

PENTECOSTAL ASSEMBLIES OF THE WORLD
Securing Our Future: *An Apostolic Manifesto*

AD-HOC LEADERSHIP ACTION COMMITTEE PRELIMINARY REPORT

~ **“The Three D’s of Apostolic Leadership”** ~
Discovery – Development - Deployment

Committee Members:

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Introduction –

The document, “Securing Our Future: An Apostolic Manifesto,” was presented by the Honorable Bishop Horace E. Smith, on Wednesday, March 5, 2008 to the Executive Board of the Pentecostal Assemblies of the World, Inc. It was adopted by the board in principle, and the Presider was empowered to meet with leaders and other constituents across the country to present the document for information and discussion, and to garner much desired feedback. Thus, the Presider’s presentation began a dialogue that has resonated across the country, propelling the Pentecostal Assemblies of the World, Inc. to consider organizational change for the 21st Century.

On Saturday, August 2, 2008, the Presider presented a follow-up document entitled Securing Our Future: An Apostolic Manifesto ~ “Next Steps.” Contained within this subsequent document were specific instructions from which the Ad-Hoc Leadership Action Committee has taken its focus and direction. This committee is one of six ad-hoc action committees appointed by the Presider, each with responsibility for specific areas of organizational review. Our committee was assigned to address the following questions: 1) how are leaders identified; 2) how are leaders trained and prepared; 3) how are leaders designated and elevated; 4) how are leaders set in place; and 5) how are leaders evaluated? It is within these five designated parameters that this leadership action committee sought to give clarity, understanding, and direction, with oneness of vision for the total enhancement of the Pentecostal Assemblies of the World.

This preliminary report comes after we began our work in early October with several weeks of teleconferencing, and climaxing with a highly productive face-to-face meeting in Chicago, December 15, 2008. As the Ad-Hoc Leadership Action Committee for Securing Our Future: An Apostolic Manifesto, we believe our work is predicated on certain underlying assumptions that relate to potential for change throughout the totality of the organization. We believe there is a

concentric relationship between the foci and work of each of the six committees. We view the work of these committees as integral to a certain reality that many of these proposed ideas and recommendations will fail for lack of continuity unless or until we more clearly define our organizational and operational structure.

Underlying Assumptions –

Therefore, the following set of five assumptions informed our thought process, and provides the parameters for the scope of our work and this preliminary report.

1. **Governing Structure.** In terms of organizational governance, we assume that the Pentecostal Assemblies of the World Executive Board embraces, and is amenable and committed to organizational change in order to preserve its place in the 21st Century. Such change must include, but not be limited to, the creation of a true episcopate, including polity in such areas as doctrinal orthodoxy, and liturgical uniformity that gives greater continuity and stronger lines of authority in governance through the organization.
2. **Department of Transformational Leadership.** In terms of transformational leadership, we assume that the Pentecostal Assemblies of the World Executive Board embraces, and is amenable and committed to a paradigm of transitional and transformational principles and practices for organizational change in the immediate and long-term future as a necessity for the sustained viability of the organization and the achievement of its vision and mission. Essentially and practically, the creation of this department would ensure and oversee the preparation of leaders through a training process in areas of transformational leadership competencies to manage and monitor the desired change for the 21st Century.

Note: Significance of the term Transformation – “Change in form, appearance, nature, or character.” To accomplish “transformation” in leadership, we must understand leadership development as a change process derived from a multi-curricula approach of training. As a learning organization, with many unique and diverse gifts, we must define our common vision and purpose and pass it along to the next generation(s) with the goal of influencing transformation (change in form, appearance, nature, or character) through education.

3. **Transformational Leadership Academy.** In terms of the creation of a Transformational Leadership Academy, i.e., Sacred College, we assume that the Pentecostal Assemblies of the World Executive Board embraces, and is amenable and committed to the implementation of a strategy and process for leadership training and development. Such strategy would require the establishment of a training academy that would include broad-based curricula of P.A.W. core values, policies, procedures, practices, principles, and organizational structure and doctrine. This academy would provide the direct training for all new leaders, existing leaders, sitting Bishops, and the continuing educational needs of the organization throughout its auxiliaries and constituencies.

4. Preparation of Leaders. In terms of the preparation of leaders, we assume that the Pentecostal Assemblies of the World Executive Board embraces, and is amenable and committed to the preparation of future leaders as a function of identifying and defining desired leadership characteristics and competencies, and selectively interviewing those who possess these competencies and who are desirous of seeking higher office in the organization. This would include a rubric for defining the set of leadership competencies that would be desirable within the organization. These competencies would ultimately become the basis for a leader's assessment of performance when appropriate.
5. Leadership Competency Assessment. In terms of leadership competency assessment, we assume that the Pentecostal Assemblies of the Word Executive Board embraces, and is amenable and committed to the notion of competency assessment. The primary purpose of competency assessment is to help identify strengths and weaknesses of leaders, and to develop opportunities for enhancement of a variety of leadership competencies. As such, this information will assist the individual in determining potential development activities for improved leadership effectiveness, and for future advancement opportunities. These leadership competencies begin with discovery, follows through in development and training, and become the basis and focus for assessment as they are practiced in deployment. Also, a "grandfather" clause for sitting bishops in terms of such an assessment must be considered.

We further embrace the notion of a 360 degree performance assessment as a mechanism for evaluating a leaders performance based on feedback from several sources with whom the individual comes into contact, including peers, subordinates, and others. We recognize and value the need for confidentiality in this process and such will be maintained throughout.

