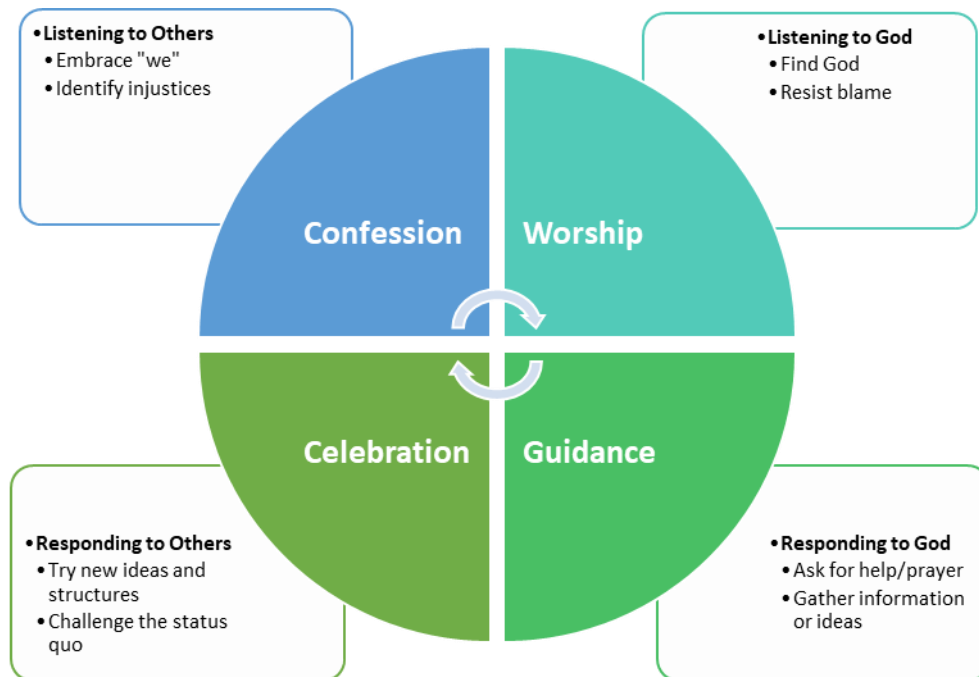


Virtuous Cycle of Leadership Formation¹



¹ Adapted from Dyck & Wong's Virtuous Cycle Model of Spiritual Disciples. Bruno Dyck & Kenman Wong, "Corporate Spiritual Disciplines and the Quest for Organizational Virtue," *Journal of Management, Spirituality & Religion* 7, no. 1 (2010): p. 7-14.

Force-Field Analysis

Challenge: How can we move BLI Operations to fully embrace Spiritual Formation/The Ministry Model?

		Engagement of the Entire League			
Best Case Scenario:	+	(Positive Forces)	-	(Negative forces)	Worst-Case Scenario:
<p>All staff and partner are fully engaged in the vision of Spiritual formation/Ministry model. Everyone in the League is the same direction. There is a minimal or no loss of partners.</p>	+	<p>We have strong intercultural expertise and experience (wisdom)</p>	-	<p>Cultures do not change easily. We need stronger cultural intelligence across the organization: a systematized/leveraged way of communicating, working, and learning, across cultural differences that is anticipatory rather than reactionary.</p>	<p>The model is not compelling enough to motivate League participants to embrace and move toward it. The most successful partnerships withdraw or feel excluded from the League. The change of focus to Spiritual formation/Ministry model causes some partnerships to not make sense anymore, either by the partner or by BLI (even if we've worked with them for years). The fit between strategy and culture is not well considered.</p>
<p>All members of the League have a clear understanding of the vision of Spiritual formation/Ministry Model. All members can communicate about it with a unified message.</p>	+	<p>Consistent and clear communication about BLI vision across all constituents of the League</p>	-	<p>Communication around the entire League is not consistent</p>	<p>The vision and message of Spiritual formation/Ministry Model is unclear and misunderstood. The Ministry Model is not wholly embraced by partners and staff. They say "yes" but meaning "no" and continue to perform business as usual.</p>
<p>Partners and staff engagement in our global mission increases. Clarity on ministry affects the unity/interactions among all League members/participants. Partners take more responsibility rather than just looking to BLI. Ministry model vs. a project model.</p>	+	<p>Many roles in the League, all valued for having ownership of the mission.</p>	-	<p>Roles/people in the League are not appreciated for their contribution to the mission.</p>	<p>Partner and staff engagement in our global mission decreases because of lack of clarity. Various roles within the organization are not given equal opportunity to share the vision and contribute to the mission.</p>
<p>True Leadership-in-Community develops between staff and partners (and others). Communities of Leadership embraced, growing, and functioning well. Convincing leaders not to be seduced by the hierarchy, but on shared leadership based on gifting.</p>	+	<p>PRDs are pockets of positivity – change agents – we need to identify cultural gateways (PRDs). Strong leadership skills in influencing change in a diverse team.</p>	-	<p>Not strong leadership skills to influence change in a diverse team.</p>	<p>Too narrow view of others and not recognizing the complexities within people's motivations, reactions, etc.</p>
<p>Healthy interdependence between BLI and partners. Partners are not just "little BLI's." We see</p>	+		-		<p>The relationship between BLI and partners is out of balance (valuing the partnership vs. building unity of</p>