

MILTON GAY

Legacy

Leading

a NEW
GENERATION



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Office of NYI

Church of the Nazarene Mesoamerica Region

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Dedication



To my beautiful family.

Olga Novoa, my beautiful wife and my devoted partner who has supported me since we were young.

Alejandra, my firstborn, my beautiful girl who helped me to achieve my dream of graduating. I want to show you that if you want something in your life you can achieve it with God's help and with your own efforts, my future doctor.

Gerardo, my son and heir, has been my inspiration due to his growth and attitude, and for being one of the last hybrid millennials: quiet, but with a healthy craziness like his father's, and with a good obedient heart.

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The New Generation.

Prologue



Over the past five years, Dr. Milton Gay and I have served together to help shape the youth ministry in the Mesoamerica region for the Church of the Nazarene. At the time of writing, this involved nearly 84,000 young people. Given my past experience with Milton, I knew that he wanted to aid each one of these young people, to be the voice of encouragement that every person needs to become the person God has created them to be. I have watched Milton mentor young people, eager to learn their ideas by asking: “What are your dreams?” This is a question that requires reflection, evaluation, and ideation. Ultimately, a question that leads us to overcome a casual lifestyle trapped in routine and settling on what is rather on growing into what should be. Writing like this requires an author with experience, wisdom, and passion. Milton brings all three. This book is an expression of his deepest desire to see all young people achieve the ultimate goals in life. I know that the future of young people will be better. I know that those who step into the role of mentoring young people will also be better. It is a win-win for all of us.

Gary Hartke Ed.D.

Director of Nazarene Youth International

General Secretary Elect

Introduction



Some days ago, in Los Cabos, Baja California Sur, Mexico, a wonderful place that combines desert and beach, I discovered a beautiful bird which provided me with great teaching and a great challenge. Its name is “Caracara Cheriway”, best known as “Carancho”, originally from America and belonging to the Falconidae family. The main features which caught my attention were the bird’s intelligent hunting instincts and its elegant plumage. It has everything needed to succeed and to be amazing (since it is considered the best predator bird in the world). However, it has always been a scavenger bird. What does this mean? It means that the “Carancho” eats carrion and always accompanies vultures and other birds of prey, which are much uglier birds, with lower capacity of all senses.

Certainly, when I think about the “Carancho”, many young people I know come to mind. Youths who have everything to shine, to fly high, and to have a blessed life worth living, but due to bad friends they resort to carrion

and easy prey; they don't try to become better leaders, professionals, and citizens of the Kingdom. Do you know why? Because they spend time with those bad friends who represent a negative influence that clouds their vision to evolve and be transformed into successful people.

You were born to be a leader and to develop your full potential, and you will achieve it if you put your mind to it, if you work hard to achieve your goals, with the right motivation, with leaders who drive you forward. In time, with the resources that you find along the way, you will become teachers and coaches, but you will have to look for the best people and exert your best efforts to make your dream come true.

Leadership is not a magic formula or something you can buy or read, rather a process that starts with your will to serve others and to influence them in their way of life, so that they reach their goals and develop their full potential.

A leader is a change agent, someone who has the capacity to influence others through his own life, through adopting different roles according to the situation, always thinking about his legacy.

I invite you to walk with me through a process that will require humility, a will to serve others, and to add to your life elements that we will discover together, elements that will be very useful in your development into a ministry leader.

CHAPTER I

Historical Outlook of Leadership Styles

“Power without wisdom is tyrannical,
wisdom without power is fragile.”
Plato.

THE LOST TREASURE.

Have you ever asked yourself what does a leader look for?

Many years ago, in the Roman Empire, there were two kinds of leadership: one called “la potesta” and another called “la autorita”. The first was based on position or the throne, where the Emperor had all the authority to do what his position conferred on him; a position which gave him the authority to do whatever he wanted to do. “La autorita”, on the other hand, is the authority given by the people to someone elected by them. This was based on influence, respect, testimony, and for the excellent service and work done by the person to whom the people gave authority.

This beautiful model is reflected in the earthly leadership of Jesus, who had all “potesta” in Heaven; the power given by the Father and because He is God; however, he put everything aside, He abandoned His power, glory, and majesty to come to this world to save mankind (Philippians 2). We can appreciate this when we read about Jesus being baptized, and a voice from Heaven said: “This is my Son, whom I love; with Him I am well pleased.” Wow! What a wonderful model. People who witnessed His humility and His love for serving others gave Him “autorita”, thus obeying Him. When He called people to serve voluntarily, just like Matthew, Peter, and the other apostles did, they followed Him immediately.

However, it is paradoxical, counter-cultural, anti-biblical, and anti-Christian that after two thousand years some leaders, already knowing the model of Jesus, tend to do everything upside down. They want and long to find “potesta” to achieve four things: power, prestige, money, and a position; instead of emulating the leader par excellence, Jesus, the Teacher, the son of God, who

said: "Learn from me, for I am gentle and humble in heart" (Matthew 11:29).

It is an amazing attribute of the Teacher who, two thousand years later, is still exerting an enormous influence through His legacy, not only in Christian life, but even in business, because the Teacher taught us one of the most appreciated values: humility. Humility helps us recognize that others have better ideas than us, therefore empowering them. Humility helps us to recognize our mistakes and to ask for forgiveness, it allows us to value others as superior to ourselves (Philippians 2:3).

To talk about history means to talk about human evolution, changes, and tendencies in all areas where human beings have been protagonists due to their way of life and leading others, where they have become models with their own style, where they have helped their followers to reach their goals as a team.

Mankind, in its evolution process, has changed and improved its way to lead, creating space for a spectrum of styles that, according to the epoch and generation, have been successful, because they were useful to guide and develop their generation, where the main goal was to lead their people to a better quality of life and to achieve their best productivity and potential.

Mankind always needed leaders with different styles, like Moses, freeing the Israelites; Joseph, managing Egypt; William Wallace, Scottish national leader fighting for freedom against England; Martin Luther, nailing his 95 Theses in Wittemberg; John Wesley, with "the world is my parish"; Martin Luther King, with "I have a dream"; Ché Guevara, with the revolution; and Steve Jobs, with the Apple revolution.

As you no doubt realize, in church, politics, sports, and science, we need leaders who represent a paradigm for each generation; because leadership is like a

relay race; a cycle. When we start praying, connecting with people, we find people of peace who are looking for God and for a permanent relationship with Him. As leaders, we show them how to obey God, we prepare and equip them, and then we send them to accomplish their mission.

Jesus started this relay race: He gave the baton to the twelve apostles, and two thousand years later we are still passing the baton on to others. If in a relay race, the first, the second, and the third succeed, but the fourth fails; then the team fails, not only the individual, but the whole team. Because of that, the leader needs to

Experienced leaders must run the relay race with the new generation and keep running with them until they take the baton.

be a paradigm and needs to form a team to empower it to accomplish the mission that God has given us.

Experienced leaders must run the relay race with the new generation and keep running with them until they take the baton. We need, therefore, to start thinking about the legacy.

LEADER OR BOSS?

A leader is distinguished from a boss by their manner, because those in authority not only recognize the authority due to position, but due to experience, knowledge, competency, and influence, in such a way that engenders in them enough confidence, respect, and loyalty to guide their team toward established goals.

A leader with such influence treats people with love and empathy and invests his life in them in order to develop their full potential, inviting them to commit to his vision.

A born leader, like Jesus, was distinguished from rulers and religious people of His epoch who had power and “potesta” but not “autorita”, and His success greatly depended on how He led and treated people. In contrast, we have the case of Rehoboam who lost the throne and divided the reign because he didn't know how to treat his people (2 Chronicles 10:1-11:4).

A leader with such influence treats people with love and empathy and invests his life in them in order to develop their full potential

A leader encourages, inspires, facilitates, models, teaches, serves, trains, equips, accompanies, and gives importance and a sense of belonging to his team.

A boss commands, orders, punishes, sanctions, manages, directs, imposes, and says: “I rule here”.

Leadership Styles.

AUTOCRATIC LEADERSHIP

This is a leadership style developed since the Middle Ages and propagated in the eighties where leaders had the absolute power over their followers and teams. Under this style of leadership, followers have little opportunity to comment and offer suggestions.

This leadership is vertical, authority and loyalty essential, and the information privileged; it is not shared because it has been hard for the leader to obtain, and everything he has gone through to reach this position deserves respect and homage. Leaders impart wisdom and followers learn from their teacher through manuals.

These leaders look for followers to create dependency to feed their ego, power, and authority; they implement programs where their followers must be held accountable for their actions. Followers must obey these leaders unconditionally; their leadership is based on look at me, listen

to me, and follow me. These leaders recruit followers who obey instead of reflect. (Matthew 23:1-2).

BUREAUCRATIC LEADERSHIP

This is the most formal style when leading, and it is based on hierarchic structures, where leaders exercise power over the subordinated and demand respect to rules and labor laws.

Bureaucratic leaders direct the subordinated toward the achievement of goals and tasks based on strict, concrete rules. They are resistant to changes and exercise a high degree of control, and they don't have any relation with the subordinated.

PARTICIPATORY OR DEMOCRATIC LEADERSHIP

In this style, other leaders are invited to participate in the process, but the final decision is made by the main leader; members of the team have a sense of belonging and work hard to reach their goals. It is a favorable style when working with teams where the participation of everybody is required to reach the aforementioned goals. It is interesting because each participant feels a part of the project and his role as a leader paves the way.

CHARISMATIC LEADERSHIP

This leadership inspires followers, because their leader is somebody who encourages and has so much energy and passion; however, leaders with this style are so good that they consider themselves indispensable, they are egotistical. The problem is that success is bound to the leader's personality.

LAISSEZ-FAIRE LEADERSHIP

In this style, leaders allow members of their team to work by themselves, letting them develop their potential and creativity, that is why it means “let them be”. This leadership style works well when leaders are experienced, have initiative, and monitor their followers.

TRANSFORMATIONAL LEADERSHIP

According to the Essentials of the Church of the Nazarene, transformational leaders create and inspire their teams, they are humble servants, they are visionary, they think strategically and encourage thinking about their legacy (2 Timothy 2:2); likewise, they empower others to be able to lead the next generations and develop a compassionate heart. (General Superintendents Board, Nazarene Essentials; CNP, 2015).

This leader trains other leaders and helps them to develop their potential and to know themselves, empowering them to develop their style and their talents. Jesus prepared and empowered His disciples so that they were able to do greater work (John 14:12-13).

This is the kind of leader who positively influences those around him, like Apostle Paul, who was part of the transformation of many leaders like Timothy, Titus, Silas, Onesimus, and Philemon.

LEADERSHIP ORIENTED TO PEOPLE

This style guides and organizes people to form teams with great participation and creative collaboration, it empowers them in order to encourage them to reach their goals. One of the greatest leaders in Bible history, and who is not very well known is Barnabas, the “son of consolation” (Acts 4:36). He was a good man, full of the Holy

Spirit because he was the only one who believed in Paul and integrated him into the Christian community.

...we must: "Train leaders to be pious and Christ-like..."

Today, the church is concerned about the leadership modeling new generations. "In the third congress of Lausanne in Cape City (year 2010), in their declaration of leaders focused on Christ we must: "Train leaders to be pious and Christ-like, this means to invert the order, it urges Christian leaders to be like Christ with regards to having a servant with heart humility, integrity, purity, lack of greed, a life of prayer, dependency on God's spirit, and a deep love for people"¹.

Disruptive Leadership.

It is interesting, the connotation of the word "disruptive", which means something that produces a sudden breakup or something that provokes a very important change, although this does not have a follow-up in the same direction.

A disruptive leader is one who interrupts leaders' normal behaviors, who is always looking for better solutions and ways to improve the processes, who does not fear confrontation in order to get the necessary results, someone who is ready to do whatever is required to complete his project.

