



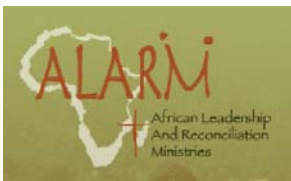
THE SUMMIT ADVANCE

STAFF LEADERSHIP DEVELOPMENT

JANUARY, 2011

OVERVIEW AND
NARRATIVE OUTLINE

FOREST HILL



O'Sullivan Wright



GAIL ANGELO
COACHING AND CONSULTING

A COLLABORATIVE PARTNERSHIP TO ADVANCE MISSION

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SYNOPSIS

In January 2011 a team sponsored by Forest Hill Church in North Carolina traveled to a conference near Kampala, Uganda. As part of Forest Hill's mission outreach they have partnered with A.L.A.R.M. Inc. (African Leadership and Reconciliation Ministries) an African led and African based organization that focuses on equipping leaders with the skills and knowledge needed to truly transform their communities. Unlike most missions-oriented ministries, ALARM trains people to become leaders who can transform their communities through servant leadership and the Christian message of forgiveness and reconciliation. In this way their work has much more far reaching and enduring impact. ALARM has trained thousands of such leaders across central and eastern Africa to date. ALARM is headed up by Rev. Célestin Musekura, Ph.D., President and Founder of this organization. Forest Hill's global missions effort is led by John Parker, the Director of Outreach. John and Célestin have spearheaded this mission partnership.



OVER 50 PEOPLE
FROM EIGHT
AFRICAN
COUNTRIES MET

WITH THE US
LEADERSHIP TEAM
AT THE ESELLA
COUNTRY HOTEL
OUTSIDE

KAMPALA,
UGANDA FOR
FOUR INTENSE
DAYS OF
TRAINING.
THIS WAS THE
FIRST TIME THAT
ALL THESE
LEADERS WITHIN
THE ALARM
ORGANIZATION
HAD EVER MET
TOGETHER.



Tom (Mot) and Joan Wright were part of a missions team from Forest Hill that traveled to Rwanda and Burundi in 2008, and were escorted by Célestin and educated in the horrors of the genocides and tribal warfare of the 1990s in these regions. This trip was more of a fact-finding and educational venture to help those back in the States who financially sponsor missions work understand the scope and catch the vision and passion of ALARM. At the end of this trip, Joan Wright, an executive coach and leadership consultant, had an opportunity to share her leadership model with Célestin. Immediately Célestin saw the value of this model for his own leadership teams. Over the next few years, John, Joan and Célestin developed a deeper partnership and desire to bring high level leadership development to the ALARM team in Africa, to provide them the skills and tools to increase their effectiveness as leaders throughout ALARM's Africa outreach area.

Célestin formally invited John Parker, who prior to his extensive missions work operated a consultancy focused on organizational development, and Joan Wright to come to Africa with the specific intent to provide intense leadership development for his Africa teams. Joan's husband Tom, a successful architect, has also become involved in designing a reconciliation center for Burundi, and would have the opportunity to meet with key players on this project. Further understanding the need for work in the area of strategic planning, Joan brought in the fourth member of this US group that would travel to Uganda in 2011. Gail Angelo is a recognized expert in strategic planning and professional development, and a long time friend and associate of Joan's. Having worked together for many years, Joan knew Gail was the perfect complement to this team of leadership trainers.

Over 50 people from eight African countries met with the US leadership team at the Esella Country Hotel outside Kampala, Uganda for four intense days of training. This was the first time that all these leaders within the ALARM organization had ever met together. A day of community building led to intensive leadership development, which then led to the discovery of the proverbial "elephant in the room."



THE AMAZING
BREAK-THROUGHS
AND NEW
LEADERSHIP

DIRECTION WILL
HAVE LONG-
LASTING RIPPLE
EFFECTS ALL
ACROSS AFRICA

WHERE ALARM'S
TEAMS CONTINUE
TO BUILD NOT
JUST BRIDGES,
BUT MORE
BRIDGE-
BUILDERS.

Unknown to the US team, the ALARM strategic plan, developed some time earlier, had never made it out of their computers into reality. It was sitting in “draft” form, lacking ownership and any move toward implementation. Once this was uncovered, the leadership development training took on new meaning and focus in an effort to get the plan moving forward.

