PRINCIPLES OF THE PATTERN FOR LEADERSHIP

WHAT IS IN THIS DOCUMENT?

Included in this document are the teachings of three members of the Quorum of the Twelve Apostles in regard to The Pattern for Leadership. These teachings came from interviews conducted by HR that helped create the The Pattern for Leadership. Also included in this document is a summary of the Apostles teachings for each element of the Pattern.

HOW CAN I BEST COME TO UNDERSTAND THE PRINCIPLES THE APOSTLES ARE TEACHING?

Within the teachings of the Apostles, which are categorized under the nine elements of the Pattern, are gospel-based principles and truths regarding each of element of leadership. To best understand and internalize these principles it is recommended that you do the following activity.

1. Gather together with your team, or with a group of colleagues.
2. Choose an element of The Pattern for Leadership.
3. Read the summary statement for the element you chose.
4. Read the teachings of the Apostles for the element of The Pattern you chose, identifying the key points or key ideas that the Apostles are teaching.
5. For each key point or idea ask the question “Why is this important? How does it relate to this element of the Pattern? What is the eternal truth behind this teaching?”
6. Take the time to then discuss what you have learned, and what its implications are for you as an individual and as a team. What do you need to do differently, or continue to do?

HOW WILL IDENTIFYING THE PRINCIPLES OF LEADERSHIP HELP ME TO BE A BETTER LEADER?

As you seek to understand and internalize the principles of leadership contained within the teachings of the Apostles you will learn the lens through which all of your leadership activities should be understood, measured, and performed. Ultimately, you will be better prepared to lead in the Lord’s way.
## The Pattern for Leadership

### LEAD AS THE SAVIOR WOULD
Leaders in the Church workforce possess increased levels of spiritual strength and depth. Leaders obtain the eyes to see, the ears to hear, and the faith to act and apply the teachings of the Savior to the work. Leaders are courageous yet humble. Leaders lead by their own example, mirroring the characteristics of Christ-like leadership as taught in scripture and through modern day Prophets.

### ACT UNDER THE DIRECTION OF THE SPIRIT
Leaders in the Church workforce live worthily and obtain the assistance of the Holy Ghost to help them ask the right questions, think more deeply, and know the will of the Lord. Leaders are confident in theirs and others ability to be guided by revelation. Leaders are trusted because they always approach the work by asking, “What does the Savior want me to do?”

### ALIGN WITH THE BRETHREN
Leaders in the Church workforce define and work within the parameters they have been given by their leaders. With that guidance, leaders focus their efforts on what is best for the growing worldwide Church. Leaders contribute to and make possible the direction the organization is being led by Prophets, Seers, and Revelators. Leaders align their efforts to the needs of the Church, rather than pursuing individual goals or industry standards.

### DEFINE DIRECTION
Leaders in the Church workforce have come to understand the real purposes of the Church and the real needs of those they serve. Using that understanding, leaders create a vision and strategy to deliver the desired results. Leaders always ask, “How do we make the Church stronger?” and not, “How do we make our work discipline stronger within the Church?” Leaders have developed the spiritual ability to anticipate future direction and prepare for it.

### ORGANIZE WORK
Leaders in the Church workforce organize people, resources, and processes to achieve the desired results. Leaders then define the parameters that should guide everyone’s work. Leaders create plans to accomplish goals in the most effective and efficient way. Leaders help each individual understand how their contribution fits into the greater whole. Leaders seek to help others act instead of being acted upon.

### COUNSEL TOGETHER
Leaders in the Church workforce use councils to define the right questions, understand different perspectives, and receive needed revelation. Leaders ensure that people feel safe enough to ask hard questions and share their own opinions. Leaders step out of their assignment to collaborate across boundaries. Leaders give and receive direct feedback in a way that does not antagonize or anger others, but encourages growth and open communication.

### BUILD CAPABILITY
Leaders in the Church workforce know that leading is teaching. Like the Savior, leaders care for each individual one-by-one. Leaders use the gift of discernment to see the latent good and potential within others. Leaders take the time and use their resources wisely to help each individual become better than they knew they could become. Leaders always ask, “What are the needs of my people?” and they act on the impressions they receive. Leaders are continuously learning.

### ACCOMPLISH WORK
Leaders in the Church workforce always ask, “Are we doing the Lord’s work in the most effective and efficient way?” Leaders work relentlessly to achieve the results they have committed to deliver to those they serve. Leaders initiate innovative and creative solutions to difficult problems. Leaders recognize when change is necessary, support change efforts, and lead others through change.

