

I have established some hard and fast rules for the way we talk about the steward leader.

I must be careful here in part three not to go back into talk about traits, characteristics or tactics. Yet I must also not ignore the fact that steward leaders are called to lead effectively, and that effectiveness is tangible

and real. I also affirm that there are some experiences shared by effective steward leaders from which we can learn. It is acceptable within this framework to "see how it works" as long as we use these glimpses as motivation and not as methodology.

For that reason I want to share the four transformations of every steward leader. Each work of transformation is unique, and together they are the process whereby the Holy Spirit forms and shapes godly stewards into steward leaders. At each level of this work I will offer both a *gift* that is ours in this transformation and a *temptation* that will pull at the heart of every steward leader. I will conclude with a *spiritual discipline* that can serve us as we undergo this dynamic work of the Spirit and prepare ourselves to be more faithful, obedient steward leaders.

From each of these transformations I will then propose *trajectories* that our work must take as we live out our transformation as godly stewards in our lives as steward leaders. These trajectories will focus on the impact each transformation will have on the *people* we serve and, through them, the

PART THREE

Four Transformations and Four Trajectories



organizations we lead. In each of these discussions I will be careful not to slide back into language of techniques or steps in a process. This is as much the Holy Spirit's work as it is our inner transformation. I will look instead at where each may lead us if we are true to our calling as steward leaders. I will not describe the target, for that would align us with the leadership theories with which I have drawn such a sharp distinction. I will, however, talk about the movement to which we are called, and we will listen to voices of Christian leaders who are on that trajectory.

Below is a matrix of these transformations and trajectories. It is laid out on two axes: spheres of transformation and levels of relationship. Each column heading identifies one of three spheres of transformation in the, steward leader's life and work: transformation in the life of the steward, in the lives of people the steward leads and in the organization the steward serves. The rows direct us to each of the four levels of relationship that we are called to steward: with God, with ourselves, with others and with God's creation. The spheres of transformation intersect with the four levels of relationship. By moving across the rows we can see the trajectory of how our call to steward each level of relationship affects all three spheres of transformation. We will look at these trajectories by moving across each of the four rows.

By definition, you as a steward leader are on a journey of transformation. My goal is to describe as best I can the trajectories involved in that journey. How this journey unfolds, where it ultimately leads, and what is learned and produced along the, way is your story. It is unique to you, your people and

your organization. It is God's work in you and through you, and you are only the steward of this journey. Therefore, your sole responsibility is joyful and obedient response to that provision and calling and anointing. May that be the source of your humble attitude, your hope and your freedom for the work to which you are called.

Table 1. The Steward Leader Matrix

4 LEVELS	TRANSFORMATION in the Life of the Steward Leader	 TRAJECTORIES In the Life of the People He/She Leads	 TRAJECTORIES In the Life of the Organization He/She Leads
LEVEL One Transformation	The Steward Leader in the Presence of God	Steward Leaders Are United with the People They Serve	Steward Leaders Cultivate Culture
Stewards of Our Relationship with God, Our Creator	Having been recipients of God's love and mercy we respond to the Spirit's work of transforming grace in us by stewarding our relationship with God through personal devotion, corporate worship, prayer and the commitment to grow as his disciples.	We lead others in ways that reflect our priority of engendering in our people hearts that are rich toward God, enabling them to attain to the fullest expression of their God-given talents and to live out to the fullest their unique vocation as members of his kingdom.	We create corporate culture that values the priority of this relationship in all employees and that supports, encourages and empowers them to respond to this stewardship call through their roles in our organizations in pursuit of the highest standards of excellence.
LEVEL Two Transformation	The Steward Leader in the Mirror	Steward Leaders Develop Whole People	Steward Leaders Harness the Power of People
Stewards of Our Relationship with Our Self, as Children of God, Our Creator	Having been redeemed by God in Christ as his beloved child, we respond by stewarding our self-image, that it may reflect both our natural state as sinners in need of grace and our status as forgiven and beloved children of God and heirs to the kingdom.	We lead others in ways that recognize the ongoing work of the Spirit in their lives, shaping and forming them into the people of God they were created to be, and encouraging them in finding the balance in their lives that will enable them to be effective workers in the kingdom of God.	We set policy, develop employees, invest resources and set expectations that combine accountability and rewards in ways that build employee morale, personal growth, team work and innovation for greater organizational effectiveness and employee satisfaction and retention.
LEVEL Three Transformation	The Steward Leader in Relationship	Steward Leaders Build and Value Community as Its Own End	Steward Leaders Are Caretakers of Their Community
Stewards of Our Relationships with Our Neighbors	Having been given back our status before God, we respond by stewarding our relationships with others by humbly serving our neighbor, valuing our relationships as ends and not means, embracing sacrifice and the ministry of presence, and glorying in the triumphs of others.	We lead others in ways that value true community, we understand and invest in best practices that build and strengthen interpersonal relationships, we set goals and measure results according to relational standards, and we encourage sacrifice in the pursuit of individual and organizational growth.	We build business plans and create strategies that capitalize on our focus on relationships as the operating paradigm for everything we do, recognizing the power of serving one another and valuing relationships as the basis of organizational health and effectiveness.
LEVEL Four Transformation	The Steward Leader in God's Creation	Steward Leaders Marshal Resources Effectively	Steward Leaders Create Organizational Consistency and Witness
Stewards of Our Relationship with God's Creation	Having been restored to our place as caretakers of God's good creation, we respond by stewarding our resources of time, talent and treasure in ways that care for our environment, demonstrate our freedom from materialism and bear witness to our vocation as God's faithful stewards.	We lead others in ways that encourage and challenge them to live as stewards of God's abundant supply through their roles as coworkers, leaders and innovators, equipping them to use effectively all of the resources God has made available to them and through them for his glory.	We cast vision, plan strategy and set goals that direct our organization in ways that reflect our commitment to be holistic stewards as a community, resulting in greater organizational effectiveness, missional consistency and a clearer witness of our calling to care for God's creation.