

A FRAMEWORK FOR DEVELOPING GLOBAL LEADERSHIP ACCORDING TO THE APOSTLE PAUL

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Abstract

Globalization is inevitable. There is no longer any need to debate whether an organization or a leader should consider becoming global. Such a discussion is as dead as universities debating whether they should have online studies. Being a global leader or organization is imperative today, especially if the goal of the organization is to extend the reach of its markets. The apostle Paul personified global leadership during the course of his ministry. The skills he displayed as a leader were (1) having a global mentality, (2) becoming all things, (3) displaying cultural agility, (4) overcoming adversity, (5) assembling strategic teams, and (6) leadership coaching. These are all necessary areas of leadership development if an organization intends to be effective in today's world.

Globalization is necessary for any leader striving to establish and sustain a competitive advantage. Organizations across the world are now training their leaders to become competent cross-culturally. During his lifetime, the apostle Paul displayed global leadership in his itinerant ministry throughout the Mediterranean world. Paul's skills as a cross-cultural leader are exhibited through his global mindset, the ability to become all things, his cultural agility, his aptitude to overcome adversity, his ability to build strategic teams, and his gift of leadership coaching. This paper is a glimpse into the life, ministry, and leadership of the apostle Paul. It provides leadership development

insight to all aspiring global leaders and organizations. The words global leader and cross-cultural leader will be used interchangeably throughout this paper.

GLOBAL LEADERS DEVELOP A GLOBAL MENTALITY

“Do not be conformed to this world, but be transformed by the renewing of your minds, so that you may discern what is the will of God—what is good and acceptable and perfect” (Ro 12:2, NRSV).

Leaders who want to be effective understand the necessity of developing certain global leadership qualities. According to Van Velso, McCauley, and Ruderman, for leaders, “operating globally requires organizations and leaders to work across cultures with different value systems and across nations with different legal systems, political priorities, social issues, and languages.”¹ The apostle Paul demonstrated many of those qualities throughout his itinerant ministry, particularly through having a global mindset. In other words, he was not stuck in the traditional Jewish thinking of his time, but rather, he had the foresight to realize what God wanted accomplished down the road, past Paul’s lifetime.

Paul understood that every effective global leader must have a renewed mind. For Paul, this renewed mind came from a personal encounter with the risen Lord (Ac 9). The apostle Paul expresses this in the periscope of Romans 12:2, declaring that the mind of a Christian leader should be like that of Jesus (Php 2:5) and not the world. The Greek word for transformed in Romans 12:2 is *metamorphoō*,² which speaks of a metamorphosis transformation. It can be compared to the evolution of a caterpillar going through the process of becoming a butterfly. Paul’s mentality was to change from a caterpillar (the world) into a soaring, beautiful butterfly (a servant of Christ).

Paul’s mental capacity is what made him highly effective in all ministerial arenas. He knew the work of cross-cultural leadership would take more of what he embodied. Paul allowed the Holy Spirit to work in him in powerful ways. While other apostles, like Peter, would change their thinking and treatment of Gentiles depending on who was around (Gal 2:11–13), Paul would confront such hypocrisy for the gospel’s sake. Paul’s mentality was global rather than ethnocentric in nature. Paul understood that the mission

¹ E. Van Velso, C. D. McCauley, and M. N. Ruderman, *The Center for Creative Leadership Handbook of Leadership Development*, 3rd ed. (San Francisco, California: Jossey-Bass, 2010), 346.

² W. E. Woodrick and J. R. Kohlenberger III, *The Strongest NIV Exhaustive Concordance: Formerly Titled the Zondervan NIV Exhaustive Concordance* (Grand Rapids, MI: Zondervan, 1999), 3510.

of the church was greater than himself. Therefore, Paul allowed himself to develop a global mindset.

The argument could be made this was the reason the Lord chose Paul to be an apostle to the Gentiles, so he could plant churches and minister to people throughout the Mediterranean. According to Cabrera and Unruh, “to successfully lead a global organization, leaders need to possess a global mindset. Simply put, being global—by leading and acting globally—requires that you first master the ability to think globally.”³ Jesus captured Paul’s gift to think, move, and act in a global capacity (Ac 9). Jesus established the church’s mission to be a global one. As Jesus departed from the earth, the Lord commanded his disciples, “But you will receive power when the Holy Spirit comes on you; and you will be my witnesses in Jerusalem, and in all Judea and Samaria, and to the ends of the earth” (Ac 1:8, NRSV). It seems Paul took “the ends of the earth” part of the Lord’s command seriously.