This intense leadership development conference resulted in better equipped and impassioned leaders ready to spread ALARM’s enduring message into their own countries, armed with a clear purpose, realistic strategies, new attitudes, new skills and tools, and new dreams and visions. Fifty people were transformed themselves from fifty separate individuals into one united and functioning team. The end of the fourth day brought an amazing celebration of each other’s gifts and future hopes, a loving and mighty send-off for the weary but joyful US team who would return home the following day.

Back in the United States, this leadership team has had time to reflect on what was accomplished in Uganda. The amazing break-throughs and new leadership direction will have long-lasting ripple effects all across Africa where ALARM’s teams continue to build not just bridges, but more *bridge-builders*. In John Parker’s words, ***“ALARM and Forest Hill fundamentally agree that leadership matters. And, if leadership matters, then leadership development is essential. Our view is that by developing ALARM leaders with core leadership competencies there will be a long-term, perpetual affect on the nations they serve. Certainly, the “ROI” may be more qualitative and intangible than providing fresh water wells or bags of grain. However, our faith inspires us to invest in what we believe, not just what we see.”***

There were no bags of grain provided on this trip. There were no water wells dug. But the results of this sponsored leadership development project will bring more and wider results in individual lives transformed as these newly equipped leaders build other leaders, who build other leaders.... For this reason, the US team believes that a written narrative to detail what was accomplished in Uganda will take the initial results of this trip to new heights and new potential. Building bridge builders instead of bridges, providing leadership skills instead of grain, may be the new missions focus of the future for many other churches, and many other individuals.

This booklet is now underway and should be available shortly. It will contain the following information in a narrative, easy to read format, with pictures of people and places that will make this project more alive in the minds of the readers, and hopefully ignite a passion for a new kind of mission work.

The Outline follows.

OUTLINE FOR UGANDA LEADERSHIP DEVELOPMENT NARRATIVE

BACKGROUND

- Forest Hill Church Mission Outreach
- Partnership with ALARM
- ALARM's Purpose
- 2008 Mission Trip
- Joan Wight's Leadership Model shared with Celestin
- Subsequent discussions and partnership for leadership development
- Celestin's Invitation

PROJECT PREPARATION

- Purpose and nature
- People Teams Involved (US and Africa)
- Location and Logistics (including financial sponsorship)
- Agenda and Leadership Development Plans
- Travel to Uganda

IN AFRICA

- Arrival and Welcome
- The Esella Country Hotel
- African Hospitality
- Conference Days

Daily Agendas

DAY 1: Community Building Day

- Creating a Restorative Leadership Community
- ALARM's history and story (by country, by individual, by transformation)
- Structure of Belonging
- "Creating a future distinct from the past"
- 2010 Leadership Stories
- Leading Self, Leading Others
- Strategic Plan
- Talent and Performance
- Creating and Engaging Community
- Defining Opportunities
- Building Coaches and Mentor's
- ALARM's Enduring Purpose

DAY2: Impact of Yesterday to Build Tomorrow

Lessons Learned

Building Teams

Influencing Communities

Creating Purpose Together

Core Values

Strategic Plan – moving from "draft" to "final"



OUTLINE *CONTINUED*

DAY2: (continued)

- Deep Dive
- Being Fully Engaged
- Managing Priorities
- Delegating for Effectiveness

DAY 3: Moving Forward

- Owning the Plan
- Applying the Skills
- Off-site Visit to a Woman's Ministry (Quarry visit)

DAY 4: What is Possible?

- Creating a future distinct from our past
- Coaching for Restorative Teams and Communities
- Personal Styles
- Styles Interaction
- What we have accomplished together
- Celebration, African Style

RESULTS ACHIEVED

- Delineation of milestones, markers, and results
- US Perspective
- Africa Perspective

PERSONAL EXPERIENCES

- Impressions, highlights and experiences
- African color

CULTURAL DIFFERENCES

- Challenges
- Specific barriers overcome

SURPRISES

- The Unexpected
- Bonuses

JUSTIFICATION

- Why this trip was worth the expense

POTENTIAL

- A new perspective
- Dreams and Realities
- What can happen next and why
- The future promise