### RENDER AN ACCOUNT
Leaders in the Church workforce feel personal accountability and responsibility to the Lord for the work they have been given to do. Leaders create meaningful performance measures and use them to guide individual and organizational performance. Leaders provide a truthful report of their stewardship without embellishing success or minimizing shortcoming. Leaders continuously improve their results and how they achieve them.
LEAD AS THE SAVIOR WOULD

Leaders in the Church workforce strive for increased levels of spiritual strength and depth. They obtain the eyes to see, the ears to hear, and the faith to act and apply the leadership principles they are taught in the doctrine of the Church. They are courageous, humble, and seek to act for themselves instead of being acted upon. They seek to make the complex simple.

• The world today is changing. Above all, we need leaders who are courageous—who have courage, even if they become unpopular in the world. – Elder Hales

• Our future leaders need to strive for a level of increased spiritual strength and depth. – Elder Bednar

• Principles of leadership and the pattern for developing leaders are in our doctrine. We simply need eyes to see and ears to hear, and the faith to act and apply. – Elder Bednar

• We need leaders we can trust—leaders we can give difficult problems to and trust them to come back with all of the best questions. – Elder Christofferson

• Leaders need to be humble up, as well as humble down. – Elder Christofferson

• Leaders need to make the complex simple. – Elder Bednar

• Being a good leader is not about skills you can learn. Those skills are important, but being a good leader is more about who you are. Expertise is good, but the weight is on who and what you are. It is that kind of person you can trust, that the Lord can trust, if they can keep themselves out of it. – Elder Christofferson

ACT UNDER THE DIRECTION OF THE SPIRIT

Leaders in the Church workforce seek the assistance of the Holy Ghost to think more deeply, and ask the right questions regarding their work. They are trusted because they always approach their work by asking “what does the Father want,” and then respond “that is what I will do.” Leaders believe in themselves, and in their ability to be guided by revelation in accomplishing their work.

• Our leaders need to understand the idea of “having less direction” but being “under the direction.” By this I mean being under the direction of the Spirit. These are the leaders we trust—they seek His will, they ask “What does the Father want?”, then they respond “That is what I will do.” – Elder Christofferson
TEACHINGS OF THE APOSTLES REGARDING
THE PATTERN FOR LEADERSHIP

• We must seek for the assistance of the Holy Ghost to think more deeply and clearly and to ask the right questions. – Elder Bednar

• Leaders need to discern and frame the right questions. – Elder Bednar

• When I look at those who are great leaders vs. those who are not, the difference is the Spirit. Being a great leader is about what you feel, and there is no specific way to measure that. It comes from who you are. – Elder Hales

• We need leaders who believe. We need leaders who first believe in themselves, and then believe in their ability to knock. – Elder Hales

ALIGN WITH
THE BRETHREN

Leaders in the Church workforce pay close attention to the direction the Church is being led. They sense the parameters they have been given and don’t go beyond them. Leaders don’t get caught up in what they were hired to do, and don’t set their goals on becoming equal to industry standards and benchmarks. Instead, leaders always seek what is best for the growing worldwide Church.

• We need leaders who understand what the real purpose of the Church is. This directly affects what they are trying to accomplish and how. – Elder Hales

• Leaders need to be able to sense parameters they receive and not go beyond where the Church goes. – Elder Christofferson

• Our leaders need to be able to ask the questions that the Twelve would ask if they were there, because at some point the Twelve will not be there like they have been able to be in the past. – Elder Hales

• We need leaders who will not get caught up in what they think they were hired to do, trying to build their own kingdom after the manner of the world, trying to become the benchmark and the standard. This is good, but it might not be what is best for the Church. – Elder Hales

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Leaders in the Church workforce have come to understand the real purpose of the Church, what this work is really all about, and use that lens in defining a vision and strategy. They don’t seek to build their own kingdom. They always ask “how do I make the Church stronger,” and not, “how do I make my discipline stronger within the Church.” They have developed the spiritual ability to anticipate for the future, and prepare for it.

- We need leaders who can work more independently. At some future time, the oversight that the Twelve will be able to offer will have to be less. Our leaders need the ability and skill to anticipate what is coming and to prepare. – Elder Christofferson

- They need to be able to be given a clear vision and set of parameters, then go and fill in all of the details – and they need to be able to do this without being off building their own kingdom. This is almost a prophetic skill or gift, the ability to anticipate and prepare. – Elder Christofferson

- We need leaders who can ask the question “How do we make the Church stronger?” and not “How do I make my discipline stronger within the Church?” – Elder Hales

- We need men and women who have truly come to understand what this work is really all about. These are the men and women we need. – Elder Hales

- We need leaders we can give the end to, but then they can figure out how to get there through the Spirit. They envision, and they are insightful and practical. – Elder Hales

Leaders in the Church workforce know how to take a vision and strategy and make practical plans for their achievement. They are able to clearly define the parameters for their work, how to achieve the direction most effectively and efficiently, and what every participants contribution is to the greater whole. Leaders foster a culture where people feel safe to innovate, and act for themselves to accomplishing the work they have been assigned to do.