Paul was a skilled leader because of his global thinking. This is a character trait that every aspiring global leader needs to acquire. Northouse states that global leaders need to build the following five fundamental competencies to be effective:

- Global leaders need to understand the business, political, and cultural environments worldwide.
- Global leaders need to learn the perspectives, tastes, trends, and technologies of many other cultures.
- Global leaders need to work simultaneously with people from many cultures.
- Global leaders must be able to adapt to living and communicating in other cultures.
- Global leaders need to learn to relate to people from other cultures from a position of equality rather than cultural superiority.⁴

Paul had all of those skills, especially the ability to learn. This gave him the global mentality he needed to be used in tremendous ways by Christ. Global leaders will have to adopt a similar learning mentality in their business, ministry, or organization in order to have the same success as the apostle Paul. Global leaders are those who have engaged in a lifelong journey of learning.⁵ Global leadership is all about relationships, influence, and inspiration. According to Lingenfelter, “Leading cross-culturally is inspiring people who come from two or more cultural traditions to participate

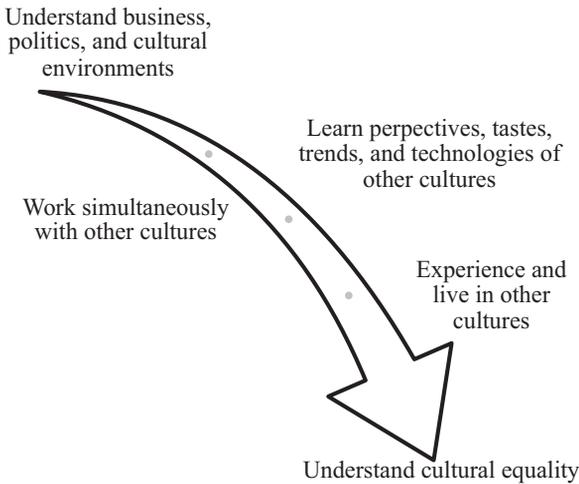
³ A. Cabrera and G. Unruh, *Being Global: How to Think, Act, and Lead in a Transformed World* (Boston, MA: Harvard Business Review Press, 2012), 32.

⁴ P. G. Northouse, *Leadership Theory and Practice* (Thousand Oaks, CA: Sage, 2013), 383.

⁵ R. L. Hughes and K. C. Beatty, *Becoming a Strategic Leader: Your Role in Your Organization's Enduring Success* (San Francisco, CA: Jossey-Bass, 2005).

FIGURE 1:

Five Fundamental Competencies



with you in building a community of trust, and then to follow you and be empowered by you to achieve a compelling vision of faith.”⁶ As long as leaders stay teachable, they can continue to grow as global leaders like Paul did.

GLOBAL LEADERS BECOME ALL THINGS

For though I am free with respect to all, I have made myself a slave to all, so that I might win more of them. To the Jews I became as a Jew, in order to win Jews. To those under the law I became as one under the law (though I myself am not under the law) so that I might win those under the law.

To those outside the law I became as one outside the law (though I am not free from God’s law but am under Christ’s law) so that I might win those outside the law. To the weak I became weak, so that I might win the weak. I have become all things to all people that I might by all means save some. I do it all for the sake of the gospel, so that I may share in its blessings (1 Co 9:19–23, NRSV).

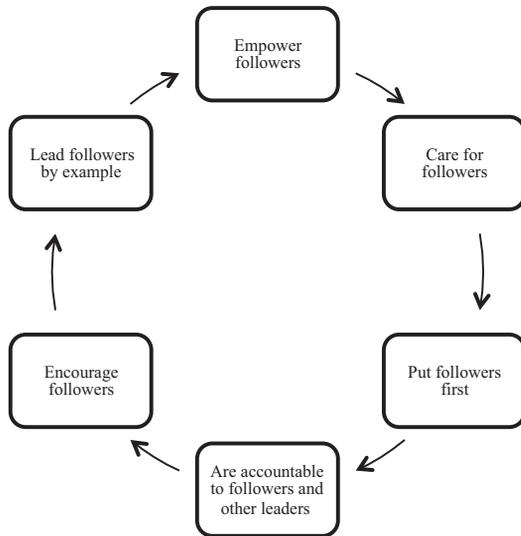
⁶ S. G. Lingenfelter, *Leading Cross-Culturally: Covenant Relationships for Effective Christian Leadership* (Grand Rapids, MI: Baker Academic, 2008), 155.

