding contribution to Christian leadership. SLICE workshop translates the innovative concepts into transferable practices. It will revolutionize leadership development at all levels of organizations.

Dr Samson Gandhi, D.Min.

Executive Director, Person to Person – Institute for Christian Counselling

ABOUT THE AUTHOR



Dr Madana Kumar, PhD, is an industry veteran with close to 4 decades of Industry Experience in organisations like Bharti, HCL, IBM etc. He is a passionate student, thought leader and practitioner of Servant Leadership. His passion is in evangelizing Servant Leadership (a topic he chose for his Doctoral dissertation) in all types of organisations, including Corporates, Educational Institutions and Social Sector organisations. He is the co-founder of Leadyne Organisation Builders (www.leadyne.com), an organisation that has a vision of changing the leadership paradigm of organisations and individuals. He is focused on shaping the Implementation of Servant Leadership Culture in several organisations to accelerate their transformation and bring in significant business impact. His efforts have brought several national and international laurels to him personally (e.g.: CLO of the Year, Global CLO of the year, Talent Development Champion of the year etc) and for the organisations he worked with (Several Brandon Hall awards, ATD Awards, Learning Elite Listings etc). Madana is recognized as a Thought Leader, Strategist and Mentor, in the fields of Learning & Development and Leadership. He is a much sought-after speaker at several national and international conferences, Tier 1 Management Institutes in the country, and a prolific writer in several national and international magazines on the Topics of Learning Strategy and Servant Leadership.

Madana was born in a Hindu family and came to know the Lord through the life and prayers of his wife Leslie. His testimony can be seen here <https://www.youtube.com/watch?v=tvpxU6D-asM>. He is a passionate advocate and preacher of Servant Leadership in Churches and Christian Institutions. He set up and ran the Center for Leadership at the Premier Theological institution, South Asia Institute of Advanced Christian Studies (SAIACS) where he now serves as the adjunct faculty on Leadership. His evangelical work can be seen at www.menorahleadership.com. His sermons can also be seen at Sermoncentral.com (<https://bit.ly/2DwRupS>)



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DEDICATION

This book is dedicated to all those Servant Leaders who did not work to build up their own reputation, who truly invested in the lives of others to the extent that others became better, bigger, wiser, richer, healthier, wealthier, happier, more famous than themselves. Let your tribe grow through this book.

ACKNOWLEDGEMENTS

I am eternally grateful to my Lord and Saviour Jesus Christ, who, through the Not-So-With-You command, attracted me to this topic of leadership from His perspective. I am glad I found the perfect role model for leadership in Jesus, through the Bible. This discovery was further strengthened by reading the book “Lead Like Jesus” authored by Ken Blanchard, Phil Hodges and Phyllis Hendry, and participating in the encounters (aka workshops) by the same name.¹ Thank you, Mohan Patnaik, for bringing this program to India, and giving me a chance to be part of the team that rolled it out in India.

Teaching provides a challenging opportunity to learn. I am grateful to Dr Ian Payne, PhD, and the leadership team at South Asia Institute of Advanced Christian Studies (SAIACS) for giving me the opportunity to introduce this topic as a curriculum.² This pursuit gave me several insights that became part of this book.

Sometimes ideas remain just as ideas. Sometimes they need a burning platform to come out and be published. Operation Nehemiah³ movement provided just that platform needed by me. The Operation Nehemiah movement helped me to better grasp the extent of the rot that Christendom is in, with respect to leadership. I am grateful to Arpit Waghmare who continued to involve me in the Operation Nehemiah movement, thereby providing me with a deep hunger to do much more on the leadership front for Christendom.

Thanks are due to Dr Ashish Chrispal, PhD for introducing me to SAIACS and to Operation Nehemiah movement.

I am a practitioner, and am very picky about what I talk about. If it doesn't sound practical, I will normally refrain from speaking about it. I needed a platform to try out the practicality of the concept and to develop innovative ways in which I can help others put the concepts into practice. I am grateful to George Ninan and Mathew Philip, who goaded me into starting our company, Leadyne Organisation Builders, just to do that.⁴ The content development that I did for Leadyne was very helpful in converting the philosophy into action.

Coming to the book itself, converting the thoughts into an easily readable, structured format, meeting industry and academic norms, was a hurdle that I underestimated at the beginning of this project. Grateful for the time invested by Sanjana Shirley Manohar, few years back, to help me with the research on the history chapters that are in this book.

I wish to thank Yannick Lobo who helped in the initial stages of this project. Thank you to Julian Panga who did a thorough proof reading of the manuscript. Huge thanks to Captain Jose Oomen, who not only provided editorial comments but did a splendid peer review of the book and gave several ideas.

I am grateful to SAIACS Press, for publishing this book.⁵ Reena Emmanuel of SAIACS Press needs special mention, as she was personally involved in all stages of the production of this book. She and her colleague Heaven H V designed the beautiful cover image that conveys the message of the book impactfully. Reena provided several inputs for the book in language, grammar, punctuations, citations, ideas, etc. The book would not have been in the current form but for her inputs. Thanks Reena.

A work like this requires a lot of time investment. For me, that time came at the sacrifice of family time. I am grateful to Leslie, my darling wife, for tolerating my absence with the family, while I was busy with the writing. Without her full support, I would not have been able to complete this book. Thanks also to our son, Neville, for his bursts of encouragement and offer of help, which kept me going.

Finally, thank you dear reader for picking up this book. Read on and be transformed!!

Endnotes

1 Lead Like Jesus. India website. Web accessed at <https://www.leadlikejesus.in/> . Accessed on 23 July 2021.

2 South Asia Institute of Advanced Christian Studies. Web accessed at <https://www.saiacs.org/> . Accessed on 23 July 2021.

3 Operation Nehemiah. Web accessed at <https://operation-nehemiah.org/> . Accessed on 23 July 2021.

4 Leadyne Organisation Builders. Web accessed at <https://leadyne.com/> . Accessed on 23 July 2021.

5 SAIACS Press. Web accessed at <https://www.saiacs.org/saiacs-press/how-to-order-directly/> . Accessed on 23 July 2021.

FOREWORD

Dr Ian Payne, PhD

I'm privileged to write a foreword to this book. I'm delighted it is, for Dr Madana Kumar, a continuing exploration of the counter-intuitive leadership theme of Jesus and the Bible—that leadership and servanthood go together. That's so relevant in India, in the West—everywhere.

I thought I'd begin with a joke! I once met a friend in Delhi. He told me about Isidor Lowenthal, a pioneer missionary to northern India, now Pakistan, in the 1850s. He longed to enter Afghanistan, but the authorities said 'No!' because of the danger. So, he stayed in Peshawar and translated the New Testament into Pushtu. My friend had studied this wonderful scholar, linguist and friend to Muslims. He told me that Lowenthal had died after only nine years on the mission field. After a late night in his study, he took a walk on his verandah and was shot by mistake by his own gate-man! My friend thought it was funny that on his gravestone it had, "Well done, good and faithful servant!"

I agreed with him. It makes a funny story!

Actually—I checked. It is not true. Lowenthal's gravestone has a different Bible verse on it: — 'I am not ashamed of the gospel of Christ for it is the power of God unto salvation for any who believe' (Romans 1:16). That's much more fitting for someone who was not ashamed to be a servant of the gospel.

India has many servants. Many are simply slaves. Sometimes they are shockingly treated. Aakar Patel insightfully identifies three reasons why we have servants.¹ Firstly, because of status. We feel above them. Another reason is ritual pollution. Our caste doesn't do this or that. We let others do the dirty work. Thirdly, power. We enjoy making others work.

Patel goes on to suggest, 'Only one thing brings equality in India, and that is knowledge of English.' Yes, education. I've observed that sort of influence at work. Perhaps, however, a deeper answer is found in this book. Dr Madana points us to the teaching of Jesus: service is not the contradiction of leadership. With Jesus it is the epitome of leadership. He is the one who embodied and taught Servant Leadership.

So, there are better reasons why we can choose servants. Better reasons that emerge from Jesus' teaching. We can choose them, firstly, because we can see their potential. Secondly, we give them the dignity of em-

ployment. They can be useful. Thirdly, by serving, they help us do more work than ever. They're part of the team. Fourthly, by rewarding them, we encourage them.

Service, you see, does not have to be an indignity, a drudgery, a slavery. Service can be noble. Service can be ministry. I've seen such servants in India, for instance, be-turbaned bearers in posh restaurants offer dignified service. This vision of service is the reason we call India's leader the Prime Minister.

Dr Madana digs into lots of places in the Bible to illuminate how noble Servant Leadership is. I'll highlight one too: the suffering Servant in Isaiah 53. The Servant's suffering is *undeserved and for others* (53:4–6). The astonished and chastened Israelites realize, 'He was wounded for us.' His surprisingly submissive self-sacrifice was *undeserved and for God* (53:7–9). It is voluntary and innocent. He is someone, willing to suffer for others. Similarly, 'Not so with you,' Jesus says in Mark ch 10:43–45, 'Instead... [a true leader does] not come to be served but to serve and to give his life as a ransom for many.'

One definition of leadership is the ability to carry the suffering of others. *"You can exercise and sustain personal leadership only to the extent of your capacity to bear pain. If you can bear only your own pain, then you can't really lead. If you can respond to and bear only the pain of your family, then your family represents the full scope of your leadership potential. If, however, by God's grace you can recognize and bear the pain of those around you, then the breadth of your leadership potential is limited only by the scope of your burden and capacity."*²

Part of growing up is an increasing ability to deal with trouble, first of all your own and then that of others. People recognize in leaders the ability to bear the suffering of others for the sake of the group. Enduring leadership flourishes where we recognize, not only that our leaders have a vision they'd die for, but that in some sense they'd *die for me*.

