# LEADERSHIP DEVELOPMENT

# Workbook for Participants



Develop, Discover and Deploy amazing leaders who are empowered to influence

Ps John Iuliano



Copyright © 2023 John Iuliano

Published by LifeSource Christian Centre 382 Eastern Valley Way Chatswood NSW 2067 Australia

Scripture texts used, unless otherwise indicated, are taken from the New King James Version®.

Copyright © 1982 by Thomas Nelson, Inc. Used by permission. All rights reserved.

Lyons, J. (2018) A summary of John Maxwell's "the 21 irrefutable laws of leadership", Trinitas Advisors.

# **TABLE OF CONTENTS**

1	Introduction
2	Discover
3	Discover Mindset Checklist
11	Discover Discussion Questions and Activity
12	Develop
13	Develop Discussion Questions and Activity
14	Laws of Leadership
18	Deploy
19	Deploy Questions
20	Levels of Leadership
22	Leadership Characteristic Review
24	Ministry Plan
25	Personal Development Plan
26	Quiz & Feedback
27	Notes
29	Extra Activities

# INTRODUCTION

The Leadership Pathway at LifeSource Christian Church is a simple 3 tier pathway.

We believe that Leadership = Discipling and influencing others.

## 1. DISCOVER

Current leaders see genuine commitment to personal development and place them on a pathway towards leadership development.

## 2. DEVELOP

Mentoring the potential leader begins.

The goal is for the potential leader to pick up the DNA of our church, which values authentic discipleship, character over charisma, and servant leadership.

# 3. DEPLOY

A potential leader is given the opportunity to begin leading others. This is done carefully, so as not to place too much pressure on the potential leader or too little responsibility.

# Outcomes for this training:

- 1. You will be able to explain biblical leadership principles and the link between leadership and discipling others.
- 2. You will be able to identify where you are in your leadership development and identify skills needed to progress in this journey
- 3. You will be able to identify where other leaders are in their leadership journey
- 4. You will be able to make a Ministry Plan to guide your next steps
- 5. You will be able to make a Personal Development plan

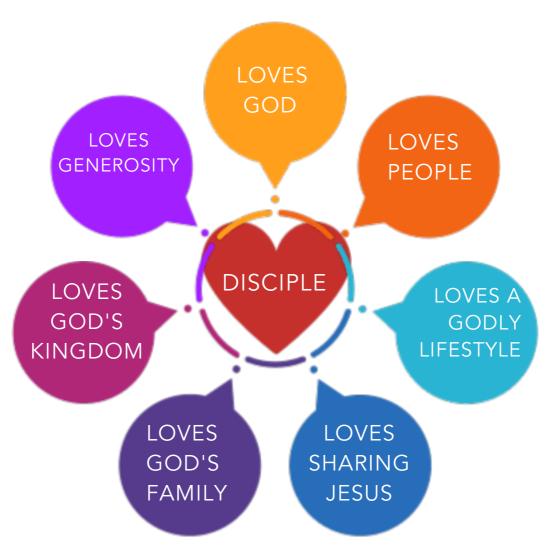
# 1.DISCOVER

The 4 Big Questions to help discover and recruit potential leaders are:

- 1. Is the person a Disciple?
- 2. Is the person a Son/Daughter of the house?
- 3. Does the person have a Servant Mindset?
- 4. Is the person Faithful and Teachable?