Someone who promotes changes, innovates, uses trial-and-error to improve himself, someone who is authentic, intuitive, decisive, and speaks the truth in front of teams about the real situation of their ministries, someone who is passionate for what he does...and possibly has the tendency to be a disruptive leader.

However, they also have their negative side as they tend to be obstinate, to make unilateral decisions, decisions that put the team at risk, in order to reach their goal. They also break rules, as they consider it normal to do so.

An example of this leadership: Steve Jobs, his main characteristic was the innovation in processes and styles.

WHICH ONE OF THESE STYLES IS THE BEST?

WITH WHICH YOU IDENTIFY?

None of these styles is bad in itself. All of them have been used at different times in history and have produced good results and effects; however, nowadays we have different institutions, like enterprises and churches, four generations that are totally different, with diverse features that need to learn how to live together in order to reach their goals.

José Luis Carranza says in relation to this: "I think that the most common mistake on a leaders' behalf tends to be the lack of evolution in their leadership style. They get installed and established in a single style of leadership and in some effective behavior patterns just for a specific moment, in concrete circumstances. They don't change or evolve".²

This calls for change and evolution to be able to respond to the latent needs when leading and to leave a significant legacy for new generations.

Nowadays, we have modern pastors preaching to three generations every Sunday, of which two are postmodern (Y and Z); those who need to connect with his message and to be invited to walk with Christ. At church, we have adults who don't know what to do with their children Y and Z because they are irreverent and disrespectful, but who like to serve and commit to the causes of justice and compassion.

Bear in mind: leaders are not only born, but also are made. But this requires intentionality, effort, and humility.

The current church needs leaders who can adapt to changes and leaders who strengthen the features that best fit their context. Bear in mind: leaders are not only born, but also are made. But this requires intentionality, effort, and humility.

The Church of the Nazarene has a representative kind of government, where it looks for leaders who share their ministry, and also looks for a balance of power and authority among its pastors and the congregations as well. It is not episcopal so that “potesta” or power doesn’t fall only on pastors or leaders; it is not congregational either so that power is not only present in congregations.



Stop for a while and meditate on what you have read. Answer the following questions honestly and talk with Jesus, leaving all in His hands.

1. What useful things have you learned today after reading this chapter?

2. How do you think you will apply the points raised in your life and ministry?

CHAPTER II

Leading a New Generation, Always Focused on Your Legacy

“I have a dream: That our children are judged by their
character and not only by the color of their skin.”
Martin Luther King

Young People need models to imitate. Apostle Paul said: "Follow my example, as I follow the example of Christ." (1 Corinthians 11:1).

THE BULLFIGHTER.

In bullrings everything is exciting; spectators get to see the bullfighters dressed in their attire and with their capes, fighting with an irate bull.

However, when the matador is going to fight a bull, he dedicates the performance to the most significant person in the bullring. He takes off his hat, looks the person directly in the eyes, and jauntily throws them his hat, as if to say: "This performance is for you". The crowds inside the bullring only witness the act because the bullfighter has dedicated it exclusively to that single significant person, and he doesn't care for anybody else.

Wow! Incredible, fantastic! What if we as leaders of the Kingdom take that example when thinking about our legacy?

What would happen if we, when serving God every day, did so exclusively for the Father (2 Timothy 2:15) and not for others to witness our show and to applaud our feats and capacity for leadership? What if we were only concerned with pleasing God with our deeds, so that our service became a great blessing for the people, without expecting any ovation, admiration, or pride? If, as leaders, we did what bullfighters do, then it would undoubtedly be a good legacy.

The Scriptures say that: "God looks kindly on the lowly; though lofty, He sees them from afar." (Psalm 138:6); every day of service to God must be encouraged by love and gratitude, and diligently you must give everything you have for His glory.

I want to start with some powerful questions to get you thinking about your legacy to new generations:

Why do you want to become a leader?

What is your personal motivation?

What would you like to be your epitaph?

Do you like applause? Do you like to be important? Do you like to be first? Do you like to be in command? Do you like to be respected? Do you like to have power? Do you like to have authority? Do you like to receive attention?

Why it is important to lead whilst thinking about a legacy?

Because, while you lead, you can model a new style, relevant for new generations. Our greatest contributions to young people are accompaniment, influence, and the inspiration we provide them with.

While you lead from your generation, learn how to read their signs and language, and use them as your allies to present a paradigm worthy of imitation; be vulnerable so that they can appreciate your humanity and learn from you.

Our greatest contributions to young people are accompaniment, influence, and the inspiration we provide them with.

A leader doesn't need to know everything, doesn't need to be able to do everything; show yourself before them as an apprentice who longs to grow as a mentor figure who provides explanations so that followers can develop healthily and pass on the most significant principles from one generation to another.

Generational gaps are immense, as are the differences in ways of life. In this moment of history, we have the privilege to have four generations in the church, to which we must serve and encourage to serve others. The way to achieve this and not miss the opportunity, is to get to know young people, to take enough time to know why they act the way they do and how to form a team wisely.

The world in which we live doesn't belong to adults anymore, since we are immigrants in a digital world ruled and influenced by a generation called "Digital Natives". This group directs communications, marketing, music, technology, etc.; like it or not, we must change and move in the same direction with a missionary mindset, like visitors who learn the culture with the objective of influencing it in a subtle way with God's power, but without violating or forcing it.

To achieve this, we must implement original methods that allow us to exercise the leader's Bible role that fits best to the needs of this generation.

Nowadays, we need to reconsider the way we lead, because time keeps changing and we have before us a Digital Native and Millennial generation to reach out to. To achieve this, we must implement original methods that allow us to exercise the leader's Bible role that fits best to the needs of this generation.

Postmodernity heralded totally different attributes in contraposition with modern leadership; because of that we are not conversant of youth culture; we are preaching from a modern platform to a postmodern culture.

We need a different paradigm in the leader's reason to be, not simply repeating something that is imitated constantly (because nowadays people live in a culture of imitation); and when making theology for that, we must not lay the groundwork on postmodern icons, just as the past generation did, but on Bible and theological principles. At the same time, we must establish a dialogue with culture, not condemn or criticize it, but permeate and transform it through the inculturation of faith.

A Relational and Incarnational Leadership

from "me" to "us". Postmodernity heralded the power of relationships, and in this age when it is difficult to interact

Leading a new generation, always focused on your legacy

with other people, youth leaders must exert great effort to earn the opportunity to be heard by the new generation. God is a God of relationships, and the Scriptures exhort and encourage us to strengthen love among brethren in the community of faith (1 John 4:7).

An Intergenerational Leadership

we need to build bridges among modern and postmodern people. An exchange of wisdom and technology, of experience and passion, of knowledge and feelings, of theory and practice. It must be a bridge of respect and mutual help in which, united, they can make the transition from modern to postmodern for the Kingdom of God.

A Leadership Focused on Youth's Face-to-Face and Virtual Needs

Young people are also the "laos" (God's people), who are looking for someone to hear and attend to them in a world that seems to ignore and exclude them. Sadly, in Latin America we don't have the figure of a Youth Pastor, due to insufficient funds to pay him; however, we have the biggest population of youths who are not being led and who have become victims of sin: lies, gangs, vice, drug and human trafficking organizations. Nowadays, more than ever, we need to work together to form a ministry for youth leaders, it must be theologically solid, ministerially useful, and contextually relevant.

A Transformational Leadership

The goal of leaders' care toward young people must in itself be transformational, that is, to accompany them

in the transformation of their lives. For which, the youth leader must be an architect or a designer of projects that last forever.

the youth leader must be an architect or a designer of projects that last forever.

A Leadership with Social Implementation

Our leadership is not responding to the needs of our communities, church has become insensitive and indifferent to the needs of our people, especially the most vulnerable, who are young. Leaders must show Christ's social and spiritual sensibility through their obedience, love, fidelity, humility, and compassion.

A Virtual Leadership with Coaching

to walk with young people through the virtual, non-directional, and non-dictatorial world; not judging them but giving them the power of their own lives so that they can live their faith according to the values of the Kingdom and according to their own future designs.

What Has Divided the Generations?

Knowing how generations are divided is very useful for sociological and, anthropological purposes, and I would also say for theology as well because this division shows the reactions and how each generation interacts with the different economic, social, and technologic events taking place around them; in such a way that we can observe how a group of people react to an event, how they evolve through the years.

Unquestionably, it is a great tool to know why they act the way they do, and what influenced them, both in the society and in the family as well.

VETERANS

The silent generation - those more than seventy-three years old (at the time of writing), born before 1945. They are characterized by strong and vigorous institutions that exercise a firm control over the life of the individual (family, school, and church). They were educated to please people, to do what others have decided and not to make choices or accept personal risks. In this era, women were devalued, and men were overrated; women accepted passively the role where their sexuality was restricted and were awarded for procreation. For their part, men looked to women like their mothers to marry, but they were also allowed to undertake many actions that were socially accepted in most of the social classes, like having a family out of marriage.

BABYBOOMERS

They are between seventy-two and fifty-four years old (at the time of writing) - born between 1946 and 1964; they are referred to as such because of the natality rise during those years. They are addicted to work because this is the most important thing for them. They don't dedicate too much time to recreation and are very respectful of the hierarchic structure: for them the boss has the power, his commands are respected and he loves that people pay honor to him.

This generation was influenced by the Cold War, competitive work, and modernity. Some of their characteristics are:

- They learn in a practical linear way.
- They are individualists.
- They show respect to hierarchy and laws.
- They strive and sacrifice for work.
- They value influence and power because they are hard for them to reach.

- They dedicate little time to personal life.
- They like to be treated with respect, they like people to appreciate their advice and experience, and they like people to value their knowledge.
- They prefer verbal and face-to-face communication instead of e-mails.

GENERATION X

They are between fifty-three and thirty-nine years old (at the time of writing) - born between 1965 and 1979; people who belong to this generation learned to be independent, they received the first key of their house because their parents used to work, they are expert consumerists and they value education, because of that they study to become professionals, they have clear goals and always think about the past with nostalgia. They balance work and free time activity; they witnessed the birth of the internet and have suffered many social changes.

For being a transition generation, they are called “the lost generation” or Peter Pan, they have a balanced life between technology and face-to-face activities. They also respect hierarchy and are good workers. In most cases they have millennial children, and they exert great effort to adapt to younger generations.

This generation was influenced by globalization events: the fall of Berlin Wall, the AIDS epidemic, and excessive use of drugs. Some of their characteristics are:

- They value authority.
- They look for a balance between personal life and work.
- They value knowledge and communication so much, and they are encouraged by work promotion.
- They like challenges and impossible things.
- This generation is individualist and very competitive; they like to work towards specific goals.

GENERATION Y

they are between thirty-eight and eighteen years old (at the time of writing) - born between 1980 and 2000, they are also called Millennials; they defend their rights, they are narcissistic, unfocused and lazy, but they also like projects with goals. They are good at portraying life as amazing, even though they are depressed; they grew up with hi5, YouTube, Twitter, Facebook, Instagram, and Snapchat; they are addicted to “likes” and to unlimited access to technology through all devices, especially cell phones; they are impatient and love instantaneous things. For them, virtual life is just an extension of real life, even though they also have a code of privacy.

Their generation is still criticized and stigmatized for being lazy, and many of them are called “ninis” (people who don't study or work either). They don't devote their life to work and are idealists, enterprising, and creative; they try to live for what they love to do. They love to travel, to visit new places and to upload photos to social networks, they don't last more than two years in the same job; they drive the Baby-Boomers and Generation X'ers crazy.

This generation is facing a great challenge, because they must understand generations prior to them (Generation X, Baby-Boomers) inside their environment, like bosses, leaders, or coworkers in a world called VUCA (Volatile, Uncertain, Complex, and Ambiguous); and also prepare to lead a new and challenging generation: the Digital Natives or Generation Z.

Everything is changing in the methodology used to do things. For example, some time ago journalism had a way to prepare their news reports: going to the scene to research, then preparing and editing their notes to transmit during news time. Nowadays, everything must be done faster; globalization has changed the methods. We have at our disposal technological resources like cell phones

and social networks to help us to keep up to date with the news; but something that is not lost is the deontology to exercise journalism, because it must be done with veracity, analysis, and objectivity of the events.