We don't often think of leaders as sufferers, but this chimes with each of Madana's themes of the leader being for others, not self-centred, ethical in behaviour and more concerned with significance than success. Thank you, Madana, for unpacking and exploring Servant Leadership in deeply practical and powerful ways.

Dr Ian Payne, PhD

Theologians without Borders

Former Principal of South Asia Institute of Advanced Christian Studies (SAIACS)

Lyle Tard

In 2015, on a the plane ride from Pensacola International Airport to Reagan International, I took a deep look at my life and contemplated a close to my United States military career. The sounds of people from all walks of life saying “Thank you for your service” consistently rang in my mind as I looked back with appreciation and confusion on my journey. Many of my co-workers and predecessors wanted to achieve notoriety and status within the military ranks or the hierarchy of federal service. The consistent still small voice of the Holy Spirit, whom I accepted back in 2001, softly whispered and reminded me, “Not So With You.”

I desired more and more to take the phrase “Thank you for your service,” often applied toward members in military service and make it applicable to my life beyond the uniform that I once represented for more than 20 years. I found the practice of Servant Leadership. Encouraged by leaders at the former Atlanta Leadership College, I began to explore what it meant to live this lifestyle In 2017, I found the writing of one Dr Madana Kumar.

Dr Kumar mentored, stewarded, and guided my life and work in Servant Leadership through his biblical teaching of Servant Leadership concepts found on his website (www.menorahleadership.com). His masterful doctoral thesis on the effects of Servant Leadership on NGO’s in India produced three categories where the ‘10 Characteristics of a Servant Leader,’ developed by Larry Spears, are simply divided into, vision imperatives, character imperatives, and relationship imperatives. These three categories are catalysts for my own work in Servant Leadership development through my organization, IMPACT Servant Leadership (www.impactservantleadership.com) and podcast Service is Power (www.serviceispower.webnode.com).

In this book, Not-So-With-You, Dr Kumar challenges our vision of our world now, coming off the heels of a global pandemic. He helps us prepare for a new world by establishing a new normal, not just in our behavior and practices, but in our character as well. Not-So-With-You will confront the relationships we currently foster by teaching how to lead with the values that only come from the foundational teachings of the Holy Bible and the core tenets of Servant Leadership. In following the ideas of the book, Dr Kumar will help you to see, just as he did with me, that being significant is a far more powerful endeavor when done selflessly

than striving for success.

Not So With You is not just a book that will accost your current viewpoints on life and leadership. It is a “How To” manual that will guide you through the rough, muddy waters of the mental, emotional, and social changes needed to overcome the obstacles that come with the current trends of our world. I implore you to allow Dr Kumar to take you through, step-by-step on how to “...not conform to the pattern of this world...” (Rom. 12:2) but to look back in history, both world and biblical, assessing our current challenges and predicting the future of our global woes.

Not-So-With-You will push you and pull you into a thrilling ride of discovery and purpose for your life!

Lyle Tard

Servant Leader Catalyst, Certified Life Coach, Emotional Intelligence Influencer-Founder and CEO of IMPACT Servant Leadership. Retired United States Air Force member, Motivational speaker at institutions such as American University, Harvard Business School, and the University of Arizona Global Campus. Consults with leaders in government in Washington D.C. Moderates the Service is Power podcast. Serves as staff pastor at National Community Church in Washington D.C.

Rajan S. Mathews

Dr Madana Kumar, Madana to those of us who know him, lives, breathes and practices Servant Leadership (SL)! He is known as an “Evangelist” for the cause; which means he is passionate in preaching, teaching, practicing, living and mentoring aspirants for SL. At a time when the term “leadership” has evoked so many books, articles, conferences, studies, gurus and would-be role models, one may be excused for asking whether we need another book on “Leadership”. Even a cursory inquiry on Google yields thousands of responses! Why then another book on Leadership, even if it is nuanced in terms of “Servant Leadership”?

For those taken up by “academic qualifications” as a reason, Madana excels! A Ph.D., whose doctoral dissertation was on the subject of Servant Leadership in Indian NGOs, Madana also has a B.E. from the prestigious Indian Institute of Science. It has been half-humorously said, that it is easier to get into Harvard than into IISc! Dr Kumar has completed Certificate Programs in Leadership from Cornell University in the USA, and is the recipient of several recognitions from industry bodies, such as CLO of the Year, Global CLO of the Year, Talent Development Champion of the Year, etc. Madana has also written extensively on the subject of Leadership. He taught for several years to Postgraduate students at the South Asia Institute of Advanced Christian Studies (SAIACS, Bengaluru, India), who have been deeply impacted by Dr Kumar’s wisdom, insights and practical approach to the subject. It was at SAIACS that I had the privilege of meeting and working with Madana and I was instinctively impressed by a man who wore his credentials with humility and grace!

Madana is also an expert practitioner of Leadership and Servant Leadership in particular. He has consulted for scores of organizations in both the for-profit and NGO worlds and has a rich legacy of organizations that have been transformed and positively impacted by his skills and approach. He has worked at such companies as Bharti, HCL and IBM among others over a span of over four decades in the industry. Madana has eaten enough of his own “dog food” to be a credible voice in the industry!

While all of this would normally be enough for the reader to investigate the ideas, approach and practices championed in the book, it is another facet of Madana’s experience which I believe should compel one to read on – the personal transforming experience of a man touched by the Spirit of the Lord Jesus Christ that serves as the bed rock for his convictions

and the legitimacy of his ideas. Dr Kumar has rightly observed that to be a Leader, one must first learn to be a follower. It is out of this “following” of his Lord and Master Jesus Christ, that Madana has come to grips with the transforming experience of “servanthood” as the compelling force for Leadership. Madana did not come to this experience lightly or by convenience of birth. Born into a devout Hindu family, Dr Kumar came to experience the Lord Jesus in personal ways that forms the DNA of this book. So, dear readers – read on and be ready to be transformed!

Rajan S. Mathews

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Endnotes

1 Aakar Patel, *Mumbai Mirror*, Jun 17, 2009, downloaded from <https://mumbai-mirror.indiatimes.com/mumbai/other/the-servant-in-the-indian-family/articleshow/15932324.cms>

2 A. Scott Moreau, Gary Corwin, Gary B McGee, *Encountering Missions, A Biblical, Historical, and Practical Introduction*, Baker, 2004, p. 228.

PREFACE

By God's sovereign plans, my coming to experience the saving grace of Jesus Christ and my career shift to the Leadership Development field happened at about the same time. I was stuck in a meaningless life and an operational leadership role in my career. God revealed His love that He has for me and the sacrifice He made for me on the cross, through a long but consistent process of 8 years in the 1990s.¹ It is about that same time, that I made a career shift from my operational role to a developmental role, where I believed I had more chances of influencing others. I decided to become a value-multiplier rather than a value-adder. This is when I became a student of Leadership. I have stayed a faithful student of leadership ever since.

This is also the time when I seriously started studying the Bible. On one hand, the study of the Bible led me to the understanding of the unconditional love of God and the concept of Grace. On the other hand, I started seeing that all the leadership lessons that I was teaching or delivering to others came from the Bible. The combination of these two had an amazing effect on me. I would have stayed comfortable with that knowledge had not the Lord once again challenged me to get out of my comfort zone through John 15:16.

You did not choose Me, but I chose you and appointed you that you should go and bear fruit, and that your fruit should remain, that whatever you ask the Father in My name He may give you.² (New King James Version, John 15:16)

This verse gave me my life's mission. I realised that I am chosen by the Lord for a purpose. I am chosen so that I can go and bear fruit for the Kingdom. This is what led me to setting up my ministry aimed at developing leadership in Christian organisations.³

That is also what prompted me to start my study on this topic. It took several years before I could muster the courage to convert those findings in the form of a book. This book is the result of several years of study and prayers.

This book is written during the most difficult years this generation has ever faced. The years 2020 and 2021. The Pandemic (COVID-19) has re-affirmed the desire for followers to look for more in their leaders. "**New Normal**" is a term we hear a lot these days. There are arguments

and counter-arguments whether the New Normal has already come or are we still waiting for the New Normal to settle in. Will Church congregations be the same again? Will offices be the same ever again? Will the old normal ever return? Will we ever return to the hugs and handshakes and high fives and holding hands? We don't have answers to those questions as I write this book. We don't know when we will have any answers, if at all. But one thing is for sure, the way we influence people in the New Normal is and will be different from how we influenced them in the old normal.

My studies reveal four tenets of Leadership for the New Normal. There are parallel Biblical Imperatives for each of those four tenets of Leadership for the New Normal.

Tenet #1 is about **Power**. As all of us are aware, Leadership and Power have always been married. We have always associated leadership with power. However, human history shows that Leaders have often misused Power than use it for the benefit of others. So, that is the Tenet #1 for the New Normal. The New Normal will transform the way leaders use power. The followers will not accept the Power Elite concept where power is concentrated in a few. People will look for Leaders who use power with them rather than over them. Socialised power, i.e., power that is used for society's benefit, will be the ask as against individualized power where power is used for selfish motives. In corporates, employees will start looking for higher purpose than just profit. Organisation members will not tolerate power that is used to generate profits at any cost. The desire for goodness will increase, as will the forces against greed. This is the corporate trend that we see for the New Normal.

Tenet #2 is about **Other-centered Leadership** in the New Normal. What the pandemic has done is to make people realise that life has a higher purpose. Ironically, the lockdown and social distancing etc., has made us recognize our interdependence all the more. Now, more than ever, we know that the actions of someone else can harm us even if we are not at fault. That is what Tenet #2 is all about. Followers will not tolerate Self-centered leadership. The New Normal will demand that Leaders make leadership about others rather than about themselves.

Tenet #3 of Leadership in the New Normal is about **Living and Leading by Values**. According to my studies, the followers will look for leaders who have a set of values and live by them. Again, the Bible is full of such commands and asks us to adhere to its laid down values.