## 1. IS THE PERSON A DISCIPLE?

THE 7 CORE VALUES OF A DISCIPLE



First Core Value: Love for God	No, never	<b>Seldom</b>	3 <b>I Try</b>	A Usually	o Yes, always
1. I have a passionate love for God Does God have the most important position in your life?	0	0	0	0	0
2. I am submitted and obedient to God's commands Do you live life conscious of what God thinks about your actions?	0	0	0	0	0
3. I love to spend time with God in prayer, praise, and worship Do you have a consistent time with God in your daily schedule?	0	0	0	0	0
4. I love to spend time reading or listening to the Word of God Do you systematically read your Bible at least 15 minutes, or even better, 30 minutes a day?	0	0	0	0	0
5. I am committed to knowing, loving and serving God Would other people see in your life genuine evidence that you're a follower of God?	0	0	0	0	0
Loves God, Score: 5×5=25					
Second Core Value: Love for People					
6. I have a genuine love for people  Do you treat everyone you meet with respect, making them feel important?	0	0	0	0	0
7. I value people no matter what race, colour, or creed Have you overcome prejudice issues, placing all people on an equal footing?	0	0	0	0	0
8. I have a forgiving attitude towards people who wrong me Do you have a sweet spirit towards people, not holding grudges or resentment?	0	0	0	0	0
9. I do good deeds for others Do you go out of your way to be gracious and to serve others?	0	0	0	0	0
10. I feel compassion when I see people in need Are you moved to the point of doing something when you see a need?	0	0	0	0	0
Loves People, Score: 5×5=25					

	No, never	eldom	Гry	Usually	Yes, alway
Third Core Value: Living a Godly Lifestyle	<b>Z</b> 1	<b>ഗ്</b> 2	<u>-</u> 3	<b>5</b>	<b>¥</b> 5
11. I am committed to becoming like Jesus  Do you think about whether your actions reflect the character of Christ?	0	Ō	0	0	0
12. I make decisions based on what God would want me to do Is your guiding principle in life, "What Would Jesus Do?"	0	0	0	0	0
13. I have a personal relationship with the Holy Spirit, whom I allow to work in my life  Do you listen to the voice of the Holy Spirit in your life, and obey Him?	0	0	0	0	0
14. I consciously submit my unrighteous desires to God and do not give in to them  Do you crucify "the flesh" on a daily basis, living the life of an over-comer?	0	0	0	0	0
15. I live life with passion and enthusiasm Do you live your life in the revelation that God is on your side, that you are pleasing to Him, and that you're fulfilling the will and purposes of God for	O your lif	O e?	0	0	0
Godly Lifestyle, Score: 5×5=	<b>25</b> –				
Fourth Core Value: Sharing Jesus					
16. I look for opportunities to share about Jesus Are you aware of the unsaved people around you, seeing the opportunities for sharing Jesus?	0	0	0	0	0
17. I feel burdened about the plight of unsaved people Do you feel passionate about the fact that unsaved people are going to hell?	0	0	0	0	0
18. I am able to clearly communicate the gospel Have you learnt the basics about the gospel so that you can clearly share it with others?	0	0	0	0	0
19. I seek the help of the Holy Spirit who enables me to be a better witness  Do you rely upon the Holy Spirit and pray that He will fill you with His power so that you can be a better witness for Jesus?	0	0	0	0	0
20. I pray for the salvation of people  Do you spend time in prayer burdened for the salvation of the world, and have a prayer list of people whom you know need salvation?	0	0	0	0	0
Sharing Jesus, Score: 5×5=2	<b>25</b> —				

Fifth Core Value: Love for God's Family	No, never	Seldom	l Try	Usually	Yes, always
•	1	2	3	4	5
21. I attend, am committed to, and planted in my church Are you a pillar in your church, dependable, reliable and a son or daughter of the house?	0	0	0	0	0
22. I make a significant contribution to my church Do you look how you can help, serve and make your church better, asking, "what can I do that will bless my church?"	0	0	0	0	0
23. I go to a small group where I am discipled Are you committed to a small group ministry, where you're not only being discipled, but are also looking to disciple others?	0	0	0	0	0
24. I am discovering and developing my spiritual gifts while using them to serve  Have you done a course where you've discovered your spiritual gifts?  Are you developing and using these gifts as part of your service within your	O r church	O h?	0	0	0
25. I am submitted to the authority structures in my church Do you believe that God has established the authority structure within your church? Do you have an attitude of submission to the leadership ever if you may not completely agree?	0	0	0	0	0
God's Family, Score: 5×5=25					