FACILITATION TEAM

John Parker
*(Director of Outreach,
 Forest Hill)*
 Joan Wright
(O'Sullivan Wright)
 Gail Angelo
*(Gail Angelo Coaching and
 Consulting)*
 Thomas Wright
*(Architect, Burundi
 Reconciliation Center)*

ALARM TEAM PARTICIPANTS

AFRICA OFFICE
 Emily Chengo
 Rachel Mutai
 Africa Accountant
 Hannah Gituku
US OFFICE
 Meredith Wheeler
 Naomi Wheeler
 Celestin Musekura
 Bernadette Musekura
 Greg Boothe
BURUNDI
 Deogratias Nshimiyimana
 Angelique Kanyange
 Prosper Nijimbere

DR CONGO
 Marie Jeanne Hamuli
 Janvier Barawigenera
 Theophile anyabugoyi
 Kivy Bakanoba
KENYA
 Sammy Linge
 Carol Makanda
 Erick Arowo
RWANDA
 Andre Mfitumukiza
 Alivera Nyirampirwa
 Bosco Ntikuritungana

SUDAN
 Manasseh Kenyi (Yei)
 Sunday Andrea (Khartoum)
 Lawrence Towongo (Darfur)
 Peter Garang (Bahr el Ghazal)
 Elijah Riak (Upper Nile)
TANZANIA
 Justin Kiwovele (Dar es Salaam)
 Anna Kiwovele
 Robert Mollel (Arusha)
UGANDA
 Nelson Okello
 Jessica Okello
 Benon Bisamunyu
 Muhereza Liberty
ZAMBIA
 Charles Mutambala
 Chibwe Mupeta
 Kedrick Sikaona



THE ESELLA COUNTRY HOTEL NEAR KAMPALA, UGANDA





PEOPLE SAMPLER



SUMMIT ADVANCE STAFF LEADERSHIP DEVELOPMENT PRESENTATION



AGENDA

| Timing | Activity |
|--|---|
| Day 1: Strengthening our Community | <ul style="list-style-type: none"> • Getting to Know Who is in the Room • Restorative Community; Restorative Leadership • Current Leadership Story • Objectives, Outcomes, Agenda • The Big Picture: Enduring Purpose • Panel: Celestin, Emily, Meredith • Evening Engagement Activity |
| Day 2: Leadership: Building Teams and Influencing Communities | Based on Purpose: What does success look like for: <ul style="list-style-type: none"> • Board/ALARM • Customers/Constituency • Teams • Values: Summit Advance • Deep Dive: Strategic Plan • Clarifying and Managing Priorities • Engagement Activity to close the day |
| Day 3: Moving ALARM Forward | <ul style="list-style-type: none"> • Coaching Conversation • Introduce Leadership Team Activity: Strategic Pillars • Strategic Pillar Application and Presentations • New Narrative Conversation • What Next? |
| Day 4: What is Possible | <ul style="list-style-type: none"> • Using your gifts to tell the new story • What are you taking with you? • What has shifted for you? • How are you now engaged in ALARM's future ? |

Learning Objectives

- **Leading self:** Your Story, Core Values
- **Leading others:** Setting vision, priorities, mentoring and coaching others
- **Owning the Strategic Plan:** Long/short term goal setting, prioritizing action, project management
- **Talent and Performance:** Delegation, accountability and ownership

Summit Advance Outcomes

- Engaging the community and restoring our leadership
- Defining the opportunities
- Close the gap between development and ownership of strategic plan
- Connect leader competencies and capabilities to the plan
- Build skills for becoming better coaches and mentors
- Assist ALARM leaders in application of tools and skills
- Creating a deeper sense of giftedness, connectedness, and community

The Restorative Community Model: Changing the Conversation to Change the Future

- How we speak and listen to each other is the medium through which a more positive future is created or denied
- Our role as leaders in the story of Cause and Effect
- Leaders create the conditions focused on possibility that deepen accountability, commitment, and engagement toward:
 - The stated purpose
 - Individual and Collective Ownership
 - Creating a future distinct from the past

** Peter Block – Civic Engagement*

Introduction to Enduring Purpose

- The organization's purpose is its reason for existence
- From the **organization's perspective**, "Enduring Purpose" answers the question: "What would the world lose if this organization was shut down and ceased to exist?"
- From the **Individual's perspective**, "Enduring Purpose" answers the question: "What ultimate ends are served by the contribution of my personal energies and abilities at work?"