Tenet #4 is about **Success vs. Significance**. People will ask that the success motive be replaced with a pursuit of Significance. The Biblical parallels are many. My studies show that in the New Normal, people will

not follow leaders who have only success as their motive. The COVID-19 pandemic has taught us to ask, what have you done for others? And this trend will continue.

Due to these current trends, a new leadership paradigm is required in the New Normal. What is the leadership philosophy that encompasses all these and more? The world and, in particular the business world, came to recognize this way of leading as Servant Leadership. Robert Greenleaf, who coined the term Servant Leadership, did not acknowledge that this was from the Bible. The concept found acceptance in some corporates early on, but the pace of acceptance picked up as the business world moved more into the era of knowledge workers. Today there are several case studies of Servant Leadership applications in corporate organisations.

How about Christian Leaders? Christian Professionals? Christian entities? Churches, Para-church organisations, Faith based NGOs, Faith based businesses? Do they really follow Servant Leadership? Studies reveal that there is a gap. While many know about Servanthood, in applying it in organisations, and leading by obeying the Not-So-With-You command of our Lord Jesus Christ, Christian entities have set more examples of failing than succeeding.

We can attribute this to the lack of resources on the “How” of Servant Leadership.

This book addresses this gap. This book focuses on how we can apply the Not-So-With-You command in our day to day lives, our families, our neighborhoods, and our workplaces.

Endnotes

1 Dr Madana Kumar | Corporate | *The Witness 2019* | Hyderabad <https://youtu.be/tvpxU6D-asM> Accessed 9th July 2021

2 All scripture references are taken from *The Holy Bible*, New King James Version, unless otherwise specified

3 *Menorah Leadership Ministries*, Bangalore - 2018 <https://www.menorahleadership.com/> Accessed 9th July 2021

INTRODUCTION

Our Lord Jesus was clear in His instructions when He gave the Not-So-With-You command in Matt. 20:25-28. He confirmed this by setting an example and asking his disciples to do accordingly in John 13:13-17. But we are perplexed by the complexity of the current context and keep asking “What must we do to become Servant Leaders in the current context?” It is naïve to assume that we should pick up the basin and towel and walk around our homes or neighborhoods or offices. The answer is in our behaviours.

Why Should You Read This Book?

This book examines the concept of Servant Leadership from a whole new angle of behaviours of Christians, individually, and in their organisational roles. It strives to provide guidelines in implementing Servant Leadership in one’s personal lives as well as in organisations, by addressing the following aspects;

1. **Conviction:** It examines the progress of God’s Leadership Sketch through the Bible, providing a firm foundation for the **Conviction** needed for being a Servant Leader.
2. **Confession:** The book considers Church History and highlights the mistakes our forefathers have made in not obeying the Not-So-With-You command of our Lord Jesus Christ. This makes it **Confessional** for the readers.
3. **Observable Behaviours:** This book provides a set of seven behaviours we call the DEEP BHC Behaviours that my research shows make a Servant Leader. This makes Servant Leadership **Observable** for the readers.
4. **Self-Development:** We map these DEEP BHC Behaviours to ten attributes that will help us develop those behaviours as habits. All these behaviours and attributes are backed by Biblical examples and stories. This aids **Self-Development** of the readers.
5. **Personal:** The addendum provides details of a 360-degree Survey (based on my Doctoral Thesis) on the DEEP BHC Behaviours. This makes Servant Leadership **Personal** for the reader

6. **Practical:** The addendum includes a Practice Guide to implement actions that the leader can arrive at based on the 360-degree assessment. This makes Servant Leadership **Practical** for the reader.
7. **Beneficial:** A template is provided in the addendum to capture significant changes one can observe in oneself, and its impact on our life and work, after reading and taking action based on the book. This makes it **Beneficial** for the reader.
8. **Supported:** A training program is designed and rolled out based on this book. Readers can take part in, to journey further. This makes Servant Leadership Development **Supported** for the reader.
9. **Enduring:** A Coaching support system is available to help readers convert their “good intentions” into tangible actions. This makes it **Enduring** for the reader.

How To Read This Book!

This book is structured in three parts and an addendum.

- In Part 1, we journey through God’s Leadership sketch in the Bible, from Genesis to the Apostles; the highlight being the Not-So-With-You command of Jesus Christ.
- In Part 2, we peek at the darker side of Church History and study the lapses in following the Not-So-With-You command and the dire consequences of that disobedience.
- In Part 3, we turn the focus on ourselves and look at behaviours and attributes we need to develop to comply with the Not-So-With-You command of our Lord Jesus Christ.
- In the addendum, we offer several practical tools to convert the knowledge gained from this book into actions that will help us transform into Servant Leaders.

Please remember that this book is about you. The analysis of Biblical characters and historic leaders is not given for us to take a judgmental attitude, or a holier-than-thou pat on the back. They are meant to encour-

age oneself to look within and see how close we are to some of them, and how easily we might do some of the things (or worse) that they did. Hence, while reading the Part 3 of the book, do keep going back to Part 1 and 2 to look at the pitfalls of leadership, and ask, “What must we do so that we don’t fall into the same traps?”. That is why the addendum is inserted in the book. Use those tools to stay on track.

Who Will Benefit From This Book?

This book will benefit anyone interested in the topic of Leadership in general and Bible based leadership in particular. It will be of specific interest and benefit to the following group of readers:

- a. Leaders of faith-based organisations (Pastors, Leaders of Para-church organisations, Heads of NGOs, Heads of businesses). This will help them learn how to lead an entity.
- b. Members of faith-based organisations, immaterial of their position.
- c. Christian professionals working in secular entities. This will help them practice their faith and still be significant (not merely successful) in their personal lives and workplaces.
- d. Theology students at Masters level: Institutions can prescribe/recommend this as the textbook for leadership courses in seminaries. Many sections of this book have already been used in MA, MTh and DMin level classes on Leadership and found great acceptance. This book will become an excellent resource book for courses on Christian Leadership in Theological Education.
- e. Anyone who is interested in building up church community. This book is all about “preparing the bride for the bridegroom”. It is about making the church go back to the basics of Not-So-With-You command of Jesus and hence is abundantly poised to help build a church community that Jesus will be pleased to come back to.
- f. Anyone who has the passion for furthering Missions. Missions in the current context is all about building lasting relationships with those who do not know or experienced the Gospel yet. Missions cannot succeed without the right relationships. This book will help “missionaries” develop right behaviour that will make people want to relate and listen to you and the Gospel message that you are proclaiming.

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Part 1

LEADERSHIP IN THE BIBLE

You have read the Bible, probably repeatedly. You have heard several sermons and messages on books and passages from the Bible. You know that it is good for you to spiritually connect with the Lord. You meditate on it when you pray, or when you need comfort.

But does the Bible have anything to do with Leadership?

The answer is a resounding yes.

Many have attempted to answer this question, and many have come up with several leadership and management concepts from the Bible. The Bible can and does teach us Leadership. This becomes even more relevant as we define Leadership as “Leadership is influence, nothing more, nothing less.”¹

There are several approaches to learning leadership from the Bible. This book takes the Not-So-With-You approach. Why did Jesus have to give such an explicit command? That is the thought process which drives Part 1 of the book. We look at God’s leadership sketch through a study of how power is used and misused in the Bible; we look at what values the Bible has taught us and our leaders to imbibe and live; we look at the principal focus of Leadership being not the leader, but the follower; and we look at a concept called Success vs Significance.

Come, let us dive in.

Endnotes

1 Dr Maxwell. John C. How to overcome the common myths of leadership. *Christianity Today*, July 11, 2007. Accessed 13 Jan 2021 <https://www.christianitytoday.com/pastors/2007/july-online-only/090905.html>

PART 2

LEADERSHIP IN THE CHURCH : CONSPICUOUS BY ABSENCE OF SERVANTHOOD

Our Lord Jesus Christ, during His ministry on earth, explicitly instructed us how to lead. In Matt. 20:25-28 He instructed His disciples not to lord it over the people as the Gentile rulers do. He said, "Not-So-With-You". He clarified that "*The Son of Man came not to be served but to serve*". Again in John 13:13-17, He clarified that His purpose of washing His disciples' feet was intended to set an example and exhorted them to follow His example. With this command, He actually turned the whole concept of leading upside down. The concept of serving, so that one could lead, was not a common understanding of leadership. History shows that Jesus' idea of Servant Leadership was difficult for most of His followers to emulate. Most of His later day followers chose the traditional leadership models of power and authority. Many leaders, including Christian leaders either considered Servant Leadership as too lofty or were dismissive of the idea altogether. As B J Sims put it,

Servanthood integrates the religious and secular dimensions of life and work in a fresh understanding of leadership and power that is modeled on Jesus as the consummate "servant leader." Too often servanthood is seen as a lofty but unrealistic ideal, possible only for a few, while in the secular realm it is dismissed as servitude.¹

In this part of the book, we analyse this trend by focusing on Church history, in the context of abuses by the leaders. This might seem to paint a bleak picture of the Church history, and should be read and understood in the context of non-practice of the correct leadership styles. It does not mean that there have not been right demonstrations of leadership in Church history. I have attempted to highlight some right examples too. However, the focus of this part of the book is on the abuse of power and authority by Church Leaders.

We cannot study Church history in isolation of the theology and doctrines that dominated the Church during particular periods. Hence, mention is made on different theological and doctrinal issues throughout this part of the book. This is necessary to understand how Theology, Leadership, Power etc. has got intermingled during the course of history of the Church.