Sixth Core Value: Love for God's Kingdom	No, never	<b>Woples</b> 2	3 <b>7 L</b>	Kanally 4	o Yes, always
26. My first priority in life is to seek the Kingdom of God Have you decided that rather than seeking materialism and comfort, you will first seek the Kingdom of God?	0	0	0	0	0
27. I see all that I do in my life and my work as connected to fulfilling God's purposes  Do you understand that you don't have two callings-a secular and a spiritual, but rather all that you do is connected to fulfilling the God-purpos for your life?	O	0	0	0	0
28. I am committed to the culture and values of God's Kingdom According to the summary of the Kingdom of God found in Matthew chapters 5-7, do you live your life governed by the teachings of Jesus?	0	0	0	0	0
29. I am allowing God to renew my thinking to be more Kingdom of God minded As soon as you discover a mindset in your life that is contrary to Kingdom-thinking, do you deal with it, setting it right?	0	0	0	0	0
30. I am committed to seeing God's will done in my life and in my world  Do you believe that every decision you make must first fall in line with what you believe to be God's will for your life?	0	0	0	0	0

God's Kingdom, Score: 5×5=25

	No, never	Seldom	l Try	Usually	Yes, always
Seventh Core Value: Love being Generous	1	2	3	4	5
31. I give at least ten percent of my income to the work of God Do you give a tithe (10%) of all your income to the church you belong to?	0	0	0	0	С
32. I financially support the projects and missions of my church and beyond Beyond your tithe, do you also give to support projects and missions with an amount that you feel the Holy Spirit has impressed upon you?	0	0	0	0	С
33. I make sacrifices so that I can better give and serve Do you hold on to possessions tightly, or do you consistently ask God how much you can do and give?	0	0	0	0	0
34. I am a good steward of God's resources  Do you live in the revelation that everything you have belongs to God, and one day you must give an account to Him about what you did with His possessions?	0	0	0	0	0
35. I look for opportunities to serve and show generosity Do you walk with your eyes and ears open, aware of how you can better serve your community and show generosity?	0	0	0	0	0
Loves being generous, Score: 5×5=25					

Now that you've completed this questionnaire, take time to review your scores. Are there any areas you need to work on?						
Now think about the developing leaders in your group. What areas are they strong in? Which areas need support? What can we do to help developing leaders grow in these areas?						

# 2. IS THE PERSON A SON/DAUGHTER OF THE HOUSE?

In raising leaders, we have to make sure that the leader has the values of a disciple. Jesus describes the mindset of a hireling in John 10:12-13.

#### SON/DAUGHTER OF THE HOUSE HIRELING

- Feels a sense of ownership to the house
- Sticks it out despite the season
- Puts the people and vision first
- Wants to add to the vision
- 5. Will draw people to the vision of house
- Will seek clarity for what they don't understand
- 7. Will use their gift to serve the house
- 8. Will seek to give attention to others
- Can accept a no to their request
- Can accept correction
- 11.Places high value on unity
- 12.Places high value on truth & integrity
- 13.Teachable
- 14.Easy to trust
- 15. Faithful and loyal

- Is in it with a personal agenda
- Is only there when things are good
- Puts themselves first
- 4. Wants to change the vision
- 5. Will draw people to themselves
- Will criticize what they don't understand
- 7. Will use their gift to serve their agenda
- 8. Will seek their own attention
- 9. Will push back when request is rejected
- 10. Cannot accept correction
- 11. Places high value on getting their way
- Will push the boundaries if they can get away with it
- 13. Unteachable or hard to teach
- 14. Hard to trust
- 15. Are faithful and loyal to their own

When raising people into leadership, always raise up a son or daughter. Even if they are not as gifted, they will last the distance and be a long-term blessing to the house.

# 3. DOES THE PERSON HAVE A SERVANT MINDSET?

In Mk 10:42-45, Jesus introduces a new style of leadership, the servant leader model. The apostle Peter repeats this in 1 Peter 5:2-4.

