



Cultivating Second Chair Leaders

Conversations about living out servant leadership in the second chair

Episode #010: Recognize God's Call

August 3, 2022

On this first episode of season 2 of Cultivating Second Chair Leaders we will talk with guest, **Sue Steege (@susansteege)** on how to engage to Recognize God's Call in our lives and how that impacts our emotional health as second chair leaders. We will also highlight KINDLE devotionals, authored by Sue, which are great for personal and professional use!

Quotes for Reflection - Sue Steege

- "It appears from Jesus' perspective that a Christ-like servant leader is willing to do the dirty work."
- "Jesus right away is saying: I'm doing this for you because I want you to do it for others. I think that's the magic of Christ-like servant leadership. It always goes forward from the person who is doing the leading."
- "When I am recognizing God's call in my life and act on it, the fruit of that is emotional health. I'm living in a way that is congruent with how I've been created."

Scripture for Reflection

- John 13:1-15

Engagement Questions/Next Steps

- What's your favorite part about being on a team in ministry?
- How does submission and humility make you a more effective Christ-like servant leader?
- Whose voice distracts you from recognizing God's call for your life?
- Challenge: Select one of the devotionals and use it in your setting: Could be a staff meeting, family devotion, or video chat with a friend. If you have used the devotionals, how have you used them? Share with us how it went!

We would love to hear insight from your discussion. You can send an email to emily@kindleservantleaders.org and we may share your story in the future!



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Episode #011: Pursue Wellness

August 10, 2022

On this episode of Cultivating Second Chair Leaders we discuss the pursuit of wellness and how taking care of our physical health has an impact on our leadership abilities. We talk with guest **Jean Kempe (@taibeck)** on how positive outcomes can influence a balanced lifestyle as a second chair leader. We will also talk about a resource KINDLE provides, called a growth plan, which is available on the second page of this discussion guide!

Quotes for Reflectiono Jean Kempe

- “As a leader, people are watching us. We want to model healthy living skills. We have to think of ourselves as a whole being...we are one person and if one area is suffering, it’s going to affect the others.”
- “It reminds me, too, that that’s the model for my own ministry too. Even though I am the church professional, to set that aside sometimes and be humble and serve others in the ways they need to be served.”
- “Once a growth plan ends, once you reach a goal, set another one.”

Scripture for Reflection

- John 13:1-15

Engagement Questions/Next Steps

- How would you describe your 2nd chair role?
- What ‘Pursue Wellness’ physical health goal have you achieved? What kind of tools/accountability helped you?
- How do you share your pursuit of wellness with others in your area(s) of influence?
- Which of these is the most challenging aspect of pursuing wellness for you? Why?
 - Support from a 1st chair
 - Growth plan with accountability
 - Being my own advocate

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KINDLE Growth Plan

Name:		Date:	
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Step 1: SPO Information	
Servant Leader Strand	
Servant Leader Practice	
Outcome	
Reason for selecting this area	
Step 2: Objectives	
1.	
2.	
3.	
4.	
5.	
Step 3: Plan Implementation	
Resources needed to meet objectives:	
How can your coach and/or group help you achieve your objectives?	
Step 4: Plan Assessment	
How will you know you've achieved your objectives? What will that feel or look like?	
Special Notes:	

Midpoint Check-in Date:		Final Check-in Date:	
Coach Okay:		Date:	

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Episode #012: Grow in Wisdom

August 17, 2022

On this episode of Cultivating Second Chair Leaders We discuss the importance of keeping our mind sharp with opportunities for continuing education, not just in an academic setting, but growing in wisdom as it shapes us to be more Christ-like as servant leaders in the second chair. Our guest, **Kyle Blake (@khblake)**, also shares about his unique roles and experience as both a 1st and 2nd chair leader.

Quotes for Reflection - Kyle Blake

- “Even as a second chair leader it’s important for me, for the sake of the team, to keep working on me.”
- “I am a huge proponent of therapy...These are people who serve the church through serving others and helping them reconnect.”
- “Be wise enough to say, I need to learn something new.”