Paul’s unique global proficiency resulted from his gift of servant leadership. As the apostle summed up in the periscope above, “I have become all things to all people . . .” Paul knew he had to be universal in his service to people across all cultures. Global leaders can also implement this style by “becoming all things to all people.” Global leaders can learn the sensitivities of the cultures and traditions in which they serve, and as a result, generate the competitive advantage they desire. Paul did this in his time for the gospel; leaders today can do it for their organizations.

The leadership style Paul embodied was always to empower others. According to Greenleaf, “the best test . . . is: do those served grow as persons; do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And, what is the effect on the least privileged in society; will they benefit, or, at least, will they not be further deprived?”⁷ Although a bit complicated, this is the best way to measure if a leader is a servant or not. Rios states that servant leaders do the following for their followers:

FIGURE 2:

Servant Leaders⁸



⁷ R.K. Greenleaf, *The Servant as Leader* (Newton Centre, MA: Robert K. Greenleaf Center, 1970), 27.

⁸ P. Rios, “So You Want to Be a Leader?” *CNY Latino*, 2014, Retrieved from <http://www.cnylatinonewspaper.com/index.php/english/business/573-strategic-leadership-june-2014.html>.

It takes a global servant leader who will put his followers first, whether they are weak or strong, Jewish or Greek, poor or rich, or anything else. Global leaders have the responsibility to address the needs of their followers,⁹ allowing their leadership to span across multiple dimensions. Paul used his service as a tent maker to give him that credibility among the people (Ac 18:3). As a preacher and cross-cultural leader (in his time), Paul met people where they were in their life journeys, a common trait of global leaders.

Present-day global leaders can do the same for their organizations. Leaders must dive into the culture and traditions of the people who they wish to serve and with whom they do business.¹⁰ Global leaders cannot be afraid to become deeply acquainted with their customers, followers, and business partners. Paul was bold and had wonderful results. Global leaders today will have the same impact if they follow the blueprint laid out by the apostle.

GLOBAL LEADERS DEVELOP CULTURAL AGILITY

“There is no longer Jew or Greek, there is no longer slave or free, there is no longer male and female; for all of you are one in Christ Jesus” (Gal 3:28, NRSV).

Global leaders cannot be individuals who think they know everything or feel their nationality is superior to others. The apostle Paul exhibited a positive approach and cross-cultural capabilities through learning other languages and cultures. Paul had what Caligiuri calls cultural agility, “which is the mega-competency that enables professionals to perform successfully in cross-cultural situations.”¹¹

The more languages in which a leader is competent, the more successful that leader can be across different cultures. Paul was fluent in several languages. Bock explains that the apostle demonstrates at least three of the languages in Acts 21:37–22:29, speaking in Hebrew, Aramaic, and Greek.¹² Paul’s efficiency for taking the gospel globally was his ability to have conversations across diverse cultures. The apostle would meet people and present the gospel by testimony, word, and power of the Spirit (1 Co 4:20).

In Acts 21:37–22:29 is a glimpse of what Robbins calls “cultural intertexture,” meaning “word and concept patterns and configurations; values,

⁹ M. Z. Hackman and C. E. Johnson, *Leadership: A Communication Perspective*, 6th ed. (Long Grove, IL: Waveland Press, 2013), 117–118.

¹⁰ M. McCall and G. Hollenbeck, *Developing Global Executives* (Boston, MA: Harvard Business School, 2002), 209.

¹¹ P. Caligiuri, *Cultural Agility: Building a Pipeline of Successful Global Professionals* (San Francisco, CA: Jossey-Bass, 2012), 4.

¹² L. D. Bock, *ACTS: Baker Exegetical Commentary on the New Testament* (Grand Rapids, MI: Baker Academics, 2007).

scripts, codes, or systems (eg. purity, law, and covenant). . .¹³ Paul demonstrates his cultural agility by speaking in Greek during his defense to the Roman centurion, then waving to the Jews and speaking to them in Hebrew. The reader gets “insider knowledge” and is able to see the cultural tension that Paul deals with for his defense of the gospel. This text is a glimpse into the social and cultural texture of that time between Romans and Jews. Scripture states that the Jews were quiet until Paul said that he was to take the message of Christ to the Gentiles. This made the Jews yell and scream, thus providing a look into the social intertexture of the people.