- Leaders need to foster and nurture a culture of freedom within which people can act for themselves without fear of humiliation. – Elder Bednar
TEACHINGS OF THE APOSTLES REGARDING
THE PATTERN FOR LEADERSHIP

• The first overarching attribute of a great leader is the capacity to act and not be
acted upon—the ability to initiate, to innovate, and to learn the parameters
within which all participants should act to accomplish the work and achieve the
desired outcomes. – Elder Bednar

• They need to be able to be given a clear vision and set of parameters, then go
and fill in all of the details, and they need to be able to do this without being off
building their own kingdom. – Elder Christofferson

COUNSEL TOGETHER

Leaders in the Church workforce use councils to help define the right questions,
and receive needed revelations. Their people feel safe to ask questions and share
their own vision. They draw people out to share their own feelings and
perspectives. They are not one-faceted, but step out of their specialty to work
across boundaries. Leaders are willing to say what needs to be said, and give and
receive clear and honest feedback in a way that does not antagonize or anger
others.

• Leaders need to be able to receive revelation through councils. They need the
ability to hear other people’s vision, receiving it in such a way that their people
don’t feel threatened and feel safe to ask questions. Councils are best used
when we don’t have answers to our questions. The discourse of a council first
defines the right question, and then the right question leads to needed
revelation. Leaders need to have this ability to draw people out. They need
the ability to draw on them to say more than even they maybe knew.
– Elder Christofferson

• Leaders of the future cannot be one-faceted; this leads to tunnel vision, or what
I call “target fixation.” We need leaders who can step out of their specialties to
work together. – Elder Hales

• We need leaders who give honest feedback, but do it appropriately. They can
be effective, but can give a soft answer. That is what it talks about in the
scriptures. We have to be able to express ourselves in such a way that we don’t
antagonize or anger. – Elder Hales

• They need to be able to give clear and honest feedback, being willing to say
what needs to be said and say it honestly. They are well informed and honest,
can express their ideas with accuracy, and always bring recommendations with
them. – Elder Christofferson

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Leaders in the Church workforce know that leading is teaching, and that the Lord’s pattern for building people is one-by-one. They use the gift of discernment to both see the latent good within their people, and make time to help them become better than they knew they could become. Leaders always ask the question, “what things should happen unto the people. Leaders are good students, and seek to learn from everyone regardless of their standing or position,

• We cannot develop leaders the way the world does, relying primarily upon conferences, seminars, individual profiling, and skill practice and feedback. The Lord’s pattern of leadership development is “one by one.” Recall the experience of Alma and Amulek. Alma invited Amulek to his home and ministered to him personally and privately. That is perhaps the classic example of the Lord’s pattern. – Elder Bednar

• The second key attribute is discernment to assist the people with whom the leader serves to become better than they ever thought they could become. - Elder Bednar

• Leadership is teaching. Great teachers help learners discover things that the learners likely would not have discovered without the help of the teacher—and do so in a way that helps learners become more independent and competent. – Elder Bednar

• One of the highest manifestations of the gift of discernment is the capacity to “see” in another person the good, the ability, and the potential that individual perhaps has not “seen” in himself or herself. And this discernment also includes the power to help the individual recognize and develop his or her latent good, ability, and potential. Thus, leading is teaching. – Elder Bednar

• Leaders need to understand what can be learned in Jacob 1:5 and frequently ask the question, “What things should happen unto the people?” - Elder Bednar

• Selection is the best form of development. – Elder Hales

• A good leader is attentive, a good student. They make themselves good students from what they learn – the good and the bad. If I am an attentive student, I can learn from anybody. – Elder Christofferson
Leaders in the Church workforce always ask, “are we really doing the things that are necessary to do the Lord’s work in the most effective and efficient way?” They achieve their outcomes. Leaders initiate, and innovate to find creative solutions to problems. They recognize when change is necessary, and help others through the change process.

• The first overarching attribute of a great leader is the capacity to act and not be acted upon—the ability to initiate, to innovate, and to learn the parameters within which participants should act to accomplish the work and achieve the desired outcomes. – Elder Bednar

• We always need to ask, “Are we doing the things that are necessary?”
  – Elder Hales

Leaders in the Church workforce get the results that they are expected to deliver. They appropriately handle having less direction because they sense a great level of personal accountability and responsibility to the Lord. They measure performance so that performance can improve. When they report on their results they don’t try to only share the positive or the negative, they share the truth.

• We need leaders who can appropriately handle open-endedness. We need leaders who can fill in the blank lines on the page. We need leaders who will sense in this greater trust a greater level of personal responsibility and accountability to the Lord, and not the opportunity to build their own kingdom.
  – Elder Christofferson

• We need leaders who don’t only paint the down side, or the good side, but paint the truth. – Elder Christofferson