Panel: Our Story

Our Story: Panel with Celestin, Emily, Meredith
Moderator: John Parker

- What is the story you tell most often about the purpose of ALARM?
- What is the story's title?
- What would happen if ALARM no longer existed? How is ALARM in a unique position to leverage the future? What is the compelling purpose of ALARM in this next year?
- What ends are met by your accountabilities and gifts? By the accountabilities and gifts of the team?



ALARM's Enduring Purpose

- Develop Leaders
- Reconcile Relationships
- Transform Communities

Core Values.... as a Foundation to Enduring Purpose

Core Values:

- Are independent of environment
- Never change
- Support strategy
- Are not violated
- Are defended at all cost
- Are few in number

ALARM's Core Values

Christ-Centered

in our being and doing, honoring Christ through prayers, service, faithfulness, and gratitude

Cooperative in ministry

Valuing partnerships that are diverse and creative in their approach to solving Africa's complex social and spiritual problems. Cooperation reflects the Body of Christ and maximizes both human and financial resources.

Faithful

in our stewardship of the people, talents, gifts, and resources that God has entrusted to us.

Trustworthy

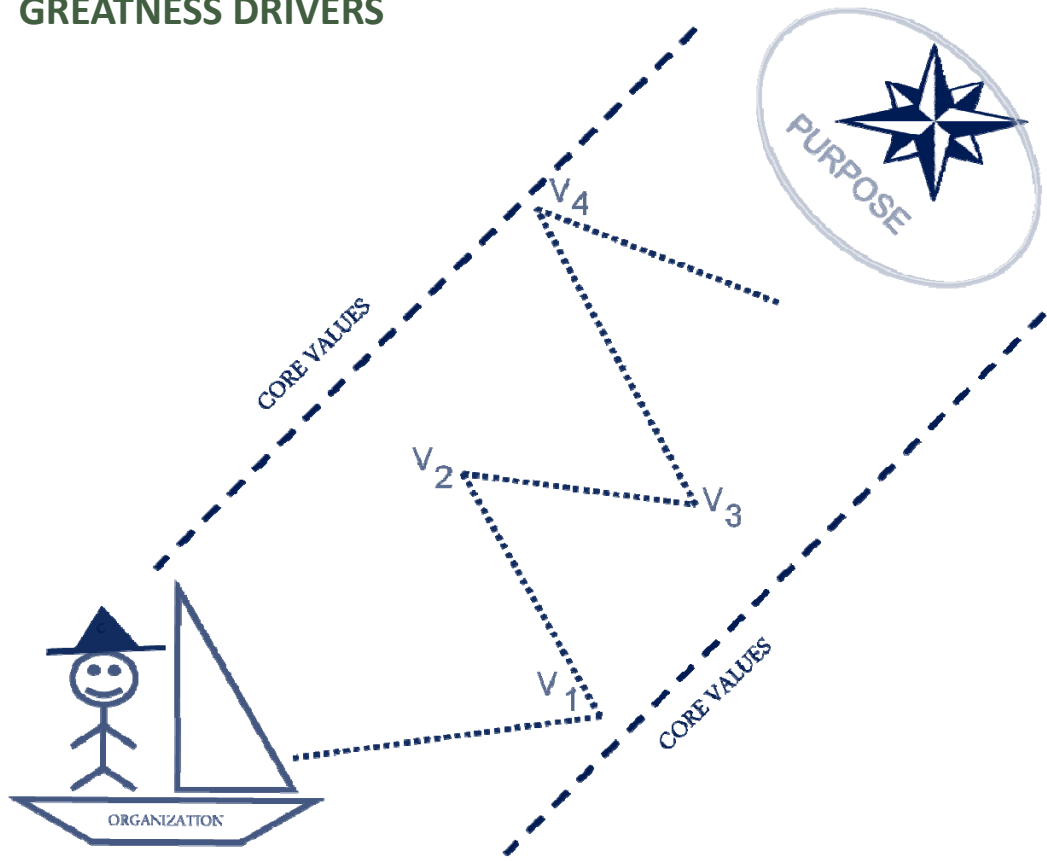
as servants of the Lord in word, deed, and conduct.

Respectful

Valuing one another as individuals, team members, and colleagues who minister together in this ministry of reconciliation, respecting individual cultural differences while promoting open communication, innovation, personal growth, and organizational excellence.