Therefore, we can conclude that due to the heterogeneity of the worlds described above, leadership must respond deontologically, just as journalism does, with pastoral care, advising, nourishing, accompanying, and leading; using any resource that may be available, human or virtual, but also taking into account all life's platforms, the values and the strengths of the environment, and the experience and love to real and relevant causes. Young people who need the Lord join the cause and then they wish to be leaders without leaving their profession. It doesn't matter if they are doctors, engineers, or teachers, those professional resources will allow them to permeate their environment with their peers, and then share the message of Jesus as equals.

This generation was influenced by the advance of technology and postmodernity in a changeable world. They believe in network collaboration more than in organization. They see authority as changeable, collaborative, and distant.

They don't plan, but coordinate. Some of their features are:

- They are digital and virtual.
- They are creative in the way they work.
- They like liberty.
- They are flexible at work.
- They are self-taught.
- They expect feedback not control; an opportunity to learn.
- They learn via the internet and social networks and are practical.

This generation loves flexibility and to have fun at work, which they prefer to share with a knowledgeable transformational leader, otherwise, they abandon him. They like the constant change of work and things that produce; they like to use shortcuts to reach goals as soon as possible.

NATIVE DIGITALS, ALSO CALLED GENERATION Z

They are between eighteen and fifteen years old (at the time of writing) - born between 2000 and 2003; they are the recent labor force, they are the ones who made millennials grow old, they are self-taught, they learn with tutorials, they are creative, they quickly adapt to changes and relate to the environment around them.

They share aspects of their private life on social networks; a social life more developed in social networks than it is personally. They abandoned Facebook and migrated to Instagram because their parents followed them on Facebook; they are more pragmatic than millennials and they are entering labor life aiming to find their vocation in order to find a job they like. Some of them are already inventing their own work; they like to be their own boss.

Their success is measured by "likes" and by how many other people share or follow them. They spend from eight to ten hours on social networks using their smart devices; they are egocentric, they love "selfies", but they are solitary to the point of wanting to change the world; they are practically the children of technology, since they were born into it. Sexual aspects don't surprise them at all, as they have grown with equity and gender diversity. They are addicted to cellphones as if they were a vital part of their body, and they try to present themselves just as they are, without lies.

Ah, but they are ecologists, and they try to take care of the world they live in, being aware of the damage done to it and humanity. They are very critical, they question everything from their predecessors, but that attitude doesn't allow them to remain anchored.

The world has always had young people, and all generations have their similarities and are a product of a society that made them, but conditions have changed, even though it's true that each generation has proved problematic to their parents and have been rebellious. Nowadays we are facing a disproportionate, violent, and consumerist phenomenon which can't be controlled, since it is a factor every day and absorbs and wears out society.

All generations, as we mentioned above, have their own features, which we must learn to identify, and ask ourselves if we are able to prepare the members of each one of them as leaders who will minister their own generation and the next one. Some features of Generation Z are:

- They are influenced by the technological revolution.
- They are anxious, curious, they question, and they research and explore everything on the web.
- They work in what sector they want to and they join humanitarian, environmental, and other similar causes.
- They prefer interactive presentations more than formal information.
- They are addicted to learning new skills and competencies.
- They like to follow transformational leaders who listen to and trust in them.
- They don't like rules as such, but they like to be accompanied by leaders who teach them and allow them to do things their own way.
- They like to learn through social networks, they also like people to recognize their achievements and success.

Leading a new generation, always focused on your legacy

To understand this point in a better way I want to present you the following chart that gives us the taxonomy of the generations through history.

It is available in: https://www.clarin.com/entremujeres/hogar-y-familia/baby-boomers-millennials-generacion-generacion-perteneces-descubri-lo-fecha-nacimiento_0_rkOw-yQpsM.html

Legacy

Generation's Name	Time Frame	Historic Circumstance	Characteristic Feature
Generation Baby Boomers	1946 to 1964	Peace and demographic explosion.	<p>Ambition and power: They developed a highly directive leadership. Make most of the decisions. They are not interested in relationships so much.</p>
Generation X	1965 to 1979	Latin American dictatorships and crisis in 1973.	<p>Obsession for success. They developed a highly relational leadership. They are inclusive and participative in making decisions. They are more interested in people than in programs.</p>
Generation Y or Millennials	1980 to 2000	Beginning of digitalization.	<p>Frustration. They are not much relational or directive. They like causes and are solidary.</p>
Generation Z or Native Digitals	2000-as of today	Internet massive expansion.	<p>Irreverence. They are selfish and not much relational. They question everything and are rebellious. Creative. Unpredictable. Let them be and do.</p>



**Stop for a while and meditate on what you have read.
Answer the following questions honestly and talk
with Jesus, leaving all in His hands.**

1. What useful things have you learned today after reading this chapter?

2. How do you think you will apply the points raised in your life and ministry?

CHAPTER III

Why a New Paradigm?

“Not so with you. Instead, whoever wants to become
great among you must be your servant.”

Jesus

Reflecting about leadership demands is to think about the people you are leading. In each stage of history, we have changeable generations that are looking for a leadership style according to the moment they are living. Therefore, the new generation doesn't like leaders with pyramidal-style systems of leadership, leaders who command, dominate, and are dictatorial; but leaders with styles that allow people to participate and empower themselves, always thinking about their legacy.

The young people of today, millennials and Generation Z, marked by technology, transcend the physical and do things differently compared to past generations.

They want to be noticed and understood in a world that belongs to them, but that is being directed by adults who haven't realized yet that they are being observed by a generation that wants to take control, and that is capable of doing so in a subtle way while changing from analog to digital. We, the adults, are digital migrants and we have had to learn from millennials and Generation Z.

Each generation that adapts and lives in different historic and social moments grows and evolves. Now is the time for youth, and if adults stop for a while and think, we will remember when we were young as well; we will remember those people who influenced and inspired us through their leadership, but we will also be reminded of those leaders who limited us, those who doubted us and didn't empower us. Therefore, we must not make the same mistake with the new generation.

This emerging generation needs leaders that believe in young people, leaders that give them liberty to create, confidence to develop their gifts, and opportunities to grow. Let's be for solidarity and empathy, and let's empower them to be a better generation.

From actual leadership, let's offer opportunities to develop life projects that help young people to make their

dreams come true; to build a more human, more empowering, more enterprising, and fairer society. By doing this, one decade later we will have these young people directing the future of the church around the world.

As leaders, we must be sure that, if we empower the capacities of these young people, we will encourage them to be the best version of themselves. They will be able to transform not only their generation, but able to build bridges between all generations, leaving a wonderful legacy.

Why the World Is VUCA?

The concept VUCA (its acronym in English) was introduced for the first time at the beginning of 1990 by the US Army War College. It refers to the multilateral world that emerged at the end of Cold War, and was characterized for being more volatile, uncertain, complex, and ambiguous than ever before. The acronym may have been coined at the end of the nineties, but really stuck following the attack on the World Trade Center in September 2001.

In the corporate context, the term VUCA acquired strength after the world financial crisis during 2008 and 2009; since then, it has been present in the leadership development of organizations. The concept describes a corporate context characterized by:

VOLATILITY

Brutal increase in four dimensions of the changes we are facing nowadays: type, velocity, volume, and magnitude.

UNCERTAINTY

Is the absence of events predictability.

COMPLEXITY:

Is the generalized confusion, the not very clear connection between cause and effect that nowadays warps any organization.

AMBIGUITY:

Is the absence of precision in the reality and existence of multiple meanings in the conditions around us.

WITH A CURRENT EXEGESIS:

We must learn exegetical principles that allow us to make an interpretation of the context in which we are ministering; knowing the world we are living in and seeing it through the codes of language, with the models of this generation, helps make a cultural, social, and spiritual exegesis on how to empower this generation.

Nowadays, we have millennials and Generation Z as members of the church and local boards, but a few years later they will be the ministers and leaders of society, with an internet cosmovision, immediacy, and irreverence. They need leaders who understand them, but also models of spirituality and leadership that inspire and influence them in their lives.

As leaders serving others let's invite millennials and Generation Z to be part of a new style leadership team, and with humility let's learn from them in order to reach the next generations with the message of Jesus Christ.

BECAUSE WE NEED LEADERS WITH A MISSIONARY FOCUS.

Just as missionaries make a field study of the country they visit before preaching the gospel, leaders must study the era we are now living in in order to realize that we are about to lose a new generation by not being sensitive to their needs.

It's not just about preaching to them using strategies that were successful with past generations, but to enter their world, observe how they learn and how they pay attention, and refocus all energy to reach them through an approach based on their own NIPS (Needs, Interests, Problems, and Solutions).

Let's be clear. How many young people have left the church? How many young people remain? All young people attending our church are the offspring of Baby-Boomers and Generation X; actually, few of them have been reached. The question is: Why? Because we are not connecting with them and are forgetting to interpret the times, and we keep doing so. How many Y and Z youths have we reached? Why are we not reaching them?

WHAT KIND OF LEADER DOES GENERATION Z NEED?

Generation Z, or touch, made millennials grow old. Members of this generation are 100% digital, they are curious and creative, they are constantly learning, but not with potesta (power) but with autorita (influence). This generation is demanding and dangerous.

As church and leaders, we must develop a vision to reach this generation, considering their characteristics, since it is a disruptive generation (producing sudden ruptures or interruptions). By that I mean it is a generation that has emerged suddenly and behaves in a different way, and

if we don't pay sufficient attention, we are going to lose it, and our churches will have no children or young people anymore.

The great enterprises, institutions, and Hollywood have already realized this and are developing products for this generation, and our church must not be the exception.

A RELATIONAL LEADERSHIP

We need leaders who click; adults, but with the passion and heart of youth; adults who, with a missionary passion, enter their world to share with them a game, a reading, and an interest. We need leaders who listen more than they speak, and who model themselves on Jesus.

We need incarnational leaders who know how to create communities and mentor and coach young people.

Some people, who don't have the characteristics for each role, tend to confuse them and think they are both the same, with similar aspects, but they are not the same. So, before we get started with their characteristics, we will present a chart to visualize the differences in each one of the roles, and how and when we recommend using them.

Mentor

Is the expert and shares his experiences.

Transmits knowledge.

Is a long time investment.

Focuses more on the relational aspect.

Accompanies.

Mentor speaks 80% and disciple listen/speaks 20%.

So much time is invested in the process of mentoring relationships because a circle of friendship and confidence is created.

His goal is to cultivate a relationship from apprentice to teacher and it requires time to develop them in a personal way.

In this stage of life, it is required that the leader accompanies him.

Counselor

Advises.

Offers choices for solutions.

Only when the person requires him.

Is closer and more relational.

Adviser speaks 80% and the adolescent speaks 20%.

It is a relation of friend Pastor who lasts during the time the adolescent needs advices.

His goal is to be there when the adolescent requires help in every stage of his life.

In this stage he requires a friend to tell him what to do and how to do it.

Coach

Listens and asks.

Guides toward reason and to explore possibilities.

Only sessions or for a little time.

Focuses on results and goals.

Leader speaks 20% and adolescent speaks 80%.

It is a specific time with sessions, but with results.

He works with short term and midterm goals.

He challenges them to achieve results about something specific.

Situational

Acts according to the situation.

Can advise, guide, or reflect.

Uses the role in different situations according to the needs.

He acts according to the adolescent's need, but in this stage, it is required a leader with authority that helps him to make decisions.

The time is required by the situation.

Is there to help him, but without creating any codependence on the leader.

Adolescents require a leader who: directs, guides, and accompanies them.

He can work with everybody at the same time.