#### SERVANT LEADER VS LORDING LEADER

#### **SERVANT LEADER**

- 1.Leads by inspiration
- 2.Leads by motivation
- 3.Leads through trust and respect
- 4.Lead because people love them
- 5.People follow because they want to
- 6.Corrects privately, praise publicly
- 7. Will easily give praise to others
- 8. Will accept responsibility if things go wrong
- 9. Uses power to release people
- 10. Sees leadership as helping others

#### **LORDING LEADER**

- 1.Leads by intimidation
- 2.Leads by manipulation
- 3.Leads through position and power
- 4.Lead because people are afraid of them
- 5.People follow because of fear of consequences
- 6.Corrects publicly, praises rarely
- 7.Directs all praise to his/her leadership
- 8.Blames others when things go wrong
- 9. Uses power to control people
- 10. Sees leadership as "It's all about me."

# **Identifying Potential Leaders**

Which people do you think of when you read these lists?

Are there any potential leaders you are now reviewing after reading these lists?

What is the reason for this?

## 4. IS THE PERSON FAITHFUL AND TEACHABLE?

The apostle Paul tells Timothy to look for FAITHFUL people who are able to teach others.

Faithful= Faithful to God, faith, the church, and family. Faithfulness includes loyalty, dependence, commitment, and dependability.

Teachable= Humble people are teachable. Humility understands that we still have a lot to learn and there is a willingness to learn.

Teachability questions to think about for us and our developing leaders					
John Maxwell	Never	Seldom	l Try	Usually	Always
	1	2	3	4	5
1. Am I open to other people's ideas?	0	0	0	0	0
2. Do I listen more than I talk?	0	0	0	0	0
3. Am I open to changing my opinion based on new information?	0	0	0	0	0
4. Do I readily admit when I am wrong?	0	0	0	0	0
5. Do I observe before acting on a situation?	0	0	0	0	0
6. Do I ask questions?	0	0	0	0	0
7. Am I willing to ask a question that will expose my ignorance?	0	0	0	0	0
8. Am I open to doing things in a way I haven't done before?	0	0	0	0	0
9. Am I willing to ask for directions?	0	0	0	0	0
10. Do I act defensively when criticized, or do I listen openly?	0	0	0	0	0
Score: 5×10=50					

If you answered never/sometimes to one or more of these questions, then you have room to grow in the area of teachability. https://www.johnmaxwell.com/blog/how-do-i-maintain-a-teachable-attitude/

-----

Discussion question: What opportunities do we need to give developing leaders to help them develop and maintain these qualities? Write some ideas below.

-----

Activity: 'Lead the Blind'

In your group, one member is blindfolded, and another member is their leader. Each blindfolded person lines up along the wall, the leader waits at the finish line. Using clear directions, the leader needs to guide their blindfolded peer. The winner is the team that sees its members successfully cross the finish line first.

What did this activity highlight about teachability and leadership?

# 2. DEVELOP

## THE 7 CORE VALUES OF A LEADER

In 1 Tim 3:8-13, Paul is telling Timothy 7 qualities to look for when appointing people into deaconship, which is interpreted as "servant ministry".

I. GOOD CHARACTER

**II.FAITHFUL AND LOYAL** 

III. SELF-CONTROLLED

IV. KINGDOM-MINDED

V. AUTHENTIC

VI.TESTED AND FOUND BLAMELESS

VII. ORDERED HOME



Paul says that before we appoint leaders that are tested, and if they are found to be BLAMELESS. Blameless (Gk anegkletos) = unaccusable, beyond reproach, and cannot be called into account.

The tests we want all our leaders to pass:

- 1. Love for God Test
- 2. Love for People Test
- 3. The Godly Lifestyle Test
- 4. The Sharing Jesus Test
- 5. Love for the Church Test
- 6. Love for God's Kingdom Test
- 7. The Generosity Test
- 8. Who's Following Test



# **VALUES OF A LEADER**

Discussion Questions:	
Of the 7 core values of a Leader, is there a value or values that you feel challenges your abilities or your capabilities as a Leader?	
Do you have a particular core value that you are gifted or strong at?  Can you share how you develop & maintain this skill/ value?	
What areas do you want to personally work on, so you can be the leader God wants you to be?	