GREATNESS DRIVERS



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THE SUMMIT ADVANCE MODEL



O'Sullivan Wright

Core Values Dialogue

- What is the story of the relationship between your core values and those of the organization?
- What is the impact this has on your ability to lead effectively?

Building a Strategic Plan

- What is it that I am resisting most about having a Strategic Plan?
- What are the payoffs for continuing to resist
- What is it costing me?
- What would it take to move the Strategic Plan from “Draft” status to “Final” status?

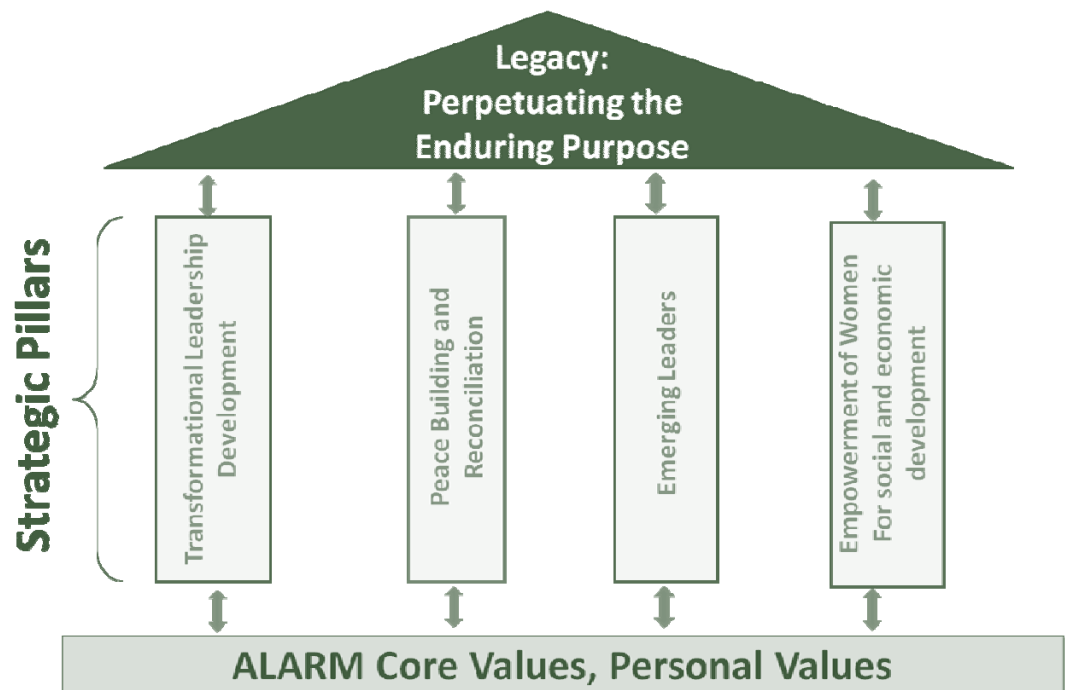
Out of Chaos....Comes Order

Strategic Planning:

A way to create context for priorities, action, and resource allocation



Strategic Planning Deep Dive





S.W.O.T.—As a Way to Inform the Strategic Plan

Strengths

- African based and driven organization
- Strong Peace Building and Reconciliation skills
- Holistic approach
- Strong grassroots based leadership development
- Goodwill with local leadership
- Pool of strong African theologians
- Infrastructure for delivery and admin support

Weaknesses

- Dependence on external financial resources
- Poor resource base
- Limited training in Peace Building
- Weak projection of ALARM's profile

Opportunities

- Large constituency of untrained church leaders and pastors
- Peace building and conflict transformation at the grassroots level
- Emerging governance and administrative structures in some countries
- Technology

Threats

- High number of nominal Christians
- Low capacity of church leaders
- On-going conflicts
- Ethnicity and tribalism
- Self-serving attitudes of politicians
- Marginalization of women
- High unemployment among youth
- Corruption
- Global financial crisis and economic recession
- Spread of other religions
- Challenge of social issues
- Cultural practices