History is an outstanding teacher. In highlighting events in this part, I have intentionally painted a painful and dark picture of the misses and misuse of power and leadership positions in our history. This is not meant to take away the credit due for all those martyrs who went through severe difficulties and even gave up their lives for the spreading of Gospel in different parts of the world. The statement from the 2nd-century Church Father Tertullian that "*the blood of martyrs is the seed of the Church*,"² is as valid today as it was then. However, whenever position and power were associated with leaders, the instances of misuse of them are rampant and we, as new leaders, need to be cognizant of that. Great men and women have fallen in the past, and it is a distinct possibility that you and I might fall to the same temptations that they fell for. Hence, I hope that these chapters focused on the dark side of our Church history will act as a deterrent for us when we are tempted to depend on our position, power and authority for results.

The primary source of this part of the book is the recorded audio lessons of the Reformed Theological Seminary, on History of Christianity I and II by Dr Frank A. James III. This recording is made available by the seminary to the public through their website.³ Additionally, this work draws on unquoted additional references from various works of Justin Martyr, Eusebius, Letters of Ignatius of Antioch and Confessions of St. Augustine.

Endnotes

1 From the Preface , page ix of; Sims, B.J. 1997. *Servanthood: Leadership for the third millennium*. Lanham, MD: Cowley Publications.

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3 *History of Christianity* by Dr Frank A James III, web accessed through iTunes/Apple podcasts. Accessed on 19 Jan 2021 at the following sites

- <https://itunes.apple.com/us/itunes-u/history-of-christianity-i/id378878750?mt=10>
- <https://podcasts.apple.com/us/podcast/history-of-christianity-ii/id378878755>

AN EPILOGUE ON THE HISTORY OF SERVANT LEADERSHIP IN CHRIST'S CHURCH

We can look at history from different angles. In keeping with the Not-So-With-You theme of this book, I have chosen to look and highlight what should not have been done. This is not to take away any credit from the thousands of leaders and missionaries, pastors, priests and lay people who have sacrificed significantly for the growth of Christ's Church in the world. We have two options at hand. We can dismiss the misdeeds of our forefathers and Church leaders and forget the misdeeds and focus on the good deeds of the leaders. Or we could take the posture of Nehemiah when he prayed;

“Please let Your ear be attentive and Your eyes open, that You may hear the prayer of Your servant which I pray before You now, day and night, for the children of Israel Your servants, and confess the sins of the children of Israel which we have sinned against You. Both my father's house and I have sinned. We have acted very corruptly against You, and have not kept the commandments, the statutes, nor the ordinances which You commanded Your servant Moses” (Neh. 1:6-7).

This posture is important because we live in a fallen world and we are susceptible to different temptations. The temptations take different avatars because of technological advances, but the root remains the same-Power, Position, Mammon, Sex, etc. The Christianity Today magazine regularly reports about power abuse by celebrity leaders in Christendom. Daniel Sillman who reported on some 21st century celebrities says,

“There are definitely similarities around celebrity and power and accountability. In many of these cases, when you drill down, it seems that the Christian leader was celebrated, and supported by a ministry and assisted in ministry, but there wasn't really anybody holding that person accountable.”¹

On being asked why he is doing such reporting even about leaders who have passed away, his response was this,

“The second group I was thinking of though is ministers and people in positions of power who haven’t done anything wrong. And that they might take this as a warning. That they might see someone who did a lot of good work and who helped a lot of people’s faith and then all of this comes out and that they might think, Who am I to not have a structure in place to be protected or not have accountability? And do I trust the goodness of my heart so much that I’m not going to find ways to check myself?”

And then also ministers who have done something. I mean, as a Christian, I believe in the possibility of repentance and I believe that that’s only possible with light. And so for the people who are reading this, who are hiding something themselves, I think telling the truth can be a call for those people to repentance, to confess what they’ve done, and come forward and turn and go a different way”.¹

So, that is my prayer too. Let us take the lessons from history as a warning. Let us repent and seek His help in living, loving and leading like Jesus.

Endnotes

1 MORGAN LEE. 2020. *After the Allegations Against Ravi Zacharias*. Episode no 232, Quick to Listen Podcasts. Christianity Today. Web accessed at <https://www.christianitytoday.com/ct/podcasts/quick-to-listen/ravi-zacharias-sexual-misconduct-report.html> on 20th Feb 2021

PART 3

HOW DO I BECOME A SERVANT LEADER?

"For he who is least among you all will be great" (Luke 9:48b).

Two thousand year ago, a leader asked his followers to arrange a room for them for supper. The followers went ahead with the arrangements and made all the arrangements that they thought will please the leader. The evening came, and they all congregated for supper. The leader realised that the followers have left out one minor detail. Those times there were no air-conditioned cars to bring the people for supper. They had to walk to their destinations. The people who gathered all had dirty feet, because of the walking, and the followers had overlooked the need for a servant to wash their dirty feet. The leader looked around and saw that none of the followers were volunteering to do this menial job. So, the leader got up, took the basin in his hands, took off the garment that was wrapped around his waist and washed and wiped the follower's feet one by one, much to the dismay of the followers. This came to be recorded as the greatest act of servanthood, and the greatest act of leading. The first act of Servant Leadership was borne. Sounds familiar? We serve that leader who taught us that to conquer; you have to stoop down and to lead; you have to serve.

Having established the fact that there is no alternative to Servant Leadership for us Christians, the next obvious question is, How? It is good to know that God's Leadership Sketch concludes with the Not-So-With-You command. We all need help in translating that command into day-to-day behaviour. The answer is in Jesus' feet-washing incident itself.

So when He had washed their feet, taken His garments, and sat down again, He said to them, "Do you know what I have done to you? You call me Teacher and Lord, and you say well, for so I am. If I then, your Lord and Teacher, have washed your feet, you also ought to wash one another's feet. For I have given you an example, that you should do as I have done to

you” (John 13:12-15).

And Jesus concluded this feet-washing incident with an exhortation.

“If you know these things, blessed are you if you do them “(John 13:17)

To the best of my knowledge and study, I have found that this is the only place in the Bible where Jesus explicitly states, *“I have done this to set an example for you”*. And I have searched about 40 English translations of the Bible to see the way John 13:17 is worded. All of them conclude with the command to “do” or to “act accordingly”. So, we have the answer to our question right there. We need to follow Jesus’ example and wash the feet of our followers, even when we know they might betray us and go against us.

It is naïve to believe that this is meant literally. This is not meant to be a ritual we do on a Maundy Thursday evening to commemorate the event. This is not meant to be something we do occasionally, like after a workshop or on a stage in front of several people. This is something we need to convert into day-to-day action. This is where we need further help. We need to find how feet-washing translates into our day to day lives in today’s context.

And that is where our behaviours come in. What others see and observe is how we behave in given circumstances. That led me to study the behaviours that make a Servant Leader.¹ This part of the book looks at these behaviours, termed DEEP BHC behaviours. The acronym DEEP BHC depicts the first letters of the seven behaviours that came out of my research. These behaviours are,

- Demonstrating Conceptual Skills
- Empowerment
- Emotional Healing
- Putting Others First
- Behaving Ethically
- Helping Others Grow and Succeed
- Creating Value for Community

Knowing that we will still need further help, these behaviours are mapped to a set of attributes that we need to focus on developing. Everyone has been gifted with a set of 10 attributes. We view these as being critical to the development of Servant-Leaders. We base these on the study by

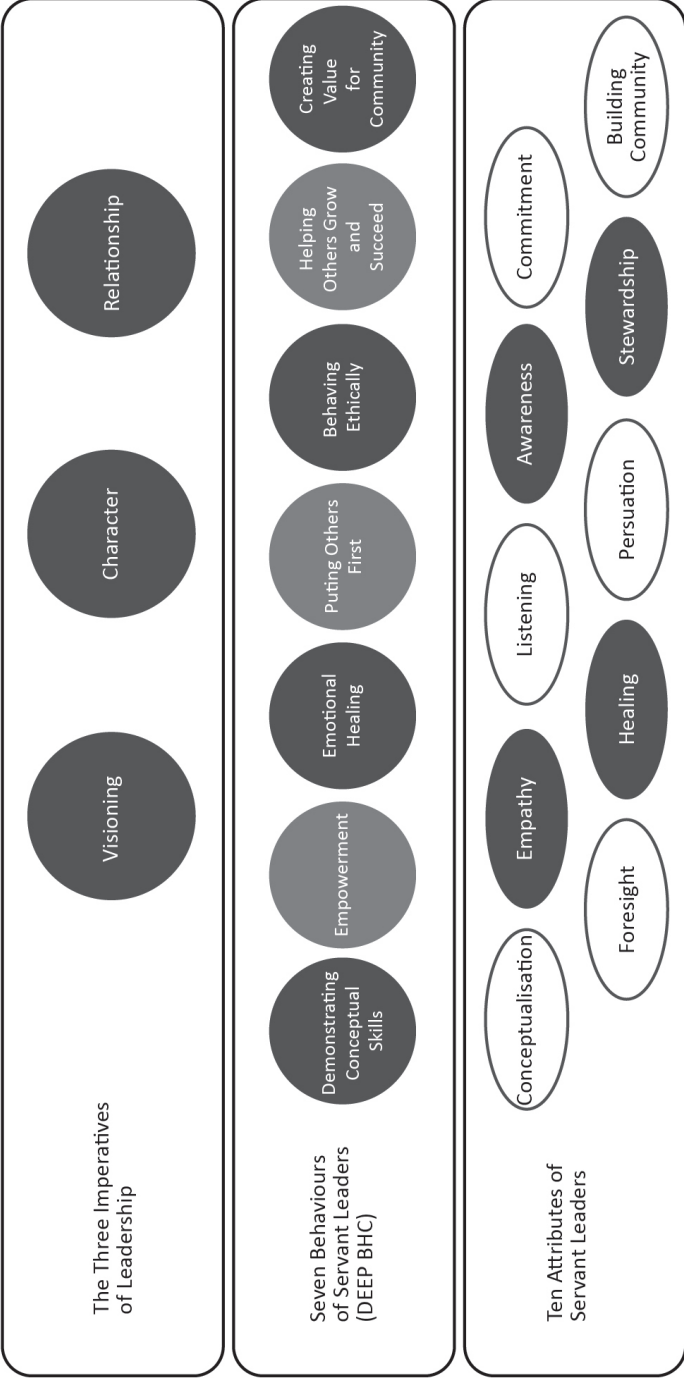
Larry Spears, while he was the CEO of Greenleaf Center of Servant Leadership, USA.²

These 10 attributes are not exhaustive. However, they communicate the power and promise that this concept offers.