	Mentor	Coach
Role with Youths	<p>Accompanies and shares knowledge.</p> <p>The process takes some time.</p> <p>Youths need model mentors that help them to develop their own style.</p> <p>Considering the maturity he has acquired, it is very effective that they also become mentors of those who are starting in the leadership field.</p>	<p>Guides toward reflection and decision making.</p> <p>Short term sessions.</p> <p>Coach challenges them to think about and design their own future and accompanies them during the small steps to reach the goal.</p> <p>Listens and asks without manipulating or directing.</p> <p>He works with short term and midterm goals.</p> <p>We need to use this model with millennials because they don't like people to tell them what to do.</p>

	Mentor	Coach
Role with Adults	<p>Must be ready to invest his life when required.</p> <p>Must be trained like accompaniment models for the new leaders.</p> <p>Must assign to the new ones significant and important responsibilities that add value to them.</p> <p>Adults must be mentors of adolescents and youths, and must invest their lives and knowledge in the new generations.</p>	<p>Empowers for his own life.</p> <p>When needs to get empowered about something specific.</p> <p>They need a coach who helps them to reflect and to develop their personal skills.</p> <p>They need to unlearn and then learn a new leadership paradigm that develops, empowers, and challenges to be a better leader.</p> <p>He needs to learn how to listen more, to attend, and to better understand the new generations.</p>

Why a new paradigm?

Counselor	Situational
<p>Advises.</p> <p>According to the need.</p> <p>Counselor listens and tells them what to do.</p> <p>Accompanies and asks.</p> <p>Encourage them to follow the advices.</p> <p>Persuades them to make the decisions he considers could help them to mature.</p>	<p>Leader must realize the moment when the youth needs him, and acts based on that moment.</p> <p>They need a leader who persuades, encourage, challenges, guides, inspires, and the most important of all, that empowers them.</p> <p>A leader who helps them to create their own ideas.</p>

Counselor	Situational
<p>Ready to advise in every time.</p> <p>He is an adviser who contributes to the work.</p> <p>He must invest his life in the new generation, but without creating any dependency toward him.</p> <p>The leader must take the advised toward Christ and not toward him.</p> <p>Gives choices of not definitive solutions.</p>	<p>According to what is required by the different types of persons.</p> <p>Adults need a leader who: respects, delegates, and empowers them to be an agent of change.</p> <p>The leader must know when to act in a: directive, supportive, or relational way.</p>



Stop for a while and meditate on what you have read. Answer the following questions honestly and talk with Jesus, leaving all in His hands.

1. What useful things have you learned today after reading this chapter?
2. How do you think you will apply the points raised in your life and ministry?

CHAPTER IV

Leading as a Mentor

“The day your soldiers stop entrusting their problems to you, will be the day when you will stop being their leader.” Collin Powell

I worked with my pastor and mentor, Pastor Samuel Guardado, in the planting of the church of Santa Tecla in El Salvador. In conversation just before he passed away, he gave me three great pieces of advice: "I want you to keep in your mind this advice and share it with others" Since then, I have endeavored to apply his advice in a natural way when training my leaders and the young people of the Lord:

1. Your motivation to work for the Lord must always be your love for Him, for His church, and for the people; you must never do it to earn money, to get respect, or to get applause from people; but for the love you feel for what God made for you on the Calvary cross.

*Never neglect your life
for taking care of the
lives of others.*

It is obvious and clear that everybody somehow gets lost in those other motivations because the enemy whispers in your ear that you are the best, that you are capable, you like recognition, and you like to be invited to go everywhere. In this way the original motivation gets lost and is exchanged for a plate of lentils; however, the grace and mercy from God will rescue us and bring us back on track.

2. Be responsible: when you are committed to doing something, accomplish it, because your commitment to your promise will honor you. Especially with young people, who need authentic role models, people of responsibility; if you set a date with them at 3:00, you must arrive at 2:45. This attitude will give you credibility and help shape their character.
3. Be faithful to God in everything you do: in your finances, in your behavior with the opposite sex. Never neglect your life for taking care of the lives of others.

The leader must always pray, keep following Jesus in the Word, taking care of his testimony, and having a mentor to give account for his life.

Great mentors are those who are ready to pour their life into an apprentice with passion, and with the vision to convert him in a great human being, Christian, and an extraordinary leader, and I am using the prefix “extra” because only by doing extra things will you reach that goal.

You must help them to reach their goals in life, studies and leadership development, guiding them to take the good path already walked, and improved by our experience.

You must be a good communicator of the goal you are trying to help your followers to reach. With clarity, concrete steps, opportunities, expose them in an intentional way to the development of the skills you want to incorporate in their lives; because you have the experience and knowledge, but if you don't know how to communicate it in a proper way, you won't be able to take them to the next level.

The mentor of the new generation must be somebody who loves people, who interacts with them, with passion...

The mentor of the new generation must be somebody who loves people, who interacts with them, with passion, a passion that inspires you to be better leaders. Prepare a plan of how they can also share with others your model of relationship by being their friend, taking time to share with them, just as Jesus did.

While Jesus walked, He taught His followers, but also took time to guide them and to share with them. He used to open His heart to them and encouraged them to do likewise. I would like you to think about what is required from Jesus' perspective to be a mentor like He was

- Love and interest for the new generation.
- Show up to others in a natural and genuine way.
- A commitment to leave a legacy.
- Investment of life, time, and resources.
- Train, develop, and empower others.
- Spiritual monitoring through accompaniment.
- To be a model of service and disposition.
- To be a multiplier leader, reproducible.

The Mentor Is

A person who invests his life in others, sharing his experiences and knowledge; who is experienced in different areas of life. This experience helps other people to reach their goals; the mentor also develops the apprentice's skills through a process of teaching and learning.

A person who invests his life in others, sharing his experiences and knowledge

In his recent book, my mentor and friend Félix Ortiz, says: "Every youth needs a mentor", and defines the work of a mentor in this way:

"It is the process to help a youth so that Christ is shaped in his life, and then he could become an agent of transformation and reconciliation, a constructor of the Kingdom of God"

In other words, to be a mentor is to accompany young people during their development in order to help them with the knowledge and experience of life.

Jesus is a model of excellence, since He always promised His presence by accompanying us in every step of our lives; even before His ascension to Heaven He said: "I will not leave you as orphans; I will come to you." (John 14:18), and also when He commissioned them, He said:

“And surely I am with you always, to the very end of the age.” (Matthew 28:20).

Our young people need this kind of support in a world full of confusion, noise, and many distractions; they need leaders who encourage them to follow, to listen, and to obey God, being models of lives transformed by the Lord.

Mentoring as a Process Is

A relationship established between an experienced person and an apprentice who will be guided and advised in order to train and develop him for life; it requires time investment and accompaniment. It is a long-term process, formal and informal, where we are looking not only to pass our knowledge on to the apprentice, but also our life experience.

Characteristics of a mentor:

- Is a replicator disciple.
- Is encouraging.
- Is inspiring.
- Is passionate.

In addition to these, Félix Ortiz, presents nine other characteristics in his book: “Every youth needs a mentor”⁴, that must be cultivated by mentors:

1. Somebody who is a model worthy to imitate..
2. Somebody with a life of holiness, spiritual maturity, Bible knowledge, and wisdom.
3. Somebody who practices a life of spiritual disciplines, including prayer.
4. Somebody with the hard competence of listening to others in an active and reflective way.
5. Somebody with the talent to recognize others' potential.

6. Somebody with the gift of spiritual discernment of what God is already doing.
7. Somebody with the capacity to generate an atmosphere of confidence, acceptance, and space for the youth.
8. Somebody with vital experience.
9. Somebody able to create a space of grace and accountability.

WHAT ARE THE ADVANTAGES?

Each one of these roles is beneficial for those being led, especially when, in an intentional way, we lead from the beginning thinking about the legacy.

The advantage of being a mentor:

1. You prepare and develop new leaders for the ministry.
2. You develop skills in them.
3. You generate a new culture of leadership: mutual learning.
4. You multiply the ministry.
5. You attract the new generation.
6. You encourage and challenge the new generation with a healthy and inclusive model.
7. You help and guide others to resolve their problems.
8. You leave a reproducible legacy and a reproducible model just like Jesus did.

HOW DOES HELP YOUTHS HAVING A MENTOR?

- They have somebody who accompanies and listens to them.
- Somebody helps them to reflect and to know God.
- Helps them to grow and mature.
- To surpass life transitions.
- Accompanies their lives.
- Transforms them.
- Makes them feel loved and important.
- Provides a space to be themselves.

How Can I Develop a Practical Process To Become a Mentor?

1. MAKE AN INTENTIONAL CONNECTION:

Look for a way to have intentional meetings, formal or informal, in order to earn mutual trust, and share knowledge, experiences, and to spend time together.

For example: a conversation about a random topic; a soccer or basketball match, videogames, or a movie; a cup of coffee or a soda.

Go to the movies or to the stadium; just make a connection that impacts their lives with God's word and your support; build relationships, seek to be their friend.

2. SET THE STEPS ON WHICH YOU WANT TO MOVE FORWARD:

When we earn trust, it is the time for challenge and motivation. It is the time to talk about interests and goals.

Make an ethical code; establish meeting points; define the goals to reach.

3. DEFINE GOALS TO WORK:

Mentors help in this process of formation where experience and knowledge are shared in all forms possible (advice, books, or suggested activities) to reach the goals of the process.

They interact in a formal or informal way at least once a week.

4. THEY DIALOG AND EVALUATE THEIR ADVANCE:

They redirect the goals.

Adjust the plan.

You must evaluate the results.

Some Evaluation Questions Could be

What changes do I observe in an apprentice's life? Why have we achieved some goals and not others? Does the plan adjust and move forward toward the goal?

...be a leader who converts his followers into leaders and multiplies and encourages the new generation with his legacy.

The wish of a mentor is that the leaders he is accompanying can become the successors of the ministry who are able to follow the cause in which they have invested their lives. It is incredibly wonderful to witness a leader taking your place, with your help and your mentorship in his own healthy style, but with a legacy that you have encouraged in him, like: conviction, passion, determination, and holiness.

Stop for a while and pay attention to this: the most important aspect of leadership is not how many people follow you, but how many leaders you are influencing. Try and be a leader who converts his followers into leaders and multiplies and encourages the new generation with his legacy.



Stop for a while and meditate on what you have read. Answer the following questions honestly and talk with Jesus, leaving all in His hands.

1. What useful things have you learned today after reading this chapter?

2. How do you think you will apply the points raised in your life and ministry?

CHAPTER V

Leading as a Coach

“If you want to build something great, you must focus on the change you want to make in the world.” Mark Zuckerberg

In 2000, I had the privilege of attending a congress of Youth Specialties in Guatemala City, where I met Félix Ortiz, facilitator of one of the workshops called “Coaching in Youth Ministry”. This workshop grabbed my attention and I eagerly participated in it. Never did I imagine that, eighteen years later, I wouldn't be just his disciple, and him my mentor, but that we would also work together in a global project about coaching culture of which we are both passionate, because of everything it contributes to leadership.

Coaching is like a box where you have many tools that you can use in different situations of life...

I traveled to Paraguay to receive training from my mentor. Taking the University Certification accredited by Exit Result, I made the internship, and then I decided that this was what I needed to change my leadership style and to have better results, becoming a transformational leader.

Coaching has provided me with new tools, which have enabled me to listen better with the mind, the body, words, and especially with the Holy Spirit, and has taught me to ask powerful questions with God's grace.

The results of utilizing this role in my life have been many. First of all, I have given the central place to the Holy Spirit so that He guides not only my life, but my conversations, and my leadership. As a result, my clients (or coachee) have made important decisions and reached their goals. For example: improving their relationships, overcoming their fears, buying a house, improving their marriage, listening more to God, finishing their studies, and losing some weight (of course that does not refer to me!).

Coaching is like a box where you have many tools that you can use in different situations of life, to help give the client more clarity, and better options to reach their goals.

In the seminaries and universities there exist four designed courses that teach us how to pray, to have a better

oratory, but they don't teach us how to listen and pay attention to people's needs, especially the needs of young people. Even though it is one of the two important premises towards incorporating the coach role in your leadership.