Organizations across the world would benefit from having a person like Paul. He was culturally agile through his knowledge of several languages, and he did not discriminate against other cultures. Paul declared that he did not look at people based on their culture, sex, or status (Gal 3:28). How many organizations could prosper if they had global leaders with the cultural agility Paul had? Global leaders that are potent today are successful because they have learned that there is no room for ethnocentric ideologies. In the context of an ecclesial organization, Branson and Martinez write, “the missional church framework requires that we deepen our knowledge of our contexts, including ethnicities and cultures, so we can become more capable of wise and effective leadership in our churches.”¹⁴ Therefore, global leadership that communicates and embraces diversity affirms that all are welcomed and appreciated.

Paul may have been culturally agile because he was accountable. Scripture states that “James, Cephas and John, those esteemed as pillars, gave Paul and Barnabas the right hand of fellowship...” (Gal 2:9, NRSV). The apostle was an accountable global leader as noted in Acts 15:2–3,

And after Paul and Barnabas had no small dissension and debate with them, Paul and Barnabas and some of the others were appointed to go up to Jerusalem to discuss this question with the apostles and the elders. So they were sent on their way by the church, and as they passed through both Phoenicia and Samaria, they reported the conversion of the Gentiles, and brought great joy to all the believers (NRSV).

In other words, Paul was not running around as a lone ranger doing whatever he wanted. He was accountable to other apostles and churches. This is what made Paul’s leadership so effective. Finally, everyone wins because people get the best of all worlds. This is the joy and blessing of being a global leader. How can a potential global leader be accountable and globally responsive?

¹³ K. V. Robbins, *Exploring the Texture of Texts: A Guide to Socio-Rhetorical Interpretation* (New York, NY: Bloomsbury Academic, 1996), 58.

¹⁴ L. M. Branson and F. J. Martinez, *Churches, Cultures & Leadership: A Practical Theology of Congregations and Ethnicities* (Downers Grove, IL: InterVarsity Press, 2011), 67.

Van Velso et al. stated that individuals assess their leadership, attitudes, and actions through the following:

- Personal beliefs and attitudes supporting or hindering global responsibilities
- Individuals' practices related to global responsibility
- Respect diversity
- Continuous learning; learning from mistakes
- Seeking to understand the global, social, environmental, and financial impacts of work
- Questioning business as usual
- Taking a strategic view (long term, big picture)
- Dealing with conflicting priorities and perspectives
- Understanding the elements of global leadership.¹⁵

GLOBAL LEADERS OVERCOME ADVERSITY

We are putting no obstacle in anyone's way, so that no fault may be found with our ministry, but as servants of God we have commended ourselves in every way: through great endurance, in afflictions, hardships, calamities, beatings, imprisonments, riots, labors, sleepless nights, hunger; by purity, knowledge, patience, kindness, holiness of spirit, genuine love, truthful speech and the power of God; with the weapons of righteousness for the right hand and for the left; in honor and dishonor, in ill repute and good repute.

We are treated as impostors, and yet are true; as unknown, and yet are well known; as dying, and see—we are alive; as punished, and yet not killed; as sorrowful, yet always rejoicing; as poor, yet making many rich; as having nothing, and yet possessing everything (2 Co 6:3–10, NRSV).

The apostle Paul and apostolic teams went through many challenges for the sake and mission of the gospel. Paul demonstrated, through his work in ministry, the turbulent winds global leaders could face on a mission for their organization. Wagner vividly captures Paul's dedication to the cause when he wrote, "Paul's conversion was twofold. He committed himself to Jesus on the Damascus road, immediately referring to Jesus as 'Lord.' He committed himself to the body of Christ in the city of Damascus. . ."¹⁶ Paul's dedication was undisputable, and bore the sufferings of Jesus through his body and mind (Gal 6:17).

¹⁵ Van Velso, McCauley, and Ruderman, *The Center for Creative Leadership Handbook*, 368.

¹⁶ C. P. Wagner, *The Book of Acts: A Commentary* (Ventura, CA: Regal Books, 2008), 178.