Scripture/Doctrinal References:

- Philippians 2:1-4
- “...who had redeemed me, a lost and condemned person, purchased and won me from all sins, from death and from the power of the devil...” Explanation of The Second Article of the Apostles Creed from Luther’s Small Catechism.

Engagement Questions/Next Steps

- There are different types of self-work. Which of these resonates with you in this season? (therapy, spiritual direction, coaching, mentoring, other) Why?
- What are some ways you can lead up with your first chair and down with other second chair leaders you serve with? (*Concept from “The 360° Leader” by John Maxwell*)
- Is there a tool that I am lacking? Who has that tool that I can learn from?
- Do you live in the community you serve/work in? Why or why not? What are the challenges?

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The A.R.K. Team Model (printed w/ permission)

What does A.R.K. stand for?

Authority: The individual(s) to whom we report the progress of a function or project.

Responsibility: An individual responsible for some function or project.

Knowledge: Individual(s) with specific expertise or knowledge about a function or project.

An A.R.K. team always begins with RESPONSIBILITY taking on a function or project. Dialogue begins when KNOWLEDGE becomes a part of the team. AUTHORITY has a limited role in this process, but it is an important one. These three people form a triad to work on one specific issue, project or function. When that project is completed the molecule dissolves. They can work together for months or for moments depending on the project or momentary problem solving need. Traditional hierarchy is only a part of the team in the reporting relationship between RESPONSIBILITY and AUTHORITY. Remember: Everyone wears different A.R.K. "hats" at different times within the organization.

What are the A.R.K. rules?

Rule #1 – Deal at the level of RESPONSIBILITY.

The action takes place at the level of RESPONSIBILITY. The key person is whoever is responsible for the issue at hand. KNOWLEDGE should always seek to deal only at the level of RESPONSIBILITY regardless of where you (or RESPONSIBILITY) are in the chain of command.

Rule #2 – Seek consensus agreement between RESPONSIBILITY and KNOWLEDGE.

The process should begin and end with these two entities. If possible you don't want AUTHORITY to be involved with the discussions and decisions. AUTHORITY gets briefed after the fact, but we want the decisions to be ones that both RESPONSIBILITY and KNOWLEDGE can support (consensus).

Rule #3 – RESPONSIBILITY makes the decision.

RESPONSIBILITY and KNOWLEDGE must discuss the issues and all its ramifications. Both must support the decision that is made. However, it is the job of RESPONSIBILITY to make the final decision.

Rule #4 – KNOWLEDGE can appeal the decision.

RESPONSIBILITY makes the decision, and hopefully it will be a decision that KNOWLEDGE can support. KNOWLEDGE must appeal to AUTHORITY if they cannot give consensus support to the decisions of RESPONSIBILITY. There is no middle ground here for KNOWLEDGE, either appeal the decision or give it consensus support.

Rule #5 – RESPONSIBILITY communicates with AUTHORITY.

It is RESPONSIBILITY'S job to communicate progress to AUTHORITY. That task is not required of KNOWLEDGE.

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What are the roles of each A.R.K. team player?

The role of RESPONSIBILITY:

1. Seek out all pertinent knowledge. Don't assume that KNOWLEDGE will come to you. It is your job to make sure you are analyzing all pertinent information before you make your decisions.
2. Make your decisions from a "mission statement" viewpoint. Decisions should always reflect the overall mission so that consensus support becomes inevitable. Collaboration is key here. Poor quality decisions result when we resolve conflicting viewpoints by compromising the mission. Review the facts and choose a course that is in the best interests of the organizations mission.
3. Be willing to defend your position to AUTHORITY. Remember, your job is to decide— KNOWLEDGE'S job is to support your decision or appeal it to AUTHORITY. If and when KNOWLEDGE appeals your decision, they are only doing their job. They are not going behind your back or around your authority. It is your job to make good decisions, but be prepared to defend them if necessary.