Ten years ago, one of the leaders who worked with me in the ministry had the courage to point out one of the blind points of my leadership. A blind point is something that you can't see but others can.

For this, two things were required from my friend: courage and honesty; and from me, self-control and humility to accept what he was telling to me. I think it was one of the most important and significative conversations in my life and leadership, since my goal is to build a leadership based upon thinking about a legacy, I was totally lost because I wasn't a good model.

His words were like a knife piercing my heart: "We are here because you are our friend and our leader, we love you and we like to be with you, but we are afraid of you, you fill us with fear and panic, because you shout at us, and you threaten and condition us." Wow! That sounded terrible! What! That's me? That's the leader model? The example to follow? That's what I try to teach them?

Sincerely, it hurt me. Deep inside, I said: "It's not possible", and I tried to justify myself by answering: the problem is that you don't understand, you are not obedient, and I have God's authority to lead you. But suddenly, the Holy Spirit told me: "Accept it, ask for forgiveness, and make a change." And that's how I decided to change and to use coaching techniques in my leadership style; I don't pretend to present coaching as the panacea in leadership, but it provides resources and healthy tools that help you to empower and trust in people, and it also helps you to avoid being one of the millions of leaders with the "smarty" disease.

Coaching has given me many satisfactions, for example:

- Listening to my children in a better way and advising them in their decision-making.
- Making important decisions for my own life.
- Changing from being directional all the time, to empower my clients.
- Changing my style to lead the team.
- Provoking deeper reflections in my leaders.
- Generating a new global coaching culture.
- Not taking on loads that don't correspond to me.
- Paying attention to people, listening to them without judging them or trying to change them either.
- A new culture of leadership in the new generation.
- Influencing others to become coaches.
- Inviting others to dream and to reach their goals.
- Impacting other leaders and challenging their ministries.
- Leading always thinking about the legacy.

As we have already seen in the book, through history, many people have had the experience of being guided by a leader who uses a specific style or model to lead his followers. Glory to God for the young people that, with the wish to serve the Lord, have let themselves be guided in the process to become a leader.

All stages of history have been marked by models to serve with and young people have provided roles that leaders have adopted to develop a leadership style over time.

A model is a pattern or a paradigm that is useful to direct toward an action, and at the same time can be emulated by the recipient to continue the legacy through the multiplication of it.

There exists so many models that are useful depending on how much is applied to a specific social reality, since all of them have a reason to be, and respond to a historic moment, and to a moment of the youth leaders' development. There are no good or bad models, their success depends a lot on the model process or on the leader who uses the models themselves.

In this chapter, we will focus on discovering the role of the coach in leadership, especially in regard to his model, and in how significant it is in the lives of those who are starting on their way toward leadership. But we will try to present a proposal that is not only relevant for our time in twenty-first century, but also has an extraordinary way to develop youth leaders in Latin America per se.

The leader of today must be well-prepared; he must know how to work with many social and spiritual situations, he must be a constant apprentice, open to influence by the most important roles through history, with the purpose to impact positively his reality through his own attitude.

The leadership of today has to listen to the experiences of young people to understand their challenges, taking them into account and inviting them to participate in their growth, walking with them, and leading them toward an encounter with Jesus.

The leader of today is a facilitator, a coach who promotes dialogue, someone who walks with those to whom he is serving, someone who considers the context where he lives, who helps others to discover and accept themselves and those around them; but especially someone who wants to know their creator and faithful friend.

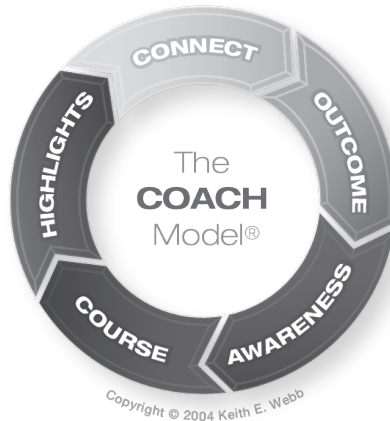
I have had the opportunity and blessing to read and evaluate coaching models and schools, including training in Keith Webb's COACH model. Webb is an excellent leader and missionary, who has allowed us to use the

COACH model he designed to empower leaders in order for them to create their own future. For me, it is a healthy and simple model that helps leaders to take an easy accompaniment model, generating positive results for young people. For that reason, I asked for permission to use this model, which he has authorized. I know that it will be a great blessing for those who decide to use it like one more tool in their ministry.

What is coaching? It is a continuous and deliberate conversation that trains a person or a group to reach their goals, and to resolve problems or challenging situations in their lives.

C.O.A.C.H. Model

To follow a simple coaching model will help you to be able to do things in a better way. COACH model has five steps to follow in a coaching conversation.



CONNECT

Purpose: Getting involved and generating confidence. (engage).

The first step consists of connecting with the person and generating confidence. It is a human connection between the coach and the interested person. Over time, and as the relationship grows, the application of this step changes.

The person will share a series of things that happen in his life. These topics may or may not become conversational topics. But I can assure you that these topics will give some background “color” to the state of mind of that person.

Suggested questions:

How are you? How things have gone?

What new perspectives about the situation have you gotten since the last conversation?

The coach also uses this time to follow the actions decided during the last conversation.

How much progress have you achieved in your practical steps?

What have you done in a concrete way?

OUTCOME

Purpose: Determining the conversational goal.

You must discover a topic of conversation valuable to the person. Through dialogue, you must determine the best way to use the coaching conversation together. That could involve talking about previous topics or starting new ones.

Suggested questions:

What would you like to achieve with our conversation today?

What would you like us to work today?

What would make of this conversation a total success for you?

AWARENESS

Purpose: Encouraging discovering, perception, and choices.

Ask questions and put into practice active listening. Listen beyond words. Encourage and provide proper feedback. Question the postulates in a subtle way. Encourage discovering, perception, commitment, and action through a reflexive dialogue.

Discovering is the key in this stage.

Suggested questions:

Which are the keys to understand this situation?

What other factors influence?

Let's see it from another point of view.

COURSE

Purpose: Generating action steps.

We must try to capture the purposes and transform them into concrete actions. A coach keeps the reflexive dialogue and takes the path of action. As a result, the person will decide some practical steps that must be put into practice before the next conversation with the coach. We must try to get between three and five practical steps per topic.

Suggested questions:

What things would you like to do to move forward?

How sure are you that you are going to accomplish your plan?

HIGHLIGHTS

Purpose: Review and action steps.

Please ask the person to review what he has learned to determine what results are useful. This revision will help him gain an in depth understanding of what he has learned and will allow the coach to discover what is more valuable for that person. Please also ask him to repeat the practical steps.

Suggested questions:

What parts of the conversation have been more useful for you?

What new things are you aware of?

What practical steps are you going to take?

Coaching, according to ICF (International Coaching Federation), is partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.

*Coaching...
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potential.*

If we yearn to go from a conventional leader to a transformational leader, who uses the coach role in his way of leading people, then we must progress from arguing to asking, and we must learn how to formulate potent questions that make people reflect and think about what they need to do in order to reach their goals in life.

We must refrain from giving advice and always share our experiences about what we did in certain situations, because that won't work for the person we are accompanying since we are not the same.

The leaders who grew in the last millennium, as a product of an authoritarian leadership, learned to direct, to

manipulate, to command, and to exercise power over people. However, we didn't get the expected results, because we were just advising people to live a life that wasn't theirs, since they were not empowered, but automatized to a style that only requires obedience and loyalty to a person or a system.

As a leader of the present generation, you must empower people, help them to dream and to have a vision, challenge them to develop by themselves, with reachable goals. Make them take responsibility for their own development.

Ask your leaders: What would you like to learn? Where is God taking you to? When would you like to start? What choices do you have? What are we going to celebrate within a year?

God has all control; He is our best coach. Our God listens and asks. Jehovah tilts his ear to listen to us.

Shema is the most significant prayer of the Jewish faith, because it declares and affirms the belief in a single God for its people, it invites us to listen (Deuteronomy 6:4; Mark 12:29). Jesus always had time for everybody; He listened to them and asked them questions.

Have you ever experienced the emotion produced when somebody listens and pays attention to you? How it makes you feel? Do you feel that you are important and that what you say is interesting? And, knowing this, would you be able to listen to somebody else in an active way?

That is the big premise when you use coaching, because you allow your young people to talk and to express their ideas in 80% of the conversation, and you use the other 20% to offer feedback and to generate reflection about the subject of their interest. This is what we call the 80/20 rule.

Would you like to learn to listen? Listening is a powerful tool. In his book "The Coach Model", Keith Webb presents

some practical and simple tips to develop the skill of learning to listen to others.

Listen with your mind:

- Pay attention to people.
- Read between the lines and discover what the other person is telling you.
- Try to enter his world.
- Don't allow your mind to digress.

Listen with your body:

- Show genuine interest.
- Make eye contact.
- Pay attention to all gesticulations and movements of their body.
- Show interest with your whole body.

Listen with words:

- Offer feedback and paraphrase what the person tells you.
- Ask clarification questions if you need to define a particular goal.
- Do not advise or try to resolve their problems either.
- Avoid finishing their words or phrases.

Listen with intuition:

- Try to find the goal hidden behind his words, gestures, and body movements.
- Validate or confirm your intuition through clarifying questions.

Listen with the Holy Spirit:

- Invite the Holy Spirit at the start of the coaching session.
- It depends on the Holy Spirit, so ask Him for discernment.
- Share with the client the direction where the Holy Spirit is taking you to..

Baby-Boomer and Generation X leaders think that to help young people you must advise them, to share their experiences and knowledge, and to tell them what to do to resolve their lives; however, millennial and Generation Z youths don't accept that style of leadership, because it nullifies their way of thinking and deciding. Instead, they expect to be listened to and challenged through reflection.

One of the reasons why the leadership style of past generations doesn't work today is because times have changed and the problems and needs of the new generations are totally different to those of twenty or thirty years ago.

Give you leaders forty minutes as a gift, listen to them in an active way, and you will see how they will open their hearts to you.

Get on With It!

CONNECT.

When we start our conversation, the goal is to earn the confidence of the young people so that they can express their ideas and thoughts.

How does a coach generate confidence?

- Showing respect.
- Using support not control.
- Encouraging creativity and not giving all the answers.
- Giving responsibilities, not assuming them.
- Processing decisions, not making them.
- Believing in people, not trying to change them.
- Monitoring the person and honoring the confidentiality.

This will help young people explore, learn, and grow, since we will be empowering their lives and leaderships.

OUTCOME

Now we must set the goal of the conversation.

Here we will encourage young people: What is the conversation topic? What is the goal we want to reach?

To illustrate this, we will discuss the topics about personal development:

There are three kinds of questions that go from the general to the specific.

1. Invite.

This kind of question is about the results you want to achieve during the conversation:

What would you like to achieve with our conversation today?

2. Explore.

This kind of question is to clarify, focus, and expand the topic, problem, or goal, and could also help the client to discover his true priorities.

Focus questions: What would you like to focus on today? What aspect of the problem do you want to work on right now?

Clarifying questions: What do you mean by this? Can you give me an example?

3. Confirm.

Provide feedback so that the comprehension of the goal can be confirmed by the client.

Let me check if I have understood you correctly, today you would like to work on improving your relationship with your parents. Am I right?

AWARENESS

Now is the time to expand, inquire, and research.

Discovery is the key at this stage, and the way to do it is through asking questions, and actively listening.

God Father, Jesus Christ, and the Holy Spirit are our models to ask potent questions; check and evaluate the following:

- Where are you? (Genesis 3:9)
- Where is your brother? (Genesis 4:9)
- Where were you when I laid the earth's foundation? (Job 38:4-41)
- And you, who do you say I am? (Matthew 16:15)
- "Then the mother of Zebedee's sons came to Jesus with her sons and, kneeling down, asked a favor of Him. "What is it you want?" He asked." (Matthew 20:20)

Jesus is God, He knew everything, but He asked so that people were able to think, reflect, and specify. And this alerts us so that, as leaders, don't take anything for granted, and don't assume what others think or look for.

