

Timothy Yee

Profesador Wanda Walborn

Maxwell Paper- Leadership Assesment

## Leadership Assesment

### Level 1- Position

- Checked 9 boxes
- In level 1, I was able to check off nine boxes. the one box that I was not able to check off was the box where it said “most days, I look forward to going to work”. As a hospital chaplain, most of the days I do feel a sense of joy and purpose going to work. However, there are days where I do not look forward to going to work. This also translates sometimes in the Ministries that I serve in church as well. whether it is a conflict that I did not want to resolve at first or a task that I do not want to face right away, I have admittedly had days where going to work was simply out of obligation instead of finding joy and the things I got has told me to do.

### Level 2- Permission

- Checked 8 boxes
- In level 2, the two boxes that I could not check off were the boxes that said “ I know my strengths and weaknesses and rarely get blindsided in my work” and “ when I need to have a candid conversation with team members to correct errors or take care of problems, I follow through and don't allow too much time to go by.” I saw myself not checking off

these boxes purely because I did not want my other team members to feel like I was judging them and that I was saying my thoughts out of rashness.

#### Level 3- Production

- Checked 7 boxes
- In level 3, I could not check off the boxes that said “ people see me as an expert in my field and seek me out to learn from me”, “ I am comfortable with the idea that others are watching how I perform and follow my example”, and “ I have systems and routines that help me perform at a very high level”. I found myself reflecting on my views of self in terms of leadership and trying to compromise if I should check off the boxes or not. Ultimately, I decided that these are boxes that I was not comfortable checking off.

#### Level 4- People Development

- Checked 8 boxes
- In level 4, I could not check off the boxes that said “ my team or department is considered by others to be the best trained in the organization” and “ I have a history of moving people from position to position to help find their fit”. These are just the areas that I have not explored when building and developing leaders.

#### Level 5- Pinnacle

- Checked 6 boxes
- In level 5, I could not check off the boxes that said “ I am using my influence to instill values in my organization”, “ I am still at the top of my game, and the positive impact I

am making is strong”, “ I have influence outside of my organization”, and “ people from outside of my specific industry seek me out for leadership advice.” I felt like I could not check off these boxes mostly due to my age.

After doing the leadership assessments, I would say that I am at a level two leadership. There are still a lot of moments in my ministry career where I find myself asking what my true strengths and weaknesses are. Growing up, I felt like I was taught to look a lot more at my weaknesses than my strengths because there was always something to improve on instead of emphasizing what I'm already good at. There was a lot of guilt and shame in trying to celebrate those moments where I thought I could talk about my strengths as a leader. There were moments in my ministry career where I have been told that emphasizing my strengths meant that I was being prideful and bragging about how great of a person I was. even though I firmly believe that that was not the case, those moments instilled in me and thinking that I can never confidently share my strengths.

I talked to my wife and my two best friends about this leadership assessment. they were able to identify a lot of the blind spots that I was able to identify myself during this assessment. A very common thread was me being too hard on myself and not feeling confident and the authority that God has given me in that very specific position. I would often question whether or not it was in my place to talk to another team member about difficult conversations simply because I was afraid that I would come off the wrong way. After talking to my spouse and two best friends, they reiterated that during those situations, I do have the authority that was given to me by Christ to speak truth but to also package it in love. If I were to be completely honest, I still find it really scary and daunting to have those conversations with team members simply

because I do not want to come off as being too pushy or judgmental. I am also not confident all the time with telling myself that I do have strengths in the leadership that God has given me.

In the ministry maturing process, I see myself trying to walk away from that culture of Shame and guilt of not realizing the gifts that God has given me. During the reflection portion of this leadership assessment, I found myself praying to God asking for the confidence to just even recognize that I am worthy of having the strengths that He has given me. I do not want to vocalize my strengths in a way where it comes off as bragging or in a non-humbling way. At the same time, Maxwell has encouraged me throughout his book that being a leader is realizing that God has given everyone strengths and attributes to uniquely further the kingdom of God. Even though I know I'm going to be struggling with that constantly, I have asked my wife and two best friends to pray alongside me as I earnestly want to mature in this area of ministry and leadership development.

One strength that has been emphasized a lot was the ability to spend intentional time in developing leaders. These strengths were emphasized in level four, mostly centered around the amount of time and effort it takes for me to build up a new leader. I firmly believe in walking with someone and every aspect of their lives, meaning the good parts and the bad parts. Oftentimes, I find myself trying my best to invest in making sure that that individual is able to feel empowered and enabled by the Holy Spirit to do the great work that God has called him or her to do. This has been shown through the model of discipleship and small group leadership development that our church has constantly reiterated on over and over again.

The weakness that was glaring through this assessment was me not being able to identify the gifts and the strengths that God has given me. Like mentioned before, I grew up thinking that if I were to vocalize my strengths to others, it was a sense of bragging and making others feel

inferior. While deep down in my heart, I know that is not the case that I want to convey, that resonating thought still will continue to haunt me. Even writing this paper, I did not feel like I was worthy of being able to talk about what I'm good at without feeling like there's a burden of guilt hovering over me. My prayer in this particular section is for God to redeem those factors and for me to be confident in knowing that He will turn my weaknesses into strength if it is for His kingdom.

In the end, I believe my leadership style is one of having an intentional one-on-one relationship with the developing leader. I believe in walking and navigating through what leadership looks like for that individual, seeing what God has in store for them as they enter into their ministry career. This is where I find the most joy in serving God and I can sincerely say I find joy in seeing other people thrive in order to find their way and serving Jesus.