# LAWS OF LEADERSHIP

John Maxwell wrote 2 amazing books many years ago which I highly recommend in addition to "The Making of a Leader" by Frank Damazio

- 1.Developing the Leader Within
- 2. The 21 Irrefutable Laws of Leadership

Jack Lyons from the Trinitas Advisors website summarizes some of John Maxwell's "21 irrefutable Laws of Leadership" as follows:

The Law of the Lid: states that there is a lid to our leadership ability. As we grow our abilities as a leader, we automatically grow our ability to impact the world.

The Law of Process: Leaders are lifelong learners and their capacity to develop and improve their skills distinguishes leaders from their followers.

Highlight the ones that you want to study further...

The Law of Navigation: Anyone can steer a ship, but it takes a leader to chart the journey effectively.

The Law of the Inner Circle: It states that those closest to us will determine our potential as a leader.



The Law of Empowerment: Empowerment is to give the means, power, and opportunity to others.

The Law of Timing: Effective leaders know when to seize the moment, when to move forward and when to back off, what to improve and how radical those improvements should be. Higher-level leaders often see opportunities and risks before others see them, which allows them to start planning sooner, see more options, and plan and prioritize in the short and long term.



The law of Legacy: Leaders leave a succession in their organizations, family, friends and the world and choose a life of significance, not just a life of success.



# LAWS OF LEADERSHIP ASSESSMENT

What level of skill and experience do you have in these areas?	Low 1	2	3	4	High 5
The Law of the Lid					
The Law of Influence					
The Law of Process					
The Law of Navigation					
The Law of Addition					
The Law of Solid Ground					
The Law of Respect					
The Law of Intution					
The Law of Magnetism					
The Law of Connection					
The Law of Inner Circle					
The Law of Empowerment					
The Law of the Picture					
The Law of Buy-In					
The Law of Victory					
The Law of Big Mo					

# LAWS OF LEADERSHIP ASSESSMENT

	Low 1	2	3	4	High 5
The Law of Priorities					
The Law of Sacrifice					
The Law of Timing					
The Law of Explosive Growth					
The Law of Legacy					

# **LAWS OF LEADERSHIP**

The 80/20 rule says that 80% of our activities will lead to 20% of our results and that 20% of our activities lead to 80% of our results.

The key is to identify the 20%. What are your most productive activities?

Reflect back on all the laws, which laws have impacted you most?

EVERY DEVELOPING LEADER NEEDS TO BE Connected to a recognised leader within our church who understands the Leadership Development Pathway and is working at developing the potential leader.

EVERY DEVELOPING LEADER NEEDS TO BE Attending Leaders Meetings and exposed to the Leadership DNA of the Church.

James 4:10 "Humble yourselves in the sight of the Lord and He will lift you up."

1 Peter 5:5 "...God resists the proud but gives grace to the humble."

1 Peter 5:6 "Therefore humble yourselves under the mighty hand of God that He may exalt you in due time." What is God saying to you through these?



# 3. DEPLOY

#### The 4 Steps of Deployment

1. Watch Me: The developing leader is encouraged to watch the leader as he/she does the task. The leader explains to what and the why of what is being done.



2. Help Me: The leader does most of the task, but gives the developing leader an opportunity to participate. The developing leader might be involved in a five-minute exercise the first time, however, over time this is extended and more responsibility is given to the developing leader.



3. I'll Help You: Once the developing leader has gained more experience, the roles are reversed, and the leader becomes the helper to the developing leader. This now becomes a weaning process, where the leader begins to delegate more and more responsibility.



4. I'll Watch you, go and do it: The leader can support from a distance, consult as needed and be available to offer guidance and advice.