The interrogative words will be potent and will be effective depending on the moment you use them.

What?	Who?
Where?	Why?
How?	When?
Which?	Are you?

WHAT MAKES A QUESTION VERY POTENT?

A potent question is the one that helps people to reflect, that reveals new information they didn't have before,

and has three important characteristics: reflection, moving forward, and decisions.

1. The question interests the person and generates reflection.
2. The question guides toward the future and not toward the past.
3. The question presents choices to decide.

Types of Questions

1. Closed questions: those answered with a "yes" or a "no".
Do you like your ministry?
It was your conference okay?
2. Open questions: ask the client to reflect and to verbalize his thoughts.
What does your wife think about this situation?
What is the meaning of this change for you?
3. Directional questions: are those who guide people in a concrete direction or specific solution.
When are you going to talk with your boss regarding the subject?
Are you going to set the appointment for next month?
4. Questions about emotions: knowing the emotions will help people to perceive their behavior, motivations, and plans.
How do you feel in your new job?
How do you feel about your marriage?
5. Questions about deeds: collect deeds through questions like: who, what, when, where.
Who are the members of your team?
When did it happen?

6. Questions with permission: ensure that the current question is more open and give the person an option before listening to the question.

Do you mind if I ask you a question?

Will you allow me to make a suggestion?

7. Ask: Why? It is recommended not to ask these kinds of questions in a systematic way because they send out premature judgement.

Why didn't the plan work?

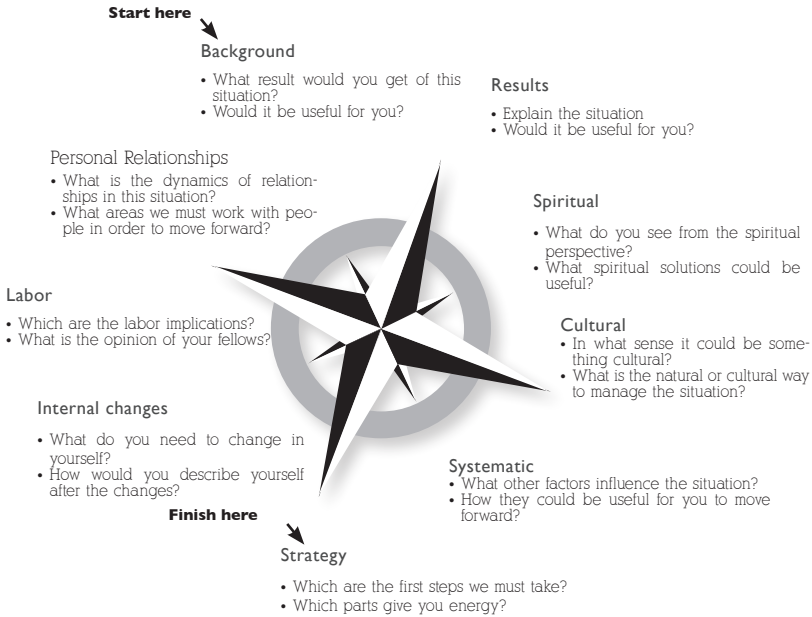
Why did you do it?

As I said before, coaching is like a box of tools. You have many choices to use in your job, and for each need you find in your conversation.

One of these tools is called the "360-degree Compass". This is a tool that suggests questions from nine different angles to help people to expand their perspective, increase their perceptions of reality, and give them more clarity while making decisions.

It is used when the client has already set a main goal, and it is also useful to give more clarity to the angles in which his decision will be affected.

Leading as a coach



COURSE

When you have the information in order and you have provided feedback to ensure that you are on the same page as the client, you need to focus on designing the actions that will help you to reach your great goal.

One of the coaching tools to reach goals is MARTE GOALS.

These are declarations of the vision that describe the desired future; the starting point from where we will evaluate the advance, the evolution, and the behavior of the client.

The coach helps the client present the following scheme:

- **Measurable:** goals can be measured and checked; for example: I will wake up every day at 6:00 in the morning.
- **Accessible:** goals can be reached with effort; for example: it is possible for a person to get up every day at 6:00 in the morning.

- Relevant: goals are important for the client; for example: waking up at 6:00 in the morning is important because I can take better advantage of the day.
- Temporal: goals have a time to be worked on; for example: I will wake up at 6:00 in the morning every day, from Monday to Saturday, for three months.
- Specific: goals must be clear and unambiguous; for example: 6:00 in the morning are not 6:30 in the morning.

Guiding the client in a basic pattern will help him to know: (WHEN) (WHO) will do (WHAT) for (WHOM) and (HOW).

Our God is a God who works with goals: in Philippians 3:14, Paul declares: "I press on toward the goal to win the prize for which God has called me heavenward in Christ Jesus." Goals will always be quantifiable and the goal is to work to reach them and even surpass them.

DEFINITION OF THE PRACTICAL STEPS:

It is not enough to just have goals, since they are only excellent ideas; the practical steps are the transition from thought and ideas, to their application in real life.

These steps must:

1. Be identifiable actions.
2. Get people closer to the goal.
3. Take place in intermission of the session with the coach.
4. Come alive and transform into decisions and actions.

HIGHLIGHTS

All coaching dialogues consider the goals and practical steps that the client will use to achieve them. The second session with the client must start with practical questions to celebrate his achievements, and to verify the fulfillment of the practical steps agreed in the last session.

The question could be: What result have you achieved since our last conversation? What have you learned?

What can you do if the young person or the client has not reached the goal? You can ask if he feels a failure, or if there is any frustration in him. As a coach, you must encourage him to move forward, value his efforts, and encourage him to modify the play and redirect his strategies and practical steps so that he will be able to reach his goals.

After this, you can ask questions that help to reformulate and create new practical steps using MARTE goals.

the great challenge is to help people to dream, to set great goals and to design their own plan to achieve them, step-by-step.

When you finish the session ask your client: What did you gain? What has been meaningful from our conversation today?

Pray and finish the session and arrange another meeting.

Thank God for the opportunity and for the accompaniment of the Holy Spirit, and for the way He has directed the conversation.

Don't forget, as a coach you must redirect the young person or client to a professional if it's a case you are not ready to manage. Remember: coaching is not therapy, counseling, consultancy, or mentoring; it does not resolve everybody's problems either, but it may help people to discover and empower them in their leadership.

As a coach, the great challenge is to help people to dream, to set great goals and to design their own plan to achieve them, step-by-step.

You must be a coach who impacts and leaves a legacy in your way to empower the new generation.

TIME

A coaching conversation can last from forty-five minutes to one-hour, depending on the client's needs.

Below is a small chart with a forty-five-minute distribution

Coach model	Time
Connect	3 minutes
Goal	5 minutes
Expand	22 minutes
Set	10 minutes
Milestones	5 minutes

One-Hour Coaching Session:

Coach model	Time
Connect	5 minutes
Outcome	8 minutes
Awareness	30 minutes
Course	12 minutes
Highlights	5 minutes

PERSONAL DEVELOPMENT TOPICS:

These topics are the areas or needs in which you want to grow and mature. Remember: it will be a great challenge and blessing to reach your goals.

Needs	
Relationships	With my wife, children, boss, leaders.
Profession	I would like to study a degree.
Leadership	I would like to learn about coaching.
Health	I would like to lose some weight.
Spirituality	I would like to learn how to meditate and pray.
Character	I would like to have self-control.
Marriage	I want to improve the relationship with my spouse.
Engagement	I want to stay virgin till marriage.
Labor	I would like to start my own business.

The Art of Powerful Questions.

To develop excellent coaching, process intelligent and powerful questions that are necessary and important. That is, those questions that make you reflect and move you toward some specific and particular action to change your perspective.

Therefore, asking becomes an art, a magic that helps you to discover things that you never imagined or that you never considered in your life but that make you change direction in order to be better and achieve success.

The people who ask questions are: doctors, policemen, journalists, salesmen, politicians, lawyers, and psychologists. Through these questions, they want to have control. However, in coaching, intelligent questions are asked to discover a new world of possibilities that have not been

*...intelligent questions
are asked to discover
a new world of
possibilities...*

discovered yet, but help the client to accomplish their dreams and goals.

For that reason, we must encourage our kids, youths, and adults to ask questions without directing or manipulating them, but to make people think and move forward.

As leaders we must ask ourselves why do we need to ask questions: To expose people? To get into their lives? To make people feel uncomfortable? To impress people? Definitely NOT!

We ask reflective questions to: Help others to express their own ideas, not to give solutions but to stimulate reflection, to empower people, to show genuine interest in people, to extract the best from each person, to get better results, to help them visualize the answers, to empower them, to help them to dream.

When we ask questions, we must build images in the minds of people so that they can express themselves through their own words, just as doctors do when they ask: Where does it hurt? When does it hurt? Is the pain deep or superficial? How long ago did it start?

Confirmation questions move us forward on the right path. A leader does not have to know everything, if he is sure about the situation and validates people's answers through examples like these: Do you want to work on this theme today? If I understood correctly, what you want to say is...?

Good leaders must ask questions that are like bombs for people. They must also conduct a dialogue instead of a monologue, especially with the new generation.

If we really want to leave a legacy and ensure that our young people listen to us, then let's talk without believing that we know everything, since one of the characteristics in this century is that many young people have access to more information than adults thanks to the internet and technology.

One of the important questions as a coach is: How do I generate confidence in people? What should my profile be as a coach in order to inspire people not only to trust in me but to inspire people to realize that I am a person full of the Power of the Holy Spirit?

From my perspective, we must develop eight essential attributes in our personality if we really want to influence people:

1. Being full of the Holy Spirit
2. Being upright with people
3. Use your charisma
4. Be emphatic
5. Persuade with love
6. Be ready to listen to them
7. Be congruent
8. Be proactive in your leadership

Reflection Triggers.

SURPRISING AND IMAGINABLE.

During our coaching session in Panama, Félix and I practiced something: he asked me a question that not only surprised me but made me visualize my answer. That question confronted me and made me reflect on the way I was directing my life and ministry, and although it was a very simple question it impacted on me so powerfully that I still remember it up to this day.

Triggers or bombs are well-elaborated questions, since they confront you and demand an answer and action from you.

Below, I will list some bombs that could be useful for you, if you are thinking about leaving a legacy to new generations:

1. How could you learn more about youth ministry?
2. What options do you have?
3. What is the implication from the spiritual point of view?
4. What is your next step in this process?
5. How could it help you in this situation?
6. How does it affect your family?
7. How important is this topic for you?
8. What is Jesus telling you?
9. Where do you think it is important to start?
10. How important is this situation for you?
11. Who can help you?
12. What would you do different next time?
13. What is your feeling today?
14. What else can you do?
15. What scenarios do you have?
16. How do you interpret what is happening to you?
17. If I understood correctly... what you want is...
18. Is there anything more you can do?
19. Who can help you?
20. What would Jesus do?

PRACTICAL STEPS:

So that coaching achieves success we must check the practical steps in which young people get committed to work in order to reach their objectives.

Invariably, all people will fail sometimes; they will not achieve all their goals, but the idea is to stop and reformulate the practical steps because maybe they were not formulated according to the MARTE goals.

Practical steps help us to measure and evaluate the growth process, and the important questions are:

What progress have you achieved with the practical steps?

What did you achieve? What did you not achieve?

How could you modify this practical step in order to reach the goal?