Apostolic Leadership Flow Diagram –

The Apostolic Leadership Flow Diagram provides a comprehensive picture of the flow of leadership beginning with discovery, to development, and finally deployment. You will observe the title of Department of Transformational Leadership Development, with its three areas of emphasis: **Leadership Discovery, Leadership Development, and Executive Leaders Deployment**. This flow diagram is significant as it embraces in flow format the process we envision as necessary to accomplish the many aspects of leadership discovery, development, and practice into the 21st Century.

NOTE: The red boxes and arrows tract the progress of new leaders from a pool of potential leaders (discovery), through the Transformational Leadership Academy (development), to elevation/placement (deployment) as certified leaders, to assessment, and finally to retirement and celebration.

The Three D's of Apostolic Leadership: Discovery, Development, & Deployment –

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To properly frame our understanding of the work we have embarked upon, we used the expression “The Three D’s of Apostolic Leadership: Discovery, Deployment, & Deployment,” to suggest the comprehensive character of this leadership plan. We will become a 21st Century organization only as we see our selves as a learning organization. More than ever, we must appreciate and value the need to train our youth who represent the tremendous resource we have as an organization and tap into their gifts, talents, and abilities to sustain the future of our organization.

We believe **DISCOVERY** to be inclusive of creating a leadership pool, in terms of recruitment, analysis of leadership skills, character, and development around a set of competencies that will follow and be consistent with leaders as they progress throughout the organizational infrastructure in terms of its various boards, departments, auxiliaries, and committees. Once identified, such leaders would matriculate through the Transformational Leadership Academy and be certificated for various rolls and functions in leadership.

We further believe **DEVELOPMENT** to be inclusive of the development of a Transformational Leadership Academy, with curricula, and thereafter three levels of training: 1) training of new leaders for executive leadership rolls; 2) ongoing professional development training for sitting executives, i.e., sitting Bishops, officers, and lay directors; and 3) ongoing continuing education for all other levels of organizational leadership, i.e., auxiliary presidents/leaders, department heads, council chairpersons, deacons, youth leaders.

We further believe **DEPLOYMENT** to be inclusive of the leaders who have completed the Transformational Leadership Academy to be among those who are certificated for elevation and assignment to the Bishopric. Further, we embrace full implementation of the Professional Ethical Principles of Bishops and Professional Code of Conduct. This would allow for a full orientation for incoming bishops and assignment of a peer-mentor for the first year with an assessment at the first year anniversary. Further, the assessment process would be inclusive of existing bishops and executive leaders on the Executive Board for purposes of enhancing quality of performance of bishops and executive leaders.

Finally, within the area of **DEPLOYMENT**, we include the notion of retirement and celebration. We believe this would be inclusive of establishing a mandatory retirement age of 75 years of age without qualification. In other words, it would not be conditional on the health or mental capacity of the bishop in terms of retirement; it would be automatic. The bishop would then receive Emeritus status, including seating, voice, and vote with the Board of Bishops. Other retirement categories would include retirement, prior to 75, for mental incapacitation, failure to comply with minimum standards of conduct, etc., and failure to comply with PAW law.

Conclusion –

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In conclusion, we understand there is still much work to be accomplished by this Ad-Hoc Leadership Action Committee. We are gratified by the opportunity to share our work thus far and welcome any and all feedback. We will next turn our attention to the formulation of recommendations to the Executive Board, inclusive of policies and procedures, i.e., training curricula, competency assessment tool, etc., that will give substance to our work.

Recommendations

The following recommendations are proposed for presentation to the Executive Board based on the work of the Ad-hoc Leadership Action Committee:

Recommendation #1 –

We recommend the creation of the Department of Transformational Leadership Development. The purpose of this department is to oversee the discovery, development, and deployment of leaders throughout the Pentecostal Assemblies of the World, Inc. It will provide the process of identifying leaders that are the “crème-de-la-crème” of leadership to serve this organization. This will position the organization to be the top-tier, church organization in the world, with the capacity to do great work in fulfilling the vision and mission of the organization.

Recommendation #2 –

We recommend the creation of the Sacred College that would effectively provide the training for three categories of leaders in the organization: 1) Transformational Leadership Academy for new leadership development; 2) Professional Development Academy for the professional development of sitting bishops on the Executive board; and 3) Continuing Education Academy that would provide for the training of all other leaders throughout the organization, i.e. auxiliary leaders, pastors, deacons, etc.

Recommendation #3 –

We recommend the full implementation of the Professional Ethical Principles of Bishop and Professional Code of Conduct. This would provide all newly elevated bishops the opportunity to experience support in their first year of office by way of the “Bishops’ Peer Review Committee.” It would also provide a structure of all bishops to experience an assessment tool to enhance their performance on an ongoing basis.

Recommendation #4 –

We recommend a mandatory retirement age for all newly appointed bishops to be 78 years of age. This would provide the opportunity to celebrate the work of many bishops who move into

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Bishop-Emeritus status, as well as, the opportunity to tap into the tremendous talent pool of new leaders who are being prepared through the Transformational Leadership Academy.

As Chair, I personally want to express my appreciation to my entire committee for their commitment to getting this project accomplished. Each committee person has contributed enormously of their time, energy, and expertise, with great professionalism.

Attachment:
Flow Diagram