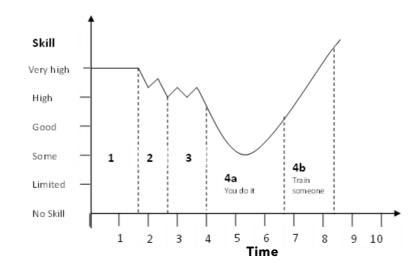
Once the new leader can fulfil the role, he/she needs to be encouraged to pass on their skills to someone else. This simple act releases the DNA of multiplication.

Mark 16:15–20 Jesus gave them the Great Commission and then ascended into heaven. But verse 20 tells us, "...the Lord worked with them and confirmed his word by the signs that accompanied it.." He was watching them from heaven.

# **UNDERSTANDING THE J CURVE**

Whenever a task is handed over for the first time, it's most likely that effectiveness will initially decrease.

However, if correct mentoring has occurred, the new leader will become more proficient and effective over time.



#### 4 REASONS WHY PEOPLE FAIL:

- 1. They don't know WHAT to do.
- 2. They don't know HOW to do it.
- 3. They don't know WHY they should do it.
- 4. They are UNABLE to do it.

NEVER assume 4 without first making sure you have done 1, 2 and 3.

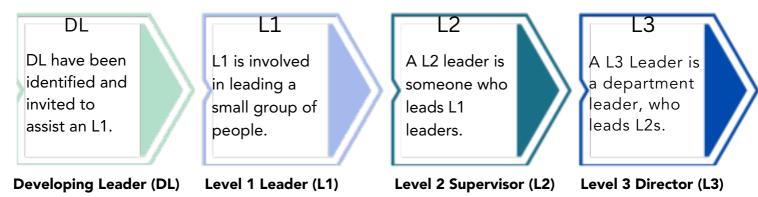
What are some of the challenges in training leaders?

Which areas do you personally find the hardest?

#### LEVELS OF LEADERSHIP

The strength of a church is reflected in the strength of its leadership. The more effective leaders a church has, the more effective a church will be in accomplishing its vision.

Leadership needs to be developed on many levels. The bigger the church, the more leaders it needs to keep it effective. I believe that 1:7 people is a good gauge from which to work.



# **Developing Leader**

These are the people who have been recruited to begin the leadership journey. They are on the Leadership Development pathway and assisting a Level 1 Leader.

# Level 1 Leader (L1-Leader)

These are the qualities we look for in L1-Leaders:

- \* A Disciple: They need to be a disciple before they can become a leader. A disciple is a follower of Christ who obeys all of Christ's commands and reflects the DNA and culture of the church.
- A Son/Daughter of the House: They need to be loyal and a role-model of the values of the church.
- \* A Servant: They need to understand that leadership is about serving people.
- Helping Others: They have a strong desire to help others and be a blessing to others.
- Impartation: They have a strong desire to share with others what they know, what they have, what they have discovered the life they have in Christ.

## LEVELS OF LEADERSHIP

#### Level 2 Leader (L2-Supervisor)

An L2 leader is someone who leads L1 leaders. They are supervisors and help other leaders become more effective. The qualities that need to be imparted and identified in L2 leaders are as follows;

Experienced: To be an effective L2 leader, one must first be an experienced L1 leader.

A Coach: Coaching is about drawing out of others what is already within them.

A Mentor: Mentoring is about sharing knowledge, experience and wisdom.

Innovative: The problem solver. Able to see the challenges as they are approaching and knows where to find the solutions to the challenges.

Accessible: Available to answer questions, follow up and follow through. They see themselves as the "Go To" person for L1 Leaders.



An L3 Leader is a department leader who holds the leaders accountable for effectively ministering to the people in that particular department. Their main focus is strategy, systems and leadership development. In a growing church, all department leaders ought to have the qualities of a L3 Leader, which are as follows;

3 years ahead.

A Strategist: One who is able to think and plan at least 2-

An Architect: A designer and implementer of systems, can put the pieces together so that everything works toward a common goal.

A Problem Solver: Someone who has the ability to fix problems that arise. Able to maintain and keep the system running well.

A Recruiter: Someone who is able to recruit people and grow the organization by being able to cast a convincing vision that excites people.