I. EXAMPLES OF A COACHING CONVERSATION.

- Coach: Hello, Luis. How are you doing? How is your family and your work?
- Client: Fine, thank God. My family is doing fine and I am doing super at my work. This week I had so much work and some new challenges.
- Coach: I'm glad everything is going well in your life. What would you like to get from our conversation today?
- Client: I would like to talk about how I can improve my spiritual life. In the last few days, I have been feeling as if I'm drifting away from God.
- Coach: Okay, I understand, do you want us to focus on improving your relationship with God through a spiritual life?.
- Client: Right!
- Coach: How do you think you could improve that relationship?
- Client: By looking for God through prayer, reading the Scriptures, and visiting church on a regular basis.
- Coach: What is your situation? Are you doing that or not?
- Client: No, I'm not doing it, I have been very busy at work and have stopped reading the Bible and attending church, because of that I feel that I am drifting away from God. I have started visiting nightclubs and doing things that I shouldn't do, because of that I feel bad, I am frustrated because I am doing what I don't want to do, but I know that the Holy Spirit is calling me.
- Coach: How important is this for you today?

- Client: Very important. I am seeking help because I don't want to fail anymore.
- Coach: Great. What do you think you should do?

- Client: Pray, read the Bible, and attend church more frequently.
- Coach: When are you going to start?

- Client: Tomorrow!
- Coach: Can you tell me how you are going to do it?

- Client: I will dedicate one hour every night to read the Bible, starting with the book of John, I will attend church on Tuesday and Thursday nights. On Sundays, I will attend with my family and I will have a fasting time on Saturdays; in this way I would like to restore my relationship with God.
- Coach: I'm glad you have proposed tomorrow to cultivate a spiritual life through reading the Bible every day, attending church, and fasting. What factors could affect your decision to do it?

- Client: My friends, social pressure; but if I commit to follow the plan, I know I can achieve it.
- Coach: Great, I'm glad.
- Coach: What have you taken from our conversation today?
- Client: The decision to look for God, to pray, and to restore my relationship with Him.
- Coach: Is it okay for you if we meet next week to evaluate your pledge?
- Client: Yes, I would really like that.
- Coach: Let's pray.

II. EXAMPLE OF TESTIMONY ABOUT COACHING.

Recently, a youth in my congregation stopped attending church activities. It was strange because he was a very committed young man, who used to participate in the worship team and he was totally involved in community life. I wrote to ask him why, and he told me that he was feeling very bad, that he didn't want to attend, the he was feeling guilty, so I invited him over to talk, and thank God, he accepted.

The day we met, I asked him what he was doing and how he was getting along at school (Connect); then I asked him if he wanted to talk about his situation, if there was anything wrong in his life that he wanted to share with me (Goal); he told me yes, and confessed to drinking alcohol and visiting places that didn't help in his Christian growth, and because of that he didn't want to attend church. I asked him if he was comfortable, happy, and satisfied with his actions and situation, I asked if he was doing that to satisfy his own desire or to satisfy that of his friends (Expand). He answered that he felt uncomfortable since he was doing it due to peer pressure. After this, I asked him if he wanted to continue with that lifestyle, or if he wanted to change. He told me that he wanted to change. I asked why he wanted to change, what encouraged him, if he was definitely ready to stop those practices (Set); and finally, I asked him what was the best part of our conversation, what things he understood now that he didn't understand before. In addition, I asked him when he was going to make each action to return to God's path (Milestones).

Two weeks later, he returned to the life of the congregation, he stopped drinking alcohol and visiting nightclubs. He told me that he now realized all the damage he had done to himself and his family, thanks to the coaching session we had (even though we didn't use that technical term). Now he is with us again.

*Example provided by: Bachelor Josué Villatoro

III. EXAMPLE.

- Coach: How are you, my friend?
- Client: I have some confusion and mixed feelings that I would like to share with you.

- Coach: Okay. What would you like to say that will make our conversation significant for you?
- Client: I don't know how to say it, but it concerns sexual continence.

- Coach: What do you mean?
- Client: That I want to have the courage to abstain from sexual intercourse before marriage since I want to obey God.

- Coach: Are you talking about sexual abstinence?
- Client: Yes.

- Coach: Please share with me a bit about what is happening to you.
- Client: I have a girlfriend who doesn't attend church. I met her at the university and we got engaged. I attend church and my parents are leaders there, but some days ago I almost failed God since my girlfriend and I were alone at home and we started kissing and caressing each other in an unusual way, but thank God my mom came home and we had to leave my room in a hurry. We were both very scared because of what we almost did.

- Coach: How do you feel about what you did?
- Client: I feel bad because if my mom hadn't come home, we would have sinned, but God saved me since I have learned that I must not have sex until I get married. I explained this to my girlfriend and she told me that she didn't care if we had sex, and that also concerns me.

- Coach: What are you worried about?
- Client: Because she thinks this situation is okay, it is normal for her and it makes me doubt her. I mean, maybe she has already had sexual intercourse.

- Coach: What do you want to do about it?
- Client: I will ask the Lord for forgiveness. I won't be alone with her again. I will tell her that I don't want to fail God.

- Coach: What if she doesn't agree? What are your options?
- Client: I love her, but I think that it could be better to end the relationship.

- Coach: When do you plan to do it?
- Client: I already asked God for forgiveness. I will talk with my girlfriend tomorrow and I will ask her to respect each other so that we will not fall into temptation again. I will invite her to my growth cell so that she knows the Lord.

- Coach: What did you take from our conversation today?
- Client: Now I have peace in my heart since I didn't fail the Lord and because now, I know that I must not fall into temptation. I will talk with my girlfriend and if she doesn't agree I will end the relationship, but if she agrees I will take her to my growth cell next Saturday.

- Coach: I'm glad you have decided, let's pray and I will see you next week.



Stop for a while and meditate on what you have read. Answer the following questions honestly and talk with Jesus, leaving all in His hands.

1. What useful things have you learned today after reading this chapter?

2. How do you think you will apply the points raised in your life and ministry?

CHAPTER VI

Situational Leadership

“When you move forward treat well
those you find on your way,
because you could meet them on your way back.”
Milton Gay

Some years ago, I was part of one of the most prestigious and important enterprises in my country, El Salvador. There I met an engineer who stood out due to his intelligence and discipline, and because he had started working there as a youth in his internship period. In a short time, he was promoted to a better position and even became the chief of his unit. As a result, he was valued by other similar enterprises, and when he decided to work at another institution, he was treated unfairly by the leaders of the first enterprise, who refused to pay him his labor liability and compensation.

A situational leader is able to develop the capacity to act according to the requirements of the respective need.

Five years later, the enterprises were acquired by a transnational consortium, and the greatest surprise for the leaders was the announcement about who was the president of the enterprise: the same engineer they had treated with indifference and injustice. Therefore, those who had treated him badly became that same engineer's subordinates.

In light of the changes to this VUCA world and the new generation, a more flexible leadership with adaptability to all situations is required, leadership that develops the art of responding in different ways in different circumstances.

This includes your personal leadership before young people, also on a structural level, where frequently you must quit your comfort zone to give way to a new, different, even controversial way of leadership.

A situational leader is able to develop the capacity to act according to the requirements of the respective need, since in some circumstances you must act as an authoritarian, directive, participative, or democratic leader. Because of that, I have concluded that there is no bad leadership style, the only bad thing is not having the capacity to adapt to changes.

I remember that in the 2000's, when the enterprise where I worked made a 180-degree turn in the way to administrate, from hierarchic structure to a values structure, and where the chiefs became leaders, and their way of leading was not imposed by charisma but through practicing values opposite to the authoritarian. As a result, many of them stopped being chiefs, and the most charismatic became leaders of departments.

Many quit because they didn't have the capacity or the humility to accept that they needed a paradigm change, in which power, imposition, and authority was not the rule, but charisma and communication were the most important factors.

A situational leader is the one who has the ability to:

1. Generate a new vision for his team.
2. Face changes.
3. Create environments.
4. Lead teams.
5. Delegate extraordinary responsibilities.
6. Empower his leaders.
7. Assume risks.
8. Make decisions.
9. Be multifaceted.
10. Be curious and restless.
11. Adapt to changes.
12. Be able to change role.
13. Persuade.

One of the strengths of this leadership style is that the leader is ready to act according to the need of the ministry and his underlings. He is diverse and multifaceted by nature.

HOW CAN WE IDENTIFY A SITUATIONAL LEADER?

We identify him since is able to be various leaders at the same time, and by his adaptable and flexible attitudes before any situation he faces.

WHAT MAKES A PERSON A SITUATIONAL LEADER?

The capacity to change roles according to the opportunity he faces. For example, when young people approach him to ask for advice about any topic, the leader must know which role he needs to adopt: mentor, coach, or counselor. To be able to do this he must know and manage all roles, and also know how to determine if the young person is ready to be assisted in a specific role.

One of the great models of situational leadership is Kenneth Blanchard, who, in his book "21st Century Marketing", writes: "A situational leader bases on keeping a balance among the types of behavior that a leader puts into practice in order to get adapted to the level of development of his work team".⁵ That is, between the directive and the supportive behavior.

Directive behavior:

- Defines everybody's functions and tasks.
- Says when, how, what, and where something must be done.
- Controls the results.

Supportive behavior:

- Focused on his team's development.
- Encourages participation and makes decisions.
- Provides cohesion, support, and encouragement to the team.

The most interesting thing we can learn today concerns the four roles in leadership styles:

- Adviser role: the leader delegates the making of decisions to people, directs and extracts the best from each one, and supports them in its implementation.
- Supervisor role: increases his help to the group, accompanies his young people, and directs them through decisions in life.
- Controller role: helps them to determine realistic and reachable goals.
- Delegation role: increases his confidence in people and delegates them significant responsibilities so that they make their own decisions based on their maturity.

What are the Benefits of Being a Situational Leader?

- They know how to act in each process, in both directions, and they know each process.
- They can support their young people and work as a team.
- They don't have structural or hierarchic problems because they adapt to the environment.
- They can support a new generation in each situation.
- They learn many skills, because they like knowledge.

WOULD YOU LIKE TO EXERCISE THIS STYLE OF LEADERSHIP?

While observing new generations like millennials and Generation Z in their attitude and life vision, I think that this kind of leadership can fit in with their culture, since it is the situation itself that demands the respective behavior of his leader before his team.

Legacy

Being directive, persuasive, participative, and delegating to others will help you to lead a new generation with many existential needs; it is required that the leader directs, from the front, or from behind, always passing on his legacy to the new generations.



Stop for a while and meditate on what you have read. Answer the following questions honestly and talk with Jesus, leaving all in His hands.

1. What useful things have you learned today after reading this chapter?

2. How do you think you will apply the points raised in your life and ministry?

CHAPTER VII

Empowerment Strategy

“Individualism wins trophies,
but teamwork wins championships.”
Pat Riley

How To Create a Team of Relevant Leaders for the New Generation?

The greatest leader of history, who we must emulate due to His legacy and for being the paradigm of excellence, is known by everybody, His name is Jesus.

Commercial enterprises around the world are changing their way of leadership, they are reading the Scriptures to find the profile of their leaders, and they are establishing in their requirements, leaders with a characteristic that identifies with Jesus: humility.

Humility in its maximum expression, and the context of teams, consists in being able to recognize the ideas of the people who are collaborating with you in order to reach an established goal.

The greatest leader of history, who we must emulate due to His legacy and for being the paradigm of excellence, is known by everybody, His name is Jesus.

Jesus said: "Learn from me, for I am gentle and humble in heart." (Matthew 11:29), and "I have set you an example that you should do as I have done for you." (John 13:15-17).

Jesus formed a team of common people, not for what they were, but for their potential and empowerment, and started addressing them in a personal way. It should have been wonderful to listen to the Master's voice saying Peter: "Follow me..."

Jesus, as team leader, offered His followers a model: holy, humble, helpful, lovely, but also taught them through action, through teaching them to pray, evangelize, disciple, and empower.

Jesus didn't have so much time to equip, train, and empower His followers, maybe three and a half years, but He had to be sure that, being Himself the model, would guarantee the mission success, and use tools of His time and context to form and equip them.