Knowing where we stand on the DEEP BHC behaviours is possible through our assessment tool called Menorah Servant Leadership Assessment, MSLA 360.³ We will look at the driving attributes for each of those behaviours in some detail. These attributes are covered under the three imperatives of Leadership, namely; Vision, Character and Relationships. This forms the 3-7-10 model of Transformation for Christian Leaders. The 3-7-10 Model is depicted in Figure III.1

The 3-7-10 Structure

Figure III.1



In the subsequent chapters we will dive deeper into each of the imperatives, namely, Vision, Character and Relationships. We will examine the attributes required for fulfilling those imperatives through the DEEP BHC behaviours, keeping in mind the Not-So-With-You command of our Lord.

Endnotes

- 1 Kumar, Madana. *Servant Leadership in Indian NGOs*. Unpublished Thesis submitted to Aligarh Muslim University. Available at Shodhganga : a reservoir of Indian theses @ INFLIBNET. Web accessed at <http://hdl.handle.net/10603/62756> on 26 Feb 2021 . Also available at Academia.edu at https://www.academia.edu/18187593/Servant_Leadership_in_Indian_NGOs , Thesis repository of Aligarh Muslim University at <http://ir.amu.ac.in/9480/1/T%208513.pdf> and Researchgate. Net at https://www.researchgate.net/publication/341931544_Servant_Leadership_in_Indian_NGOs_THESIS
- 2 Spears, Larry C. *Characteristics of Servant Leaders*. Chapter 2. Blanchard, Ken; Broadwell, Renee (Ed). *Servant Leadership in Action* . Berrett-Koehler Publishers. Kindle Edition. 2018
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CONCLUSION

Whether you are a CEO, a manager, a team leader, a pastor, a worship leader, a small group participant, heading an organisation, an individual contributor, a home maker, a student, or wherever you think you are in an organisation, you are a leader by the definition “Leadership is influence”. And as Christians we are called to be influencers in the society where God has placed us. Thus, we are all leaders, and we need leadership lessons on how to influence the way God intended us to.

So, where do we go for leadership lessons? A simple study shows us that there are numerous resources available on leadership. But we don’t need to go anywhere else. We have the necessary lessons in the book that is supposed to provide us with all guidance for life, the Holy Bible. God speaks to us through the Bible, yesterday, today and tomorrow. And God is the ultimate leader. Right from the act of creation, He has and He is showing us how to lead in this world.

This is what we have tried to capture in this book. God’s delegation to “have dominion over” all of creation has been much misused by mankind. Our ancestors have consistently tried to derail His leadership sketch. We should learn from their mistakes. God raised up leaders from time to time to lead His chosen people, and we can learn from all of them. And all those teachings, all those examples got perfected in the person of Jesus Christ. Jesus completed God’s leadership sketch beautifully when He gave the Not-So-With-You command to his disciples and through them to us. This is what we learnt in the first part of this book where we took a detailed look at God’s leadership sketch marred by the rampant misuse of power and selfishness completely in contrast to how God wanted us to lead. We heard God’s message that leadership is not about us, but it is about others. We learnt that God wants us to be HIS through the principles of Humility, Integrity and Simplicity. We understood the difference between Success and Significance, and we heard God’s call to be significant rather than chase success. We could not find any one leader who met all the standards that God laid out for leadership. But God provided a beautiful solution in His time. In God’s sovereignty, we saw God completing His leadership sketch through His son Jesus Christ. Today, living on this side of the cross, we don’t have to look anywhere else for a role model for leadership. Jesus is the ultimate role model of leadership for us, and it is made sweeter by the fact that He was one among us, and He was tempted like any of us, yet remained sinless and thereby set a perfect example for us.

We are part of the Church that Jesus built. There are several leaders who sacrificed much for building the Church of Christ on this earth. Several of them even laid down their lives for building the Church. Jesus wanted a Church without blemishes. Jesus wanted to come back for a bride who was expected to be arrayed in fine linen, clean and bright, knit through the righteousness of the saints of the Church. The Church leaders failed on many counts when compared to that high standard. Instead of striving to reach those high standards of holiness, many leaders took the easy way out, by falling prey to the temptations of the world. Many of them followed the failures of the Biblical figures in going after money, power, sex, position etc. They subdued others and persecuted others to try and hold on to the privileges of the position they held. They forgot the Not-So-With-You command of our Lord conveniently, and used that part of the Bible mostly for sermons or rituals rather than for actual living. God continued to demonstrate His sovereignty in the fact that just as during the biblical times, He raised leaders who tried to pull us out of the mess from time to time. Yet, today's Church suffers from a shortage of Godly leaders. This is what we saw through a detailed look at the dark side of Church history in Part 2 of this book.

So, the final question is, can you and I become such a leader who can *array the bride in fine linen* through our righteousness? Can we try to lead in ways that meet the nuances of the Not-So-With-You command? What must we do to be Servant Leaders who want to obey our Lord's command "*Now that you know these things, you will be blessed if you do accordingly?*" It is naïve for us to translate that command literally and walk around with a basin and a towel in this 21st century. In Part 3 of this book we explored a 3-7-10 framework, that anyone can use to translate the Not-So-With-You command in the current context. The 3-7-10 framework begins with the three imperatives of Servant Leaders namely, Vision, Character and Relationships. These imperatives can be achieved through observable behaviours of Servant Leaders. We zeroed in on 7 behaviours we called as DEEP BHC behaviours.

1. Demonstrating Conceptual Skills
2. Empowerment
3. Emotional Healing
4. Putting Others First
5. Behaving Ethically
6. Helping Others Grow and Succeed
7. Creating Value for Community

To help Servant Leaders develop these behaviours they need to focus on 10 attributes

1. Conceptualisation
2. Foresight
3. Healing
4. Awareness
5. Stewardship
6. Listening
7. Persuasion
8. Empathy
9. Commitment to the Growth of Others
10. Building Community

We looked deep into each of these 10 attributes through the lens of the Bible and the teachings of Jesus Christ. This was the subject we dealt with in Part 3 of this book.

As we conclude, it is my hope that this book has helped you to assess your leadership journey against the standard set by our Lord and Saviour Jesus Christ. Wherever we are, in the continuum of the Self-centered leadership to Servant Leadership, our Lord offers His Grace to encourage and enable us to move towards the Servant Leadership end. And His promise remains the same; *"I am with you always, even to the end of the age"*

Come, let us begin that journey.

PS: In case you need more help in translating the learning to practice, help is at hand. Just turn to the addendum I have added to the book. Hope this additional resource is of use to you and your organisation.

ADDENDUM

PRACTICAL TOOLS FOR APPLICATION

KNOWLEDGE ALONE DOES NOT TRANSFORM,
APPLICATION BACKED BY KNOWLEDGE
TRANSFORMS

This saying is true. Gaining knowledge is only a first step towards transformation. True transformation happens when that knowledge is constantly retrieved and applied for solutions in one's day-to-day life. While the responsibility of converting knowledge into application rests with the reader of this book, there is help available.

We offer a set of proven tools to help in that process.

Knowledge To Transformation: A Four-Tiered Approach

Knowledge to Transformation A Four-Tiered Approach



1. As we have seen in this book, an impactful leadership journey begins with self-awareness. There are several tools that leaders can use for self-awareness. We start the process of Transformation with a **360-degree assessment** specially designed to measure others' perceptions about us against the DEEP BHC behaviours.
2. Anchored on that 360-degree assessment, we have designed a highly interactive and reflective workshop to help participants grasp the concepts better. We call it the **SLICE (Servant Leadership Imperative for Christendom Enhancement) workshop**. The workshop takes the participants through the 3-7-10 model as personally applicable to them and concludes with a **practice guide** that the participants create for themselves. A combination of an accountability partner and an expert coach helps the participants to implement the practice guide. This will cause changes, and some of those changes will be significant. Participants then identify their most significant change stories. Further behaviour modifications are based on such stories. And the journey of transformation continues.
3. **The practice guide** can be used as a standalone tool with this book, even if one does not attend the SLICE workshop

4. Converting the action plan into real-time actions and linking them with personal and organisational goals can be overwhelming for many of us. Realizing this challenge, we have worked out **a coaching support**, where we hand-hold those who need such hand-holding in a highly personalized manner. This association can last anywhere from 3 months to one year.
5. If you are part of an organisation and wish to drive the transformation within the organisation, there are ways to do that too. That is where the **organisational self-reliance** comes into effect. We have a certification scheme that enables organisations or intact teams to create a group of Certified Champions within the organisation, who then runs the program within the organisation.

Let us look at each of these practical tools a little bit more in detail, in the subsequent sections of the addendum.

The 360 Degree Survey

Self-awareness is the building block of leadership. It is even more critical for Servant Leaders as we have seen in the book. Leaders can significantly improve self-awareness by seeking regular feedback.

However, if someone asks their team members, “How is my leadership?” the answer can be very vague and not-too-helpful in arriving at actions for self. The quality of the feedback is also heavily dependent on the amount of trust that exists between the feedback seeker and giver. Few will take the risk of telling-the-truth-no-matter-what.

That is where a carefully designed 360-degree survey becomes extremely useful. It helps to make the feedback specific. Such a survey ensures confidentiality to the feedback, enhancing the authenticity of the feedback. It also helps in providing a quantification of the behaviours so that the receiver knows where to focus on.