The role of KNOWLEDGE:

1. Provide your knowledge and expertise to those who need it. They may come to you first with a request, or you may go to RESPONSIBILITY first with some idea or plan. It does not matter who makes first contact. No one should wait to be asked. We want KNOWLEDGE and RESPONSIBILITY working directly together to achieve the best decisions possible.
2. Affect the outcome by influence. You will not make the final decision, so you must influence the outcome by the way you present the facts, figures and information. You don't carry official authority in the A.R.K. molecule, so you must influence through compelling knowledge and expertise.
3. You must support the decision or appeal. These are your only two options. You may not agree with RESPONSIBILITY'S decision, but you can still support it publicly for the good of the organization and its mission. Consensus support is the goal if total agreement cannot be reached. If you absolutely cannot support the decision, then appeal to AUTHORITY is your only course of action.

The role of AUTHORITY:

1. Let RESPONSIBILITY and KNOWLEDGE do the work. Often times RESPONSIBILITY and KNOWLEDGE don't think they should work directly together because they think it violates the organizational hierarchy. Make sure RESPONSIBILITY and KNOWLEDGE are empowered to do the work and that you can be informed after the fact. You don't need to be involved in the process itself.
2. Be ready for appeals from KNOWLEDGE. Remember, they work for the organization. They are paid to be experts. Be wise and listen for violations of the organization's mission when hearing an appeal. Don't be a conflict manager.

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3. Don't be afraid to overturn a decision by RESPONSIBILITY if upon appeal you think (after reviewing the facts) the decision is the wrong decision, violates the organization's mission or reflects obvious incompetence. Judge wisely and in the best interests of the organization.

Common mistakes of RESPONSIBILITY:

1. The number one problem is usually failing to keep the boss informed about what progress is being made by RESPONSIBILITY and KNOWLEDGE. This can lead to AUTHORITY thinking that KNOWLEDGE is interfering with his domain. Remember, RESPONSIBILITY is driving the function or project. If AUTHORITY gets surprised it's RESPONSIBILITY'S fault.
2. Thinking you show a weakness when you ask for help or input. In fact, it is just the opposite. We don't want "Lone Rangers" on a team. We value teamwork and recognize that collaboration assures a better end result.
3. Seeing KNOWLEDGE as an enemy to be feared instead of as a resource to be used. Remember, RESPONSIBILITY gets to make the decisions. You will be evaluated long term on the quality and consistency of your decisions. It makes sense then to value the input of the KNOWLEDGE people on your team.

Common mistakes of KNOWLEDGE:

1. Trying to dictate. Remember, you don't have the authority to make decisions. You can't dictate, you can only influence the decision through compelling information found in your expertise of the matter.
2. Lack of empathy for RESPONSIBILITY. If we don't have the responsibility, it is easy to only look at things theoretically, and miss the scope of the problems present in the reality of the situation.
3. Forgetting that you may only support or appeal. There is no middle ground.
4. Waiting to be asked. Things get done by people who take risks and join an A.R.K. to help move a process along. You have an obligation to participate when you can have impact. You have no obligation to wait until someone invites you into the A.R.K..

Common mistakes of AUTHORITY:

1. Not using RESPONSIBILITY to help you get your job done better and faster.
2. Not allowing KNOWLEDGE and RESPONSIBILITY to work directly with each other. This is usually due to a fear of losing control or a lack of confidence in RESPONSIBILITY.
3. Supporting KNOWLEDGE or RESPONSIBILITY in an appeal because of politics or to avoid conflict as opposed to supporting them because it is the right decision for the organization and its mission.

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Episode #13: Optimize Finances

August 24, 2022

On this episode of Cultivating Second Chair Leaders we talk about pursuing behaviors which promote optimal use of God-given financial resources. With the help of guest **Sarah Olson (@sarah_a_olson)**, we frame our conversation around defining generous giving and living and how each generation provides an important perspective that shapes how we serve God with our resources.

Quotes for Reflection - Sarah Olson

- “Jesus is approaching the end of his life, invests in relationships and invites us to serve. He shows first and invites second.”
- “We get to trust each other’s strengths and lean into our area of expertise in order for the whole to accomplish our goal.”
- “God continues to teach his people to leave a margin for those in need...to give out of the abundance of what we have.”