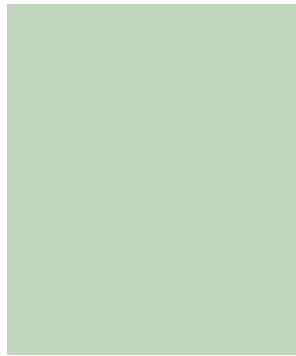
Defining Success

| Definition of Success for..... | Tools/ Processes to measure success |
|--------------------------------|-------------------------------------|
| Board/ALARM | |
| | |
| | |
| Community/ Constituency | |
| | |
| | |
| Team | |
| | |
| | |

Strategic Focus: Developing Leaders (Sample)



| Lead Owner/ Dept. | Project and/ or Program | Objective(s) | Actions | Date | Tools/ Resources | Budget | Expected Results and Impact |
|-------------------|-------------------------|--------------|--|----------------------|--|-----------|--|
| Pastoral | PLTI | | 1 a. Training Topic 1 b. Recruitment 1 c. Facilities 1 d Budget development 1 e Train team 1 f Report | 2/12 – 5/12 - | 1 a. Bibles 1 b. Training 1 c. Manuals and Materials | \$250,000 | Transformed individuals in support of transforming communities |
| | | | | | | | |
| | | | | | | | |



Strategic Focus:

- ✓ Peace Building and Reconciliation
- ✓ Empowerment of Women
- ✓ Institutional Strengthening

| Expected Results and Impact | | | |
|-----------------------------|--|--|--|
| Budget | | | |
| Tools/ Resources | | | |
| Date | | | |
| Actions | | | |
| Objective(s) | | | |
| Project and/ or Program | | | |
| Lead Owner/ Dept. | | | |

Reflections Conversation on Strategic Plan

- What was important to you in this conversation about the strategic plan?
- What are you saying yes to that you may have doubts about?
- What might be possible as a result of having a viable strategic plan?
- How much are you planning to participate in the success of the plan?
- What risks are you willing to take
- What was/ is possible? What did you do or will you do?



Defining and Managing Priorities

How were you feeling when...?

In your leadership story you felt like you were making a difference:

- How were you taking care of yourself?
- What were you thinking? What kinds of things were you saying to yourself? What did you believe was possible?
- What was your level of enjoyment, trust?
- How connected did you feel to your team? Your community?
- Your spiritual life? Your purpose?

When we are feeling like we are making a difference, we are usually fully engaged.....



FULLY ENGAGED:

- ✓ Invigorated
- ✓ Confident
- ✓ Challenged
- ✓ Joyful
- ✓ Connected

How Can You Feel More Engaged?

Reflect on:

- How are you thinking, feeling, and behaving relative to your values?
- Are you making intentional choices based on a clear understanding of “what matters most”?

Face the truth

- How are you now relative to being “fully engaged”?
- How do you recover when you are feeling tired and depleted?
- Who can help you?

Manage Your Priorities

- Write it all down
- Prioritize by relationship to Enduring Purpose
- **Ask yourself:**
 - How long will it take?
 - What is the return on investment? (personal and professional)
 - What is the deadline?
- **Decide what to.....**
 - Delete**
 - Delay** (not procrastinate); consciously re-schedule for a smarter time
 - Diminish**; look for shortcuts, learn to say no graciously
 - Delegate**; can someone else do it better, faster, or well enough



Resistance to Delegating

| Argument | Response |
|--|---|
| "I can do this better and more quickly than my team." | One of your roles as a leader is to help develop and support your staff in doing the work. |
| "I don't have confidence in my team." | Start off by delegating small tasks and projects that will allow you to build confidence gradually. |
| "It's easier to do it myself than to organize it, explain it, and monitor it." | This is a short-term approach. Sometimes you have to "go slow to go fast". Soon your team will be able to take on more responsibility for structuring and planning their own work. |
| "I like to have things done my way. My team may resent having to do 'extra work'." | Communicate your preferences and quality standards for performance rather than control the task. |
| "My team expects me to be the problem solver and decision maker." | Manage expectations and communicate clearly your role is to support them in making decisions and contributions for themselves. Let them know that these are opportunities for them to do new and interesting work. |
| "Things just won't get done right." | Provide support where necessary. If things go off track: <ul style="list-style-type: none"> • Complete <i>selected</i> to <i>lighten the load</i> • Offer additional resources if available • Coach the employee through problem-solving |