Any leader who desires to achieve the global outcomes of Paul will have to be committed to the cause for the existence of the organization and to the body of it (the employees). Paul and his team suffered for the sake of spreading the good news because they were engaged and convicted of the mission and vision of the church (Mk 16:15). Contemporary global leaders will have to embark on a similar journey if they want similar results.

Paul and his comrades were sold out for the organizational mission. It did not matter what they had to go through to accomplish their goals. DeSilva expresses faithfully what Paul's hardships mean, "According to this model, experiences of hardship become opportunities to experience God's comfort and encouragement, and thus a resource for extending comfort and encouragement to other believers (2 Co 1:3-7)."¹⁷ In other words, what leaders go through for the cause of their organization—whether it is good or bad—in the end, if they are faithful stewards of their calling, everything will work out for the good (Ro 8:28).

GLOBAL LEADERS BUILD STRATEGIC TEAMS

For by the grace given to me I say to everyone among you not to think of yourself more highly than you ought to think, but to think with sober judgment, each according to the measure of faith that God has assigned. For as in one body we have many members, and not all the members have the same function, so we, who are many, are one body in Christ, and individually we are members one of another.

We have gifts that differ according to the grace given to us: prophecy, in proportion to faith; ministry, in ministering; the teacher, in teaching; the exhorter, in exhortation; the giver, in generosity; the leader, in diligence; the compassionate, in cheerfulness (Ro 12:3-8, NRSV).

Strategic leadership is the type of leadership that produces positive change. According to Hughes and Beatty, "individuals and teams enact strategic leadership when they think, act, and influence in ways that promote the sustainable competitive advantage of the organization."¹⁸ This certainly is what Jesus had in mind for the church two thousand years ago when declaring "go and make disciples throughout the world" (Mk 16:15).

The apostle Paul picked up Jesus' vision and understood that great leaders cannot get the job done alone. Even Jesus selected twelve for his mission (Lk 6:12-16). Paul was no different. He had a divine strategy to build teams

¹⁷ A. D. DeSilva, *An Introduction to the New Testament: Contexts, Methods & Ministry Formation* (Downers Grove, IL: InterVarsity Press, 2004), 588.

¹⁸ Hughes and Beatty, *Becoming a Strategic Leader*, 9.

and have them empower others. This strategy and design is commonly known as the five-fold ministry or gifts.¹⁹ Ephesians 4:11–12 states,

The gifts he gave were that some would be apostles, some prophets, some evangelists, some pastors and teachers, to equip the saints for the work of ministry, for building up the body of Christ, until all of us come to the unity of the faith and of the knowledge of the Son of God, to maturity, to the measure of the full stature of Christ (NRSV).

Paul knew his global leadership was going to need reinforcements. The apostle was not afraid to extend authority and delegate tasks to others. Paul was a team player. Global leaders should focus their efforts on building teams to maximize their success. Paul strategically linked himself with others who had gifts that he did not possess. Contemporary global leaders should attempt to do the same in their organizations.

People in any given organization have a specific function to perform. In the church, it is clear that not all are called and equipped to do the same task. Apostles may equip, train, supervise projects, mentor, coach, and plant new churches. Prophets may set a vision and give clear instructions. Evangelists may seek new recruits from the outside, as they are experts at winning new converts. Pastors keep the flock of God in perfect health and peace. Teachers are seen as the backbone of the church, leading in the delivery of doctrine and spiritual food. Hirsch illuminates the five-fold gifts or manifold ministries this way, which can help global leaders find their teams,

- Apostle—the entrepreneur: innovator and cultural architect who initiates a new product, or service, and develops the organization.
- Prophet—the questioner: provocateur who probes awareness and fosters questioning of current programming leading to organizational learning.
- Evangelist—the communicator: recruiter to the organization who markets the idea or product and gains loyalty to a brand or cause.
- Pastor—the humanizer: people-oriented motivator who fosters a healthy relational environment through the management of meaning.
- Teacher—the philosopher: systems-thinker who is able to clearly articulate the organizational ideology in a way as to advance corporate learning.²⁰