The Menorah Servant Leadership Assessment (MSLA) addresses all these and more.

The MSLA is a statistically validated tool developed by this writer.¹ This is adapted from and customized based on the work that was done by Dr Robert Liden.²

The measured items/ behaviours

This study referred above, defined seven behavioural patterns that were specific to Servant Leaders. These behaviours, as we have seen in an earlier chapter, are as follows,

1. Demonstrating Conceptual Skills,
2. Empowerment,
3. Emotional Healing,
4. Putting Others First,
5. Behaving Ethically,
6. Helping Others Grow and Succeed,
7. Creating Value for Community.

The respondents

The MSLA report provides survey-seeker with a self-view on these seven behavior patterns and helps survey-seeker to compare and contrast the

perceptions based on the same seven behavior patterns from three of the survey-seeker's stakeholders namely his/her immediate supervisor or manager, peers, and the team that takes directions from survey-seeker directly or indirectly.

1. **Survey-seeker's Manager/ Supervisor:** This requires survey-seeker to choose minimum one person who is his/her current supervisor or has supervised survey-seeker in the past. The survey-seeker has the freedom to choose more than one in this category. If survey-seeker wishes to choose someone who is not the current supervisor, they should choose someone who they trust in, and who they believe will give him/her the most candid feedback. Please remember that this is for the survey-seeker's own development and hence they must choose respondent(s) wisely. Since this is from survey-seeker's supervisor, survey-seeker will be able to see individual responses. **The responses from this category are not confidential.**
2. **Survey-seeker's Peers:** This is a category of people who are at the same level as the survey-seeker in the organisation, having a similar level of responsibilities, or reporting to the same manager/supervisor. Again, the survey-seeker can choose the current peers, or peers who have worked with him/her in the recent past. We may note the following regarding the Peer inputs.
 - i. **The inputs are confidential.** The survey-seeker cannot view the individual responses. This confidential nature allows peers to provide authentic feedback.
 - ii. Because of the confidential nature of this input, we can generate a report only if we have sufficient responses in this category. Hence, it is highly recommended that survey-seeker invite as many as possible for this segment of the survey.
3. **Survey-seeker's Team:** This is the category of people who take work directions from the survey-seeker; directly or indirectly. If the survey-seeker does not have direct supervisory responsibilities, they should choose team members on whom they have some influence as far as their work is concerned. The survey-seeker can choose people who are currently taking work directions from him/her, or people within or outside the organisation whom the survey-seeker had supervised or influenced in the past. Please note the following important aspects of this

survey.

- i. **The inputs are confidential.** The survey-seeker cannot view individual responses. This confidential nature of the feedback allows team members to provide authentic feedback without fear of repercussions.
 - ii. Because of the confidential nature of this input, we will need a certain minimum number of responses for report generation. Hence, it is highly recommended that survey-seeker invite as many as possible for this segment of the survey.
4. **Self:** This is survey-seeker's opportunity to assess himself/ herself against the Servant Leadership behaviours. They need to remember that this is for developmental purposes and respond to the survey as they are today. One should resist the temptation of responding based on what survey-seeker thinks is right or what he/she wants to become. Responding as the survey-seeker is today, is important to get correct inputs for development.

The report

The survey report gives the survey-seeker their self-scores and provides comparison to the scores given by the other stakeholders. It also gives survey-seeker:

1. Survey-seeker's relative standing in the global population of people who have taken this survey (as a percentile).
2. Survey-seeker's relative standing in survey-seeker's particular organisation as a percentile (if Survey-seeker is doing this as part of an organisational cohort).

We show a sample of the results in Table IV.1

| Table IV.1 | | | | | | | | |
|---------------------------------------|---------------------------------|------------|----------------------------|-------|---------------|------------------------|----------------------|---------------------------|
| MENORAH SERVANT LEADERSHIP ASSESSMENT | | | | | | | | |
| CONSOLIDATED REPORT | | | | | | | | |
| NO | BEHAVIOURAL PATTERNS | SELF SCORE | MAN-AGER/SUPER-VISOR SCORE | PEERS | TEAM MEM-BERS | AG-GRE-GATE OF OTH-ERS | GLOB-AL PER-CEN-TILE | ORGAN-ISATION PERCEN-TILE |
| 1 | Demonstrating Conceptual Skills | 17.00 | 16.00 | 19.00 | 20.67 | 18.56 | 80.22 | 73.91 |
| 2 | Empowerment | 17.00 | 15.00 | 19.00 | 20.67 | 18.22 | 84.23 | 78.26 |
| 3 | Emotiona Healing | 18.00 | 19.00 | 19.50 | 21.00 | 19.83 | 97.10 | 95.65 |
| 4 | Putting Others First | 17.00 | 18.00 | 18.75 | 21.00 | 19.25 | 97.86 | 100.00 |
| 5 | Behaving Ethically | 21.00 | 21.00 | 19.75 | 19.00 | 19.92 | 90.87 | 91.30 |
| 6 | Helping others Grow & Succeed | 16.00 | 16.00 | 19.00 | 21.00 | 18.67 | 90.25 | 91.30 |
| 7 | Creating Value for Community | 16.00 | 17.00 | 19.25 | 21.00 | 19.08 | 91.15 | 100.00 |
| Total score | | 122.00 | 122.00 | 13425 | 144.33 | 133.53 | | |

The report also gives the survey-seeker guidance on where to focus by highlighting the following (as shown in Table IV.2

1. The behaviour that is seen as the survey-seeker's strength by others.
2. The behaviour where others think the survey-seeker need most improvement.
3. The behaviour where the survey-seeker has overestimated themselves the most.
4. The behaviour where the survey-seeker has underestimated themselves the most.
- 5.

Table IV.2

| NO | CATEGORY | BEHAVIOUR | SCORE |
|----|--|------------------------------|-------|
| 1 | Strength | Creating Value for Community | 19.47 |
| 2 | Area of Improvement | Empowerment | 15.83 |
| 3 | Over Estimation (Highest difference of 'Self View - Aggregate of Others') | None | None |
| 4 | Under Estimation (Highest difference of 'Aggregate of Others - Self View') | Putting Others First | -5.83 |

Once the survey-seeker has identified the behaviours that need their attention, he/she can map those behaviours to the Servant Leadership attributes. I described this mapping in an earlier chapter. This mapping will help the survey-seeker in identifying specific action plans for his/her own development.

The report is meant to be used for survey-seeker's self-development. Hence there are few things survey-seeker should not do with the report.

- Try to find out who would have given a high or a low response
- Rationalize or justify scores
- Feel proud about high scores
- Feel frustrated about low scores

It is great to remember SARAH when one receives the report and goes through the report. SARAH stands for the emotional cycle that one might go through when one receives a 360-degree report.

- The first reaction might be that of **Surprise**. We might feel surprised at the scores that we have received.
- Soon this surprise might turn into **Anger**. We might feel genuinely angry that people have rated us at a particular score, especially if we consider the scores low.

- Soon after that, we think about it a little more and reach the third stage of SARAH which is about **Rationalisation**. This is where we find justifications for the scores and feedback that we received. “They wouldn’t have understood the questions”. “They couldn’t have known about my activities in this area” etc are common rationalisation responses.

It is normal for everyone to go through these three stages of SARAH. Several people get stuck at the Rationalisation stage far too long. Successful leaders go through the SAR cycle quickly and get into the last two stages of SARAH

- **Accept** the feedback and decide to use it as a conversation beginner with the team members and stakeholders to get more insights on how the survey-seeker can become a better Servant Leader.
- Seek **Help** from Survey-seeker’s stakeholders, Accountability partners, Coaches and Survey-seeker’s organisation to improve and become a true Servant Leader.

Taken in the right spirit, the MSLA 360-degree survey can be an excellent tool in the survey-seeker’s self-development.

The FAQs given below will help the survey-seeker further in trusting the survey results and making the best use of it.

1. Is the MSLA report reliable? Can I depend on the results for taking action?
 - a. The MSLA assessment is a highly validated tool, developed and validated under strict academic and research guidelines. The MSLA assessment instrument has passed the following tests, among others,
 - i. Expert Validation.
 - ii. Variation tests.
 - iii. Tests of meaning.
 - iv. Redundancy tests.
 - v. Scalability tests.
 - vi. Test for Non-responses,
 - vii. Reliability tests.
 - viii. Validity tests.
 - ix. Testability.

More information about these tests and the results are documented in the PhD Thesis “Servant Leadership in Indian NGOs” by the writer.³

2. What if the respondents did not understand the questions properly?
 - a. This is highly unlikely as the language used in the survey has been vetted by experts. The expert validation was further verified by pilot studies before the survey was rolled out. A few thousand people have taken this survey so far and there have been no specific instances where they have not understood the survey questions.
3. I don't remember the questions that were asked. Can the survey-provider give us the questions? It might help me make an action plan better if I see the actual questions that the survey respondents answered.
 - a. We have carefully mapped the questions to Servant Leadership behaviours through statistical tools. Hence, we do not recommend that the survey seekers look at the questions and then try to analyse the results. The results need to be analysed and understood in totality of the behaviour stated in the report. The survey questions are not confidential and can be accessed through the PhD thesis listed in FAQ no 1. However, this will not help the survey-seeker unless he/she is an academician and wants to do further research on the topic.
4. What if the survey respondent did not know me enough? What if they just responded for the sake of responding?
 - a. First, there is a pre-survey question in the survey for the “Others” category. The pre-survey question asks the respondents “How well they know the survey Seeker”? If the answer is that they don't know the survey seeker, they are not allowed to proceed with the survey questions. We provide access to the survey questions to only those who confirm that they know the survey seeker well enough.
 - b. Second, the survey-seeker is the one who chooses the survey respondents. We expect that the survey-seeker would have done the due diligence while choosing the survey respondents.
5. Should I share my report with my team?