Enhance Your Delegation Effectiveness

- Clearly communicate expectations
- Follow-up without over managing
- Give team members authority as well as responsibility to do the work
- Provide adequate tools and resources
- Be sure to select the person with the greatest potential and/or skills to do the work
- Acknowledge progress



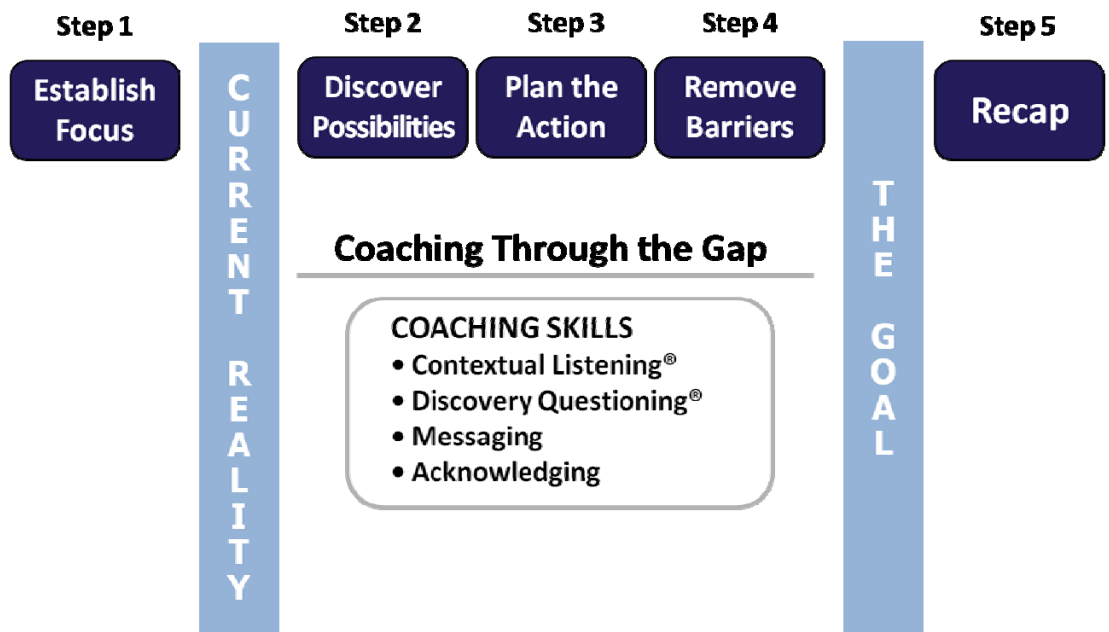
Reflection Conversation on Defining and Managing Priorities

- What are you saying “yes” to when you really want or need to say “no?”
- What are the assumptions you are making about what might happen if you say “no”
- How are your relationships with your partners influencing your priorities?
- What are the assumptions you are making about your partners?
- What impact are your assumptions having on you? On your ability to influence and to manage your priorities?
- What is possible for you in defining and managing your priorities as you release some of these assumptions and use these tools?



Coaching for Restorative Teams and Communities

Coaching Conversation Model™



Personal Coaching Styles Inventory (PCSI)®

What is important to consider regarding different styles?



What is Possible Together That Would Not Be Possible On Our Own?



| Building Community | Understanding ALARM and it's future | Programs/ Administration |
|---|---|--|
| <ul style="list-style-type: none"> • Learning from each other • Knowing one another, grow family feeling and teamwork and new team members • Sharing struggles and successes of the work we do; pray and encourage • Networking that will result from deep dialogue • Knowing our gifts and how important it is to ALARM | <ul style="list-style-type: none"> • Acquiring new knowledge, skills and attitudes • Discovering the future of ALARM • Clarifying of our future • Learning where we go from here as a Ministry and focus on the future? • Holistic understanding of ALARM worldwide • Creating partnerships through presentation of vision; creating shared vision • Strategies and planning together • Formulation of one cohesive unit of ALARM • Our most pressing questions will be answered • Setting tangible steps for going forward | <ul style="list-style-type: none"> • Discussing systems dependent on everyone's involvement for success • Defining responsibilities of staff • Coordinating on similar tasks • Talking about effective HR management |

Conversation for Commitment

As a result of this week...

What is the promise I am willing to make that constitutes a risk or major shift for me?



Conversation for Gifts

What gift have you received from another in this room?