A Developer of Leaders: Has the ability to identify, develop and empower leaders to be effective in ministry.

# **LEADERSHIP CHARACTERISTICS REVIEW**

	Never	Sometime	Often	Always
Obeys all of Christ's commands (Shows ALL 7 characteristics)				
Loyal to the church and a role- model of the values of a disciple				
Serves people humbly and doesn't seek attention				
Has a strong desire to help and looks for ways to bless others				
Has a strong desire and actively seeks opportunities to share with others what they discovered in Christ				
Actively and confidently leading a group (what role?)				
Coaches people to help them find the answers themselves				
Mentors a small group, sharing knowledge, experience and wisdom regularly				
Problem solvers and can see future challenges and knows where to find the solutions				
Available to answer questions, follow up and follow through with disciples. "Go To" person				
Strategizes, makes goals and plans at least 3 years ahead				
Designs and implements systems, can put the pieces together so that everything works toward a common goal				
Has the ability to fix problems that arise. Able to maintain and manage people to keep the system running well				
Recruits new people, and is able to communicate, motivate and inspire people				
Leads leaders. Has the ability to identify, develop and empower leaders to be effective in ministry				

# LEADERSHIP CHARACTERISTICS REVIEW

What are the links between biblical leadership principles and discipling others?
What are your strengths?
What areas do you want to develop?
What is the one thing you can start doing to develop this?
Ask your mentor these questions and discuss the feedback

# **MINISTRY PLAN FOR**



SWOT Summary/Reflection from 2022								
W								
3 year Goals:								
•								
2023 Goals:								
• ———								
•								
Key Strategies	Activities	Time Frame	Persons Responsible	Win looks like				

# PERSONAL DEVELOPMENT PLAN



WOT Summary/I	Reflection from 2022			
year Goals:				
023 Goals:				
Key		Time	Persons	
Strategies	Activities	Frame	Responsible	Win looks like

Congratulations on completing the training. Let's have some fun now with our quick and fun quiz!!





We value your opinion! Help us improve the training by sharing your feedback.









#### **EXTRA ACTIVITIES**

#### 'Sneak-a-peak' (Cohen, 2017)

Divide participants into two teams. Build a structure out of Lego or show a picture of a structure. Make it complicated, but able to be replicated. Make sure that this structure is kept out of eyesight.

A player from each team is allowed to see the structure for 10 seconds. Then, the players will return to their respective teams and have 25 seconds in which to give his/her team instruction as to how to build the structure. Then, the teams have 1 minute to build/ draw the structure.

This process continues until all the team members have had a chance to examine the structure and provide instructions. The team that successfully built the structure is the winner.

#### The Marshmallow Challenge

In this activity, teams use spaghetti sticks, tape and string to construct the tallest free-standing structure. They are given one marshmallow, which must be placed at the top of the structure. Devised by Tom Wujec.

#### 'You're a Poet' (Landau, 2018)

To harness creativity and reflect on leadership concepts, one activity for adults is to write a poem. This activity can be done individually or in small groups. The aim is to consider leadership in creative ways to find new perspectives.

#### Leadership advice from your role model (Cserti, 2018)

Each participant considers a role model whom they admire. They then think about a young person they know. If the young person was to ask the role model for leadership advice, what kind of advice would the role model give?

In groups, discuss and share the sort of advice identified and talk about contradicting points and how they can be reconciled. This sharing discussion may be a practical introduction to the idea of situational leadership.

#### 'Leadership Coat of Arms' (Cserti, 2018; Landau, 2018).

Individuals/ pairs or groups have 10 minutes to draw the Lifesource coat of arms. They can divide the coat of arms (or 'crest') into sections. To fill each section, consider the categories of leadership skills, values that help influence others, recent achievements/accomplishments and what you like most about your current work.

They should be encouraged not to be overly concerned with how visually appealing their picture is but rather that is shows the important aspects of a leader.

Once drawings are complete, the participants can show their drawings to the others in the group and explain their unique coat of arms.

https://positivepsychology.com/leadership-activities/#leadership