- a. We highly recommended that the survey-seeker share the results with his/her team members, and seek clarity on the results so that the survey-seeker can take specific actions. However, this has to be done in a highly non-threatening manner, and collaboratively. The team should not feel victimized for responding to the survey. Start by sincerely thanking them for their inputs and then clarify that the purpose of seeking further inputs is only for making the survey-seeker's action plan more specific, and not to "fix" any responsibility onto them.
6. Should I share my report with my Manager?
- a. It is a good idea to share the report with the survey-seeker's manager as part of survey-seeker's development discussions. We do not encourage discussing the manager-specific-scores alone with Managers, unless the manager volunteers to provide such input. This is so because, some time would have elapsed after the survey-seeker's manager took the survey and it is highly unlikely that he/she remembers specific answers they he/she gave for each question. So, do not put him/her in a corner.
7. Should I share my report with my peers?
- a. We rarely recommend this. They are as busy as the survey-seeker are, and have already invested time in responding to the survey. Take the survey results at its face value and move ahead.
8. I have difficulty in agreeing with the survey results. What should I do?
- a. The survey results are based on the perceptions of the respondents. Hence, it is possible that this might not be the complete truth. Survey-seeker is encouraged to trust in the process and the statistical validity and use his/her discretion in taking action based on the report. However, one should remember SARAH and not keep rationalizing the results.
9. Can I do the survey again?
- a. We recommend a gap of 6 months between two surveys. In these six months, take some actions which the

respondents can see, and then approach them again. Don't do a re-survey just because Survey-seeker dislikes the current results.

- b. However, if Survey-seeker believes that he/she can get some more insight with a few more responses, we will provide one weeks' time after the workshop to give Survey-seeker a chance to follow up and get some more responses. We will regenerate a report after a weeks' time.

10. Are the MSLA reports getting into any of the HR systems?

- a. Not at all. The MSLA report is purely for developmental purposes and is not captured in any HR systems. We share the MSLA report only with the Survey-seeker and no one else.

We encourage you to take this survey and enhance your self-awareness about your own standing as a Servant Leader. This is a powerful tool.

Endnotes

1 Kumar, Madana. 2013. Section 3.9 pp 112 to 127. Servant Leadership in Indian NGOs. An unpublished Thesis submitted to Aligarh Muslim University. available at Shodhganga : a reservoir of Indian theses @ INFLIBNET. Web accessed at <http://hdl.handle.net/10603/62756> on 26 Feb 2021 . Also available at Academia.edu at https://www.academia.edu/18187593/Servant_Leadership_in_Indian_NGOs , Thesis repository of Aligarh Muslim University at <http://ir.amu.ac.in/9480/1/T%208513.pdf> and Researchgate.net at https://www.researchgate.net/publication/341931544_Servant_Leadership_in_Indian_NGOs_THESIS

2 Liden, R.C., Wayne, S.J., Zhao, H., & Henderson, D. (2008). Servant Leadership: Development of a Multidimensional Measure and Multilevel Assessment., *Leadership Quarterly*, 19, pp 161-177

3 Kumar, Madana. 2013. Section 3.9 pp 112 to 127. Servant Leadership in Indian NGOs. An unpublished Thesis submitted to Aligarh Muslim University. available at Shodhganga : a reservoir of Indian theses @ INFLIBNET. Web accessed at <http://hdl.handle.net/10603/62756> on 26 Feb 2021 . Also available at Academia.edu at https://www.academia.edu/18187593/Servant_Leadership_in_Indian_NGOs , Thesis repository of Aligarh Muslim University at <http://ir.amu.ac.in/9480/1/T%208513.pdf> and Researchgate.net at https://www.researchgate.net/publication/341931544_Servant_Leadership_in_Indian_NGOs_THESIS

The S.L.I.C.E Workshop

All of us can do with some extra help with implementing the actions that we discovered in this book.

With that in view, we are offering the following services to augment the book.

- The S.L.I.C.E (Servant Leadership Imperative for Christendom Enhancement) workshop.
- A practice guide that can be integrated into the SLICE workshop or used as a standalone tool with this book.
- Coaching support.

The S.L.I.C.E workshop

The SLICE workshop is meant for

- Christian Individuals, who would like to improve their leadership in any place where the Lord has placed them (in their one-to-one relationships, in their families, as a parent, in their ministries, in their community, in their workplaces, corporates etc.).
- Churches and Christian Organisations who would like to benefit from implementing the only leadership Model that Jesus commanded them to have.

The SLICE workshop helps to internalize the concepts discussed in this book and helps the participants to draw out an action plan to be more like Jesus in leading and influencing.

SLICE workshop uses a four-tiered approach to enable both individuals and organisations.

- SLICE workshop is anchored on the 360-degree assessment we discussed earlier in this addendum.
- An intensive, immersive and interactive workshop that can be delivered over 8x90 minute modules, either as two full days or

spread out based on the audience preference. We can deliver this workshop virtually or in-person.

- The SLICE workshop is designed on the 3-7-10 model, comprising the following
 - Three Imperatives of Leadership
 - Visioning
 - Character
 - Relationships
 - Seven DEEP BHC behaviours that we discussed in this book.
 - The 10 attributes that we discussed in this book.

The workshop builds on God's Leadership Sketch through the Bible and then takes the participants on a self-discovery journey through reflections and assessment reports. This reflection helps the participants in identifying their strengths and areas where they need to adjust. The highly interactive nature of the workshop helps the participants to share their plans with others and learn from others who are part of the cohort.

The workshop ends with all the participants creating a draft action plan to improve their behaviours as a Servant Leader. Each participant also identifies a potential Accountability Partner during the workshop.

The workshops will be facilitated by Certified Servant Leadership Champions (CSLCs) who are chosen with "Faith First" philosophy.

Just as we described the nature of this book at the beginning, this workshop follows the structure of this book and hence is unique in so many ways.

- a. It examines the progress of God's leadership sketch through the Bible, providing a firm Foundation for the **Conviction** that is needed for being a Servant Leader.
- b. It considers the Church history and highlights the mistakes our forefathers have done in not obeying the Not-So-With-You command of our Lord Jesus Christ. This makes it **Confessional** for the participants.
- c. Provides a set of seven behaviours we call the DEEP BHC behaviours, established through research in the making of a Servant Leader. This makes Servant Leadership **Observable** for the

participants.

- d. We map these DEEP BHC behaviours to 10 attributes that will help us develop those behaviours as habits. All backed by Biblical examples and stories. This makes it **Developable** for the participants.
- e. The workshop is anchored around a 360-degree Survey (based on research at Doctoral Thesis level) on the DEEP BHC behaviours. This makes Servant Leadership **Personal** for the participants.
- f. A Practice Guide to implement actions that the leader can arrive at based on the 360-degree assessment. This makes Servant Leadership **Practical** for the participants.
- g. A template to capture the significant changes one can see in oneself, and its impact on our life and work, after acting based on the workshop. This makes it **Beneficial** for the participants.
- h. A Coaching support system that will help them convert their “good intentions” into tangible actions. This makes it **Supported** and **Enduring** for the Participants.

The Practice Guide

In an earlier section in this addendum, we discussed the 360-degree assessment that helps us find out where we stand in our journey of Servant Leadership.

Awareness, however, is only the first step of our 4A framework. The 4A framework comprises,

1. AWARENESS
2. ACCEPTANCE
3. APPLICATION
4. ADVANTAGE

Let us dive into the 4A's of this framework.

AWARENESS

Elsewhere in this book, we discussed the importance of awareness in the making of a Servant Leader. Earlier in the addendum, we found that the 360-degree assessment gives us an insight into the DEEP BHC behaviours where we need to focus on. We identified these four areas as;

- The DEEP BHC behaviour which is our Strength.
- The DEEP BHC behaviour which is our Area of Improvement.
- The DEEP BHC behaviour where we have overestimated ourselves (our Overestimation).
- The DEEP BHC behaviour where we have underestimated ourselves (our Underestimation).

ACCEPTANCE

Once we have identified the DEEP BHC behaviours that need focus, the next step is to accept the situation. Earlier in this addendum, we discussed the SARAH cycle that all of us go through. It is important that we get through the Surprise, Anger and Rationalization stages and get to the Acceptance stage quickly. Acceptance of the 360-degree assessment

results is the beginning point of any improvement. Let us remember that no psychometric assessment will be 100% accurate, because we are dealing with human beings and we are complex. So, we need to have the grace to accept the result as it is and then see what we can do with it, rather than staying on in the Surprise, Anger or Rationalisation stages.

APPLICATION

This is the stage of the 4A framework where the rubber meets the road. What do we do with all the knowledge gathered through this book? What do we do with the self-awareness that we have gained from the 360-degree assessment? The **Practice Guide** is the answer to this question. The practice guide can be used as a standalone tool along with this book. If you attend the SLICE workshop, the practice guide is integrated into the workshop design. The Practice guide has two parts to it

- Action plan
- Accountability Partnership agreement

Action Plan

The Application stage of 4A framework (the practice guide) starts with making an action plan on each of the four DEEP BHC Behaviours that we identified for action. The following template will help in arriving at a practical action plan.

- Behaviour that you have chosen to work upon.
- Purpose Statement (Why do you want to work on this?)
- Envisioned Future state (What changes would you like others to notice in you?)
- Current reality and your analysis of why it is so (Focus on self, not so much on the situations around you).
- How will I measure my progress towards reaching the Future State? (How will you know you are making progress?)
- Specific Commitments (Specific, Measurable, Achievable, Realistic and Time Bound: SMART). You can split this into a 30/60/90 day format.

Repeat this for all four areas (Strength, Area of Improvement, Overestimation and Underestimation).

The action plan might take several iterations before it can look like a doable action plan. Be prepared to review it and refine it at least a few times.