Jesus had values, competences, and knew what the dream for the team was:

Values	Competences	What was His dream?
Holy	Emotionally intelligent	Redeem mankind
Helpful	Charismatic	Serve
Trustworthy	Spiritual	Be a model
Responsible	Orator	Equip His disciples
Disciplined	Sociable	Leave a legacy
Honest	Educator	Bless humanity
Lovely	Mentor	Free them from sin
Humble	Coach	Be our mediator
Modest	Counselor	Empower

Jesus, as a team and transformative leader, knew the importance of recognizing His people, He understood their humanity and led them thinking about His legacy.

What are your values, competences, and your dream as the leader of your team?

With a naked eye we can see a simple model in Jesus' leadership:

1. He modeled a style of leadership: He was a servant, and set the example of how His disciples should serve, giving them standards of behavior and of mission accomplishment.

2. He inspired them and shared His vision and mission with them: He transmitted His passion for saving His people and reconciling them with God in a passionate way, even embracing death.
3. He empowered them: He taught them to preach, to pray, to heal the sick, and then He sent them to do it by themselves; He empowered them trusting them in an intentional way, exposing them to adverse circumstances.
4. He filled them with His Holy Spirit and instilled passion towards His cause, mission, and salvation. The commitment Jesus gave them made them share the Master's mission and launched them with the power of the Holy Spirit believing that their call was to die for that cause. The spiritual and emotional commitment is the most powerful driving force, even bigger than intellectual knowledge.

The question is: What kind of profile is required by a youth leader belonging to millennial and Generation Z in order to click and lead them?

The required profile is the one that has a well-defined ministry philosophy and culture, in which everybody shares the leadership, vision, and common values, and is constantly improving his methods towards achieving his goal.

The leader or coach of a team is the facilitator who looks for people with unique talents that he doesn't have, in order to complement each other and generate results.

The leader looks for young people with knowledge, conviction, achievement, and consistency, and as a leader he provides his team with excellent communication, cooperation, coordination, and confidence.

A team is effective and efficient when it develops these key elements:

1. Recruits Young People with:

- Knowledge: all young people have some kind of knowledge that can provide a plus for the ministry, also skills and talents that can be useful for the team in order to have more reach.
- Convictions: passion is the most determinant element in teamwork, since it is inspiration that encourages people to give all their energy, time, and effort in order to reach the goal.
- Achievement: everybody makes and moves with determination and decision in the assigned ministry.
- Consistency: is the person that resists and is stable in his dedication for the ministry.

2. The Leader Provides the Team:

- Excellent communication: don't assume that they know something just because you know it, constantly repeat the vision until all people know their part in the plan.
- Cooperation: support the team through cooperation in all activities in an emotional and spiritual way.
- Coordination: help them to keep focused on organization and planning, where everybody contributes with their work.
- Confidence: give them security through empowering them in every moment, expose them to significant activities in an intentional way; exhort them in secret, and honor them in public.

Which are the Obstacles that Prevent Teamwork?

1. Selfishness.
2. Conflicts.
3. Lack of clarity towards goals.

4. Distrust.
5. Bad or insufficient communication.

How can I Strengthen the Team?

- Recognize the talents of the members of the team and congratulate them.
- Provide Feedback.
- Form a community.
- Empower and promote them.
- Give them the opportunity to lead processes.
- Thank and appreciate them.
- Invest in them.

Legacy

"When wealth is lost, nothing is lost, when health is lost, something is lost, when attitude is lost, everything is lost".

William Franklin Billy Graham

LEAD TODAY, THINKING ABOUT YOUR LEGACY.

At ninety-nine, Billy Graham was promoted to heaven, one of the greatest leaders not only of the church but the whole world. He was known for being a pastor and counselor to Presidents of the United States; his legacy has reached millions of people, defended civil rights in times of racial segregation, created an evangelists' training center, and produced leaders like Luis Palau and his son Franklin Graham. His political influence was transcendent. He wrote a total of thirty-three books. But perhaps his greatest legacy is his attitude that can be passed on to leaders of the new generation.

He was respected, admired, and an advisor to many.

Some anecdotes suggest that he was even invited to be presidential candidate; a position that he chose not to pursue because he was sure that God has called him to preach the gospel.

The success or the blessing of his ministry is based on his unwavering character; he never was part of a scandal, he never used his privilege for politics or church in order to build his empire, but he built his career with the redeemer message of Jesus Christ declaring: "Choose today the path to travel to eternity. Don't think that there exist three options: yes, no, and waiting, because you could never have another opportunity again".

I had the privilege to know him and shake his hand; it was an incredible experience to see his face full of the Holy Spirit and wisdom, a great legacy for the generation that knew him as a man of God.

Legacy is of such great value it is transmitted from generation to generation for conservation and empowerment...

Legacy is of such great value it is transmitted from generation to generation for conservation and empowerment, especially in those who follow us in generations to come.

PAUL AND HIS LEGACY.

Some years ago I had the privilege to visit Boston, Massachusetts, USA; where since 1897 one of the biggest and most important marathons in the world takes place, and where that competition was won in 1952 for the first time by a Latin American, Mateo Flores, a Guatemalan who ran with formal shoes since he didn't have enough money to buy sneakers. Regardless, he had the courage to run with passion. What catches my attention is that a marathon has 42.1 kilometers, and in Boston, 18 of those kilometers are part of a hill, that stretch is called "the hill of anguish", be-

cause even the best runners quit if they are not in great physical shape.

The “hill of anguish” demands that the runner gives his all, since muscles scream, lungs clamor to stop, but athletes must learn to control and dominate their mind, to bear pain without slowing down in order to reach the top of the hill and win the competition, ignoring pain with courage.

That’s what Paul did, he ran like an athlete for the gospel, he gave his best and even though many times he was stoned, whipped, and imprisoned, he ran the race giving his all to leave a legacy to young people like Titus, Timothy, Silas, Apollos, Aquila, Priscilla, Tychicus, Onesimus, and Lydia.

Leaders like Paul never took their followers to the edge of the abyss; they didn’t exploit their weaknesses or take advantage of them but got commitment to develop their potential and give them a healthy model to lead others, inspiring and challenging them to be better than their teacher.

Paul, as a leader, formed, advised, accompanied, and trained Timothy with these words: “Do your best to present yourself to God as one approved, a worker who does not need to be ashamed and who correctly handles the word of truth.” (2 Timothy 2:15).

We can see the legacy of Paul in his thirteen letters, in the preparation of leaders, in the planting and spreading of the gospel during his missionary trips, and for dying for the gospel and for his Lord; but the most valuable of them all was to express his confidence and to share his faith with the new generations. He wrote to Timothy: “the time for my departure is near. I have fought the good fight, I have finished the race, I have kept the faith. Now there is in store for me the crown of righteousness, which the Lord, the righteous Judge, will award to me on that

day—and not only to me, but also to all who have longed for his appearing.” (2 Timothy 4:6-8).

Paul, Peter, John Wesley, Martin Luther, Phineas Breesee, Richard Anderson, Mother Teresa of Calcutta, Nelson Mandela, Mahatma Gandhi, Bruno Radi, among others, were some of the few leaders who have left a mark and an extraordinary legacy to mankind. Even in death, they keep inspiring and influencing new generations around the world, due to their theological, missionary, and evangelistic contributions, for their political and social changes, and also for their unique and unequalled personality and character.

The challenge for a leader is how to leave a legacy to those who work with him, in his responsibility of service, what those collaborators learn from him through his behavior, character, and lifestyle, is the legacy he will leave them. If the service you give to God's Kingdom in your ministry is helping a youth, is impacting his life, and getting him involved in the ministry, then you are leaving a positive legacy in his life.

In a personal way, when I was young, I used to see the leaders of the church and thought: “someday I would like to be like them”. They inspired and influenced me. I was inspired by the way they preached, taught, and served; I remember that I had many questions about how to reach that level, and if I had the opportunity to talk with some of them, I used to ask them what was the key to success and they all agreed: to be faithful to God and He will call and prepare you for His work.

Legacy transcends time and position; therefore, you can start building while you lead from the front, from one side, or from behind.

Listed below are some recommendations to be able to do so:

1. Think about your epitaph.
3. Be grateful for the last generation.
4. Think about your children and the next generation.
5. Empower the leaders of the near future.

Jesus left a legacy because of the measure of His leadership of service and His mission.

Jesus left a legacy because of the measure of His leadership of service and His mission.

Why it is important and urgent to think about the legacy?

Because the new generations are still looking for models worthy to imitate, and because of their current environment. Here are young people thirsty for justice and with commitment to causes that generate social transformation, and that also impact their communities with ecologic projects that help to take care and to improve the world they are living in.

Young people need adults who share their wisdom and experience, in exchange for technology and new contextual strategies to reach the new generations.

The question is: How can we team-up with millennials and Generation Z, and leave a legacy with them at the same time?

Generational leaders must consider their own characteristics in order to involve other people in the ministry.

Leaders must start to lead with a goal in mind: What is the impact, mark, or legacy we must leave in the generations?

To achieve this, we must:

- Establish limits and agree on the rules in a friendly way.
- Relationship: accompany and share with them experiences of life and leadership in order to influence them so that they are able to replicate in their life's principles and elements that help them to form their leadership.
- To be accessible to them: the new generation needs mentors or coaches that are available in the moment when young people need them.
- Delegate to them: young people need to have a sense of belonging and assume significant assignments that add a value that empowers them to develop effective leadership.
- Empower them: help them to assume the responsibility to lead themselves, but also to learn how to lead with the legacy in mind.
- Train them and trust in them: young people don't need us to resolve their problems; they don't need us to tell them how to satisfy their needs, they need to be heard and know that we trust in them.
- Generational integration: all the generations have the opportunity to integrate our born characteristics and share them in the development of emergent leaders. Young People of today look for models, heroes, and leaders to follow and admire, therefore, we have a great challenge, since they are not looking only for words or positional leaders, but for models that mark time.
- Multiply them: we must not add or make followers anymore, but leaders who become multiplying agents for other leaders, adding potential for their ministries and being agents of change.



Stop for a while and meditate on what you have read. Answer the following questions honestly and talk with Jesus, leaving all in His hands.

1. What useful things have you learned today after reading this chapter?

2. How do you think you will apply the points raised in your life and ministry?

Conclusion



“Blessed are the dead who die in the Lord from now on. “Yes,” says the Spirit, “they will rest from their labor, for their deeds will follow them.” Revelation 14:13

You never imagine that somebody is watching you on your path.

A few days ago, God gave me the privilege to receive the baton of a ministry from a leader of a different generation, with a different perspective, not only about life but about leading. That two-day conversation during my training gave me the opportunity to understand more about generations and their leadership.

I learned that somebody is following you and that sometimes he clicks “like” to what you are doing and that he also values your efforts and your sacrifice to the point where he gives you his confidence vote.

The leader must wait for the right moment. Many of us want to run, to be, and to do because that is our nature. We long to have power, to be seen, and to be applauded and admired, and because of that we upload selfies on social networks because we want to know how much acceptance and approval from others we have. However, we must dedicate our best efforts to Jesus our Lord and savior.

Paul advises us that we must look for God's approval, presenting us before Him like workers who don't have anything to be ashamed of.

I learned that the most important thing you can do as a leader is to give everything to God: your heart, emotions, aspirations, character, and dreams. I have also learned that God at the time will know that you are ready to take the leadership position. He will only require your performance, holiness, humility, obedience, and willingness.

The best and greatest investment in your life is when you train visionary leaders with the same passion, just as Jesus did, since He changed and transformed His disciples. He didn't dedicate His life to the construction of a temple, but to transform people's lives, making them significant and empowering them to continue the work He started in this world.

I wish that your highest goal is be to be like Christ and to leave a legacy for the new generations to whom you can say: "Today is your time..."

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It is my wish and prayer that, the little I have learned and expressed in this book, be useful as a legacy from somebody who loves the Lord and longs to see a new generation passionate for the message of hope. I also wish that readers, as leaders in vogue, also prepare the emergent ones, so that they can continue in this relay race, where we are the runners today; make this with faith, obedience, and holiness.

Milton Gay