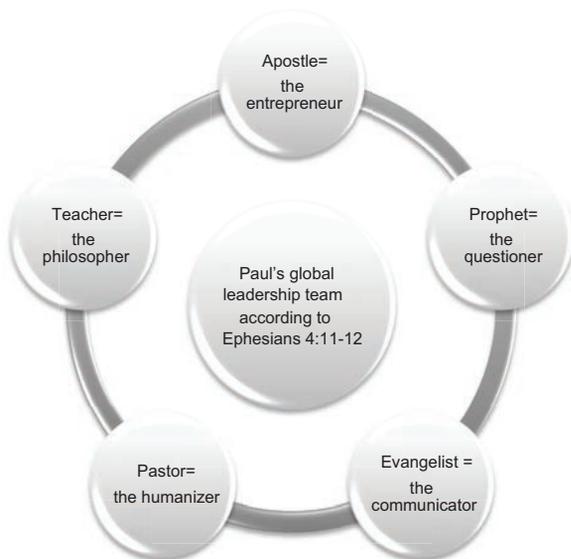
All of them work together and accomplish what Christ left as the strategic vision and mission of the church. When all five ministries (or gifts) are working together as a team, they will be more effective than one person could ever be.

¹⁹ C. P. Wagner, *Apostles Today: Biblical Government for Biblical Power* (Ventura, CA: Regal Books, 2012).

²⁰ A. Hirsch, “Three Over-Looked Leadership Roles.” *Christianity Today*, 2008. Retrieved from <http://www.christianitytoday.com/le/2008/spring/7.32.html?start=1>.

FIGURE 3:

Manifold Ministries



Paul's global leadership team was the five-fold ministry.²¹ Paul knew that his expertise and success as a global leader was dependent on others who he developed. The apostle's continuous work as a leader and developer made him a competent leadership coach, mentor, advisor, and apostle. Paul never took his eye off of his mission and vision. He did this by always surrounding himself with a powerful strategic team.

Strategic leadership teams are beneficial for global leadership. One person cannot be everywhere at once even in this day and age of technology. Northouse asserts that "a team is a specific type of group composed of members who are interdependent, who share common goals, and who must coordinate their activities to accomplish these goals."²² Paul was able to influence other leaders and followers by his powerful guidance and strategies. For example, according to Hughes and Beatty, the strategic leader may exert influence by

- Getting people on the same page regarding a long-term strategic direction.
- Engendering buy-in from people for a strategic venture so that there will be true commitment to it, not mere compliance (or worse, active or passive resistance).

²¹ Wagner, *Apostles Today*.

²² Northouse, *Leadership Theory and Practice*, 287.

- Significantly shifting the way resources are being deployed or invested in line with strategic intent.
- Sharing with more senior executives insights and observations relevant to the strategy's viability, effective implementation, or capacity to match competitor's moves.²³

Ultimately, strategic global influencers are leaders who can make things happen no matter what. Nothing can detain them. They see obstacles as challenges and trials and tribulations as opportunities for growth. Organizations are blessed to have these types of strategic leaders. Just as a reminder, strategic leaders of this caliber develop through a process of growth, learning, and maturity. It is vital that global leaders build and develop strategic teams.

PAUL'S ABILITY TO COACH AS AN EFFECTIVE GLOBAL LEADER

You are witnesses, and so is God, of how holy, righteous, and blameless we were among you who believed. For you know that we dealt with each of you as a father deals with his own children, encouraging, comforting, and urging you to live lives worthy of God, who calls you into his kingdom and glory (1 Th 2:10–13, NIV).

“As iron sharpens iron, so one person sharpens another” (Pr 27:17, NIV).

Paul was a leadership coach, consultant, advisor, mentor, and apostle. All are extremely important, but for the purposes of this article, Paul's capacity to coach and develop leaders will be emphasized. Although leadership coaching was birthed in North America and Europe, it is presently being used as a strategy all over the world.²⁴ The argument here is that the apostle Paul was using leadership coaching in his time, long before it was recognized as a contemporary business approach for developing leaders.

Leadership coaching is simply helping others reach their goals. As Stoltzfus states, “Coaches are change experts who help leaders take responsibility for their lives and act to maximize their own potential.”²⁵ Coaches get people from one place to another; Paul did this very well in his coaching. Martens writes an interesting point about Paul using athletic imagery in Scripture to illuminate his coaching abilities.²⁶ These are conveyed as follows:

- Not that I have already obtained this or have already reached the goal; but I press on to make it my own, because Christ Jesus has made me his own. Beloved, I do not consider that I have made it my

²³ Hughes and Beatty, *Becoming a Strategic Leader*, 125.

²⁴ H. Kimsey-House, K. Kimsey-House, and P. Sandahl, *Co-active Coaching: Changing Business Transforming Lives* (Boston, MA: Nicholas Brealey Publishing, 2011).