We believe that the chances of an action plan getting implemented by the maker, if left to oneself, is lesser than 30%. We have seen that if we hold ourselves accountable to someone else, the chances of our working on the action plan, improve to about 60%. Marshall Goldsmith, who many consider as the #1 coach in the world, admits that he pays someone money to call him every week, and ask him a set of questions that he himself wrote.¹ That is the power of accountability, when we have someone who can ask the right questions to make us move in the right direction.

Hence the second step in the Application stage of the 4A framework is to identify an Accountability Partner and sign an accountability agreement with him/ her.

Accountability Partner

We have enough Biblical exhortations to choose an accountability Partner in our journey to become a Servant Leader.

- As iron sharpens iron, So a man sharpens the countenance of his friend (Prov. 27:17).
- Two are better than one, Because they have a good reward for their labor. For if they fall, one will lift up his companion. But woe to him who is alone when he falls, For he has no one to help him up (Eccles. 4:9-10).

Choosing the right Accountability Partner is very important. Consider the following guidelines when you choose the Accountability Partner.

- Make an intentional effort to choose a right accountability partner.
- Do not choose someone just because you like him/her.
- Do not choose someone just because he/she is your friend.
- Choose someone whom you respect.

- Choose someone who will mentor you, coach you, encourage you, inspire you, motivate you.
- Choose someone to whom you are comfortable sharing weaknesses and areas of improvement.
- Choose someone who will confront you when necessary.
- Once you have entered into the partnership agreement, make a commitment to make it work.
- Take the lead and ownership in making sure that the meetings/ telephone calls/ video calls etc. happen.
- Give a progress report to your accountability partner regularly.
- Make it work based on the pillars of trust, transparency and encouragement.
- Make it work.

Once you have chosen the right accountability partner, the next step is to agree on some terms and conditions with the Accountability Partner and sign a formal agreement. Formalizing the agreement and signing it is very important as this act brings in significant commitment from both sides. The agreement should have the following format and should address the following matters.

Accountability Partnership Agreement Template

- **General Objective**
 - Indicate the key objectives to be achieved: (You can attach the 30, 60, 90-day plans).
- **Roles and Responsibilities**
 - Describe the primary role of the Accountability Partner.
 - Describe the primary role of the Seeker.
- **Measuring Success**
 - Indicate how and when progress will be reviewed and evaluated.
 - Indicate how you will measure the success of the

relationship at the end of the agreement.

- **Meetings**
 - Indicate the frequency, nature, location, and duration of the meetings, as well as the responsibility for setting the agenda, scheduling, and following up. (Set up your initial meetings in your Calendar NOW).
- **Confidentiality**
 - Outline the understanding you reach about the confidentiality of information shared.
- **Relationship**
 - Indicate the values and principles that will guide this relationship.
 - Indicate how you will build and maintain an open, trusting relationship.
 - Indicate what guidelines you will use to determine if the relationship is off track and the steps you will take to get it back.

Once you have arrived at the Accountability Partnership agreement, it is your responsibility to make it work from then onwards.

ADVANTAGE

And with that, we come to the last of the 4A framework. If we do the other three steps sincerely, we will see some changes happen. Initially, the changes will be limited to what we do, what are our behaviours, thought processes, etc. Soon others will start observing these changes and then the changes will start affecting those around us. This will ultimately affect the organisation that we are part of. We recommend you keep track of the changes. This will help you identify the Most Significant Changes. We recommend you record the Most Significant Change stories (MSC story) in the following format/ template.

The Most Significant Change (MSC) story template

- Think back the past three months since you read this book and/ or attended a workshop on this. Think about the changes that you have seen happen because of the book/ workshop and the

follow-ups after that. The changes could be in your personal life, family, or it could be in your workplace/ ministry. List out some of the changes.

- Pick one change from above (in your workplace/ ministry/ family) you think is the most significant and explain the change.
- Why do you think this is the most significant change?
- How does this change connect with improvement in any of the following things: productivity of any team member/ family member/ Community member, team building, better relations with team member/ family member/ community member leading to better environment, customer/ stakeholder/ beneficiary experience, getting new project, getting new client/ congregation members, increase in revenue/ offering/ donations, increase in profitability/ reach/ impact, etc.?
- Out of the above aspects, if you see improvements then how can you measure it across next 3 months in the interval of each month?
- How does this change connect with the Organization goal or personal goal for next year, two years from now? Three years from now? Which goal will it contribute to? And how?
- Describe how you felt writing this story?

When an organisation has a collection of such MSC stories, we can start looking for specific measurable business impact of the actions.

That is the 4A framework that can be used for implementing your learnings from this book and/or the associated workshops.

Endnotes

1 Goldsmith, Marshall. *Questions That Make A Difference: The Daily Question Process*. Nd. Np. Web accessed at <https://www.marshallgoldsmith.com/articles/questions-that-make-a-difference-the-daily-question-process/> , on the 29th of May 2021

Coaching Support

We know that implementing actions by ourselves is difficult. In addition, our studies show that the impact that can be generated out of the book and the workshop highly depends on the following.

- The quality of the action Plans. Our observation is that at the beginning, we all make actions plans based on what we can immediately control. This might not necessarily be the most impactful areas. Hence, we believe that the action plans will need to go through a few iterations before we can expect it to deliver impactful changes in behaviours.
- The clarity on direction of the actions: We are dealing with behaviour changes and hence it might appear nebulous to the uninitiated. There are several stages in the implementation where the participants will lack clarity. The default action at these junctures will be to take the path of least resistance and once again that might not be the most impactful path.
- The commitment and the engagement level of the Accountability Partner: Despite very careful selection, there are limitations to the accountability partnerships, as it is a voluntary arrangement.

It is to overcome these hurdles that we offer coaching support for readers of the book and the participants of the S.L.I.C.E workshop. On request, we will assign certified coaches to the participants. These coaches will work with the participants to make their transformation impactful for themselves and for others around them.

Self-Reliance Plans For Organisations Through Certifications

Besides this support for individual, we also offer self-reliance plans for organisations. Organisations can become self-reliant in the transformation process by creating their own set of champions so that they can run the program themselves and lead the transformation using internal resources. We offer this through a structured certification process that comprises the following,

1. **Certificate of Participation in Servant Leadership (CPSL):** This is awarded once you participate in the SLICE workshop.
2. **Certificate of Practice in Servant Leadership (CPRSL):** This is awarded once you implement your Practice Guide, submit an impactful Most Significant Change (MSC) story and show improvement in the MSLA 360 degree results.
3. **Certified Servant Leadership Champions (CSLC):** This requires the holders of CPRSL certificates to complete the following activities,
 - a. Complete several pre-workshop challenges.
 - b. Attend the Certification workshop.
 - c. Observe a master facilitator.
 - d. Attend several pre-workshop preparatory calls.
 - e. Cofacilitate along with Master facilitator.
 - f. Attend post-workshop debrief calls and make changes accordingly.
4. **Certified Servant Leadership Coach (CSLCH):** This requires the CSLCs to complete one supervised coaching session with a master coach.

Once the organisation has the required number of CSLCs, they can run the Servant Leadership initiative themselves. Having CSLCH is optional for self-reliance. The number of CSLCs required for self-reliance depend on the size of the organisation and the depth that the organisation wants to go into.

I hope and pray that through the concepts discussed in this book and the practical tools available to you to take the journey forward, you will become a true Servant Leader in complete obedience to the Not-So-With-You command of our Lord Jesus Christ.

The current context is complex, and we are justified in asking, “What must I do to become a Servant Leader in the current context”? *Not-So-With-You* is a “How-to” manual on Servant Leadership as Christ envisioned. This book translates the command of Jesus Christ into our current context, into observable and measurable behaviours. It takes you through the Leadership sketch of God, starting with creation, culminating in the ultimate role model of Jesus Christ, and then helps you to understand the contextual ways of following His examples. Several practical tools are offered to help the reader implement the lessons learned from this book.

The concept of leadership has been hijacked since the fall of Satan, and this book helps Christian leaders redeem it in their everyday lives. From a very relevant historical study of where the Church lost its way in modeling what God designed, to the highly practical example of Jesus as the ultimate servant leader, Dr. Kumar lays out a prescriptive framework that inspires and transforms. If you’ve been looking to take your leadership journey to a whole new level, grab your highlighter and get ready to receive breakthrough insight and practical tips on how to become the leader God intended you to be.

Joe Abraham

TedX Speaker. Author, Entrepreneurial DNA. Host, The Uncommon Business Podcast

The book will not only edify many wise leaders but revolutionise the thinking of many others who think that leadership is about lording it over others. Buy it, read it and give it to others!

Dr Derek Tidball, PhD

Former Principal, London School of Theology.
Adjunct Faculty at South Asia Institute of Advanced Christian Studies (SAIACS)

The narrative is scripted from a pioneering practitioner’s vantage point and thus thought provoking and practical. He addresses the subject sensitively with profound wisdom and panache. Unfolding four core tenets of leadership in a world that scrambles for success, the author redefines the paradigm by getting you to wear the lens of significance - a shift that alters your worldview to that of the ace Servant Leader. The work is incisive, insightful and inspiring, a must read for both taking baby steps in leadership and the more evolved leaders. Highly recommended!

Dr Pearl John

Executive Director, Logos Management,
Member Board of Directors-World Vision India. Chairman, Young Soul Foundation.



Dr Madana Kumar, PhD is a Servant Leadership evangelist. Having spent close to four decades in industry and having seen several leadership challenges in organisations, he is convinced about the practicality of Servant Leadership in our day to day lives and spends most of his time teaching and helping organisations implement this philosophy. Though he is much awarded in the field of learning and development, a much sought after speaker and writer in several national and international magazines and a guest faculty at many Tier 1 academic institutions, the only legacy he wants to leave is that of Servant Leadership.



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