Scripture for Reflection

- John 13:1-17
- Matthew 6:19-24

Engagement Questions/Next Steps

- How do you manage the tensions of being a leader and team player in your setting? How do you help build unity?
- How does the understanding of generational perspective teach you about how to talk about financial giving in your organization and/or area of influence?
- Organizations can embrace transparency, communicate impact and teach about generosity. How is your organization doing when it comes to these processes?
- What about *[Insert org of your choice]* makes you want to give? To be generous? Pose this question to those in your organization and collect their responses.

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Episode #014 Stay Connected

August 31, 2022

On this episode of Cultivating Second Chair Leaders, we discuss the importance of staying connected as it enhances our relationships and social health. Finding Hope, a book, written by guest, **Heidi Goehmann (@lifeinrelationshippodcast)**, enhances our conversation as we better understand the dynamics and value of an authentic Christian community.

Quotes for Reflection - Heidi Goehmann

- *“Relationship is the heart of spirituality, not just the heart of ministry.”*
- *“I’ve noticed as leaders, we are well served by understanding our values.”*
 - Name the relationships in your life and then set boundaries
 - Get in touch with your top 5-10 values

Scripture for Reflection

- Philippians 2:5-8
“One thing we can take away from this as servant leaders is that Christ values humanness. He values our humanness and he chose humanness for a time for himself in order to walk into our world to spend time with us..to sacrifice himself in human form.”
- Heidi Goehmann
- Genesis 2-3 - mini narrative of God’s bigger plan of restoration
 - Read the Curse (v. 14-19), how many of the curses have to do with relationships?
- Colossians 1

Engagement Questions/Next Steps

- Consider a second chair role other than your own: what do you appreciate about the person who fills the role and how they serve?
- How do you see your relationship with God impacted when you are struggling in relationships with others?

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Episode #015: Well Being Matters in Leadership

September 7, 2022

On this episode of Cultivating Second Chair Leaders we will take a look at the big picture and overall impact of Cultivating Health as we pursue spirit filled practices as Christ like servant leaders. We will dig into the question: What does it mean to lead an abundant, integrated life as a second chair leader? Our guest, Jim Bradshaw, also a KINDLE board member, provides insight and wisdom on well being, from his years of experience in Kansas, serving second chair leaders in a variety of ways.

Quotes for Reflection - Jim Bradshaw

- “How quickly our joy can be taken away when we become slaves to our own soul neglect.”
- “The pursuit of wellbeing as a second chair leader is recognizing that all of life is really woven by who we are in Christ in our spiritual well being.”
- “As we slow down, we have clarity, we have focus. We can help those around us who are out of sorts in their personal life or in their ministry.”

Scripture for Reflection

- John 13 - *“Do you understand what I have done to you?” is really a challenging question to consider...I hear Jesus talking to me about discipling others and making that the focus of what I am about.” - Jim*
- Hebrews 12:1-2
- Philippians 2

Engagement Questions/Next Steps

- Do you sit in the vicinity of God more than at His feet? What keeps you from the latter? What can you do or who can support you personally spending more time with Jesus?
- What daily rituals do you use to connect with God? What could you plant into your day for connecting with God and others?
- Looking at the [Wellness Wheel](#), what area are you excelling at in this season? What area do you need to work on?

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Episode #016: Season 2 Wrap Up

September 14, 2022

On this episode of Cultivating Second Chair Leaders, we will recap season 2 of the podcast, using episode discussion guides, which highlight quotes and questions on the topics of Cultivating Health. Joining our host, Emily Phoenix, who will take a turn in the guest chair are Season 1 guest, **Daniel Baker (@bakerthrive)** and listener **Angela Erickson (@Squidget1248)**, two members of our KINDLE community!

Scripture for Reflection

- John 13
- John 3:30

Engagement Questions/Next Steps

- Besides your primary 2nd chair leader role, what other opportunities do you enjoy serving in as a Christ-like servant leader?
- How would you spend the last 24 hours of your life? What can you learn from Jesus and his example in John 13?
- What is the difference between coaching and therapy? What is the value of each?
- What are some examples of ways you currently carry out or desire to carry out ‘generous living?’

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