²⁵ T. Stoltzfus, *Leadership Coaching: The Disciplines, Skills, and Heart of a Christian Coach* (Virginia Beach, VA: n.p., 2005), 5.

²⁶ J.W. Martens, “The Apostle Paul As Coach,” *America: The National Catholic Review*, 2011. Retrieved from <http://americamagazine.org/content/good-word/apostle-paul-coach>.

own; but this one thing I do: forgetting what lies behind and straining forward to what lies ahead, I press on toward the goal for the prize of the heavenly call of God in Christ Jesus (Php 3:12–14, NRSV).

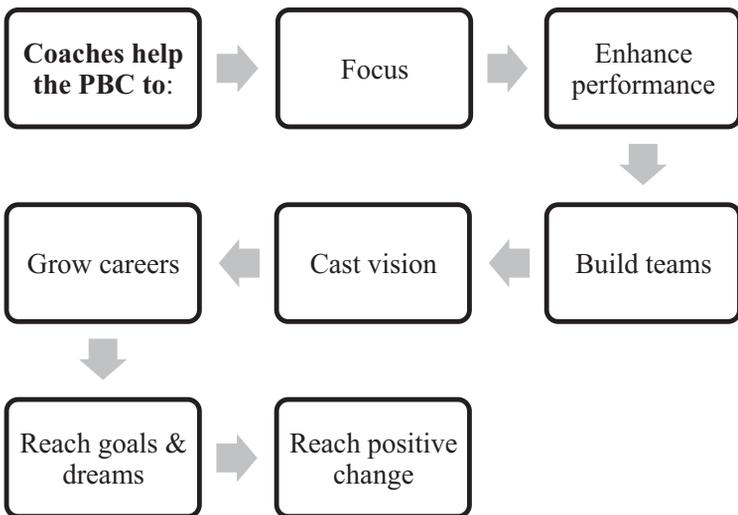
- I do it all for the sake of the gospel, so that I may share in its blessings. Do you not know that in a race the runners all compete, but only one receives the prize? Run in such a way that you may win it. Athletes exercise self-control in all things; they do it to receive a perishable wreath, but we an imperishable one. So I do not run aimlessly, nor do I box as though beating the air; but I punish my body and enslave it, so that after proclaiming to others I myself should not be disqualified (1 Co 9:23–27, NRSV).
- I have fought the good fight, I have finished the race, I have kept the faith. From now on there is reserved for me the crown of righteousness, which the Lord, the righteous judge, will give me on that day, and not only to me but also to all who have longed for his appearing (2 Ti 4:7–8, NRSV).

Paul was clearly not a coach that yelled from the sidelines but was a leadership coach who walked alongside the person being coached (PBC). Paul was always willing to do what it took to get the best out of his followers, churches, and even other leaders. Coaches do the same today. It made Paul a clever global leader. He had a gift to see people’s talents even when the people did not see them. The apostle Paul encouraged others and always found ways to bring out the PBC’s next level (1 Th 2:10–12).

Global leaders today can learn to adapt a coaching style to their global leadership. Something to note is that every culture will have its own way

FIGURE 4:

Leadership Coaching



of receiving coaching. However, this type of leadership coaching empowers others to “focus on finding fulfillment, enhance performance, build teams, cast vision, grow careers, reach goals and dreams, and reach positive change.”²⁷ The apostle Paul did it, and contemporary global leaders can too.

CONCLUSION

The apostle Paul was ahead of his time when it came to global leadership. He exemplified what leaders today need to do to have sustainable successes across cultures and borders. Today’s leaders must form certain skillsets in order to become global leaders. These are (1) acquiring a global mentality, (2) becoming all things, (3) developing cultural agility, (4) overcoming adversity, (5) assembling strategic teams, (6) and adopting leadership coaching.

No longer can leaders just think locally. Leaders must also think and act globally. Paul did this, and the gospel was preached across the Mediterranean world of his time. As leaders grow and acquire these skills, their influence will increase, enabling them and their organizations to maximize their potential, growth, and maturity. The chart below illustrates global leadership development competencies.

FIGURE 5:

Global Leadership Development Competencies



²⁷ R. G. Collins, *Christian Coaching: Helping Others Turn Potential into Reality* (Colorado Springs, CO: People Helper’s International, 2009), 16.

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