

CHRISTIAN MEDICAL JOURNAL OF INDIA

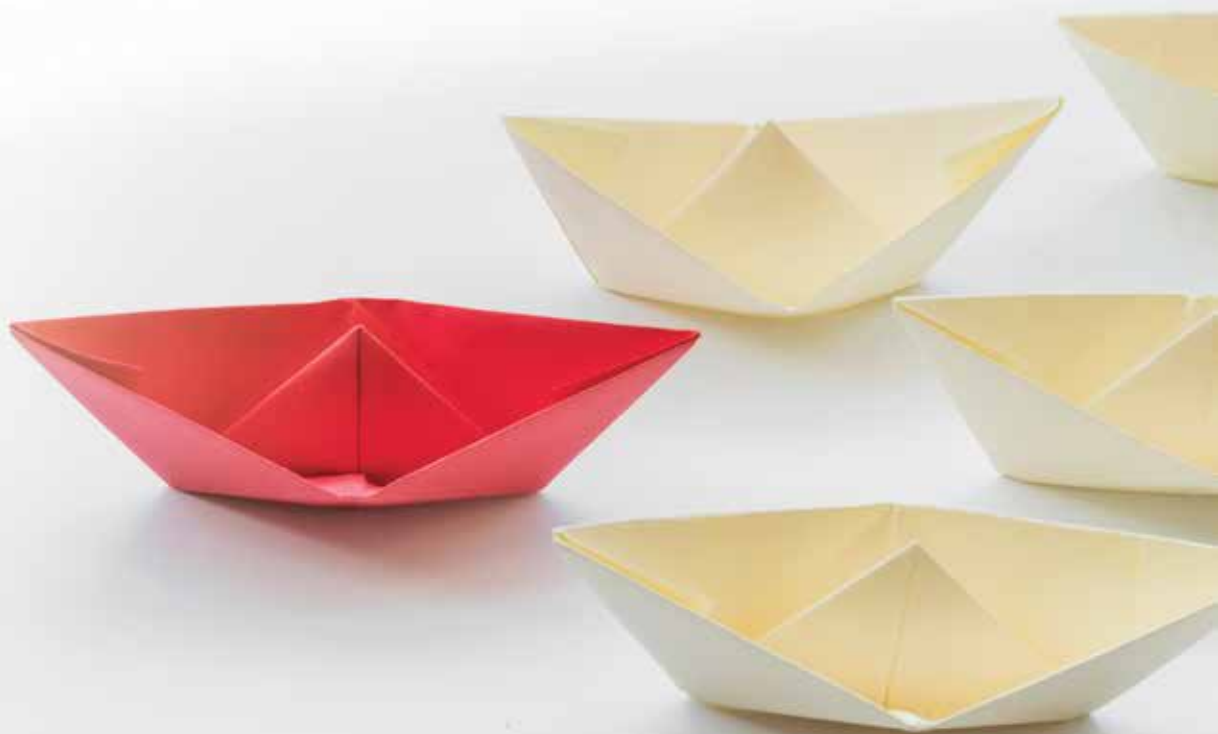
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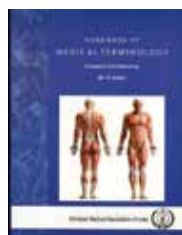
A Quarterly Journal of the Christian Medical Association of India

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LEADERSHIP

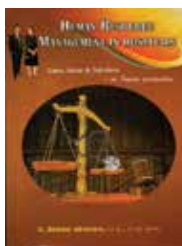


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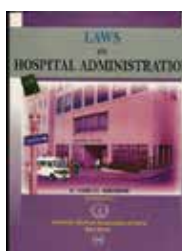
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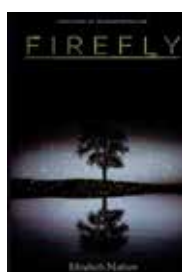


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Firefly, published by CMAI is an ode written by a mother, Mrs. Elizabeth Mathew, one of our staff in honour of her medical missionary son Dr. Shane Sam Mathew, who reached the eternal abode abruptly at the age of 25 in a fire that engulfed the staff quarters in Liberia in the year 2017. Dr. Shane was her first born and only son. The devastating experience of suddenly losing her child in a foreign land made her re-think about her faith, priorities and the purpose of life. Despite all the sorrows, through this book, she is trying to draw God's strength and grace and living with the hope that death is only a temporary separation and one day, she will meet her son in eternity. This book will challenge the young, console the grieved and uplift many-a-soul to understand and accept the sovereignty of the Almighty God. Rs 300

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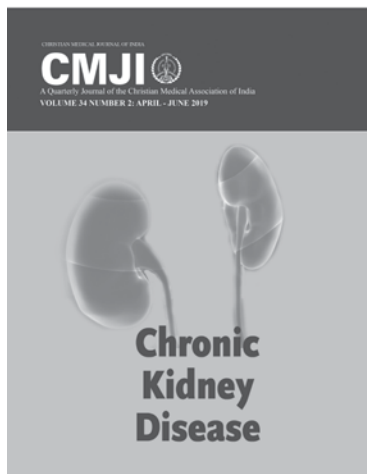
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LETTERS TO THE EDITOR



Thank you very much for the issue on CKD. Loved the editorial !
Mythili, CON, CMC Vellore

Dear Sister Mercy, Thank you very much. This is a very important and useful topic for our community.
Atulya Bora, MSW, Mitra, CHBis-samcuttack

Congratulations Mercy . It is a very nice topic. I received more knowledge about CKD. The personal experiences and stories are very touching – especially No, Never alone.
Mrs K V Choudharie, Mungeli.

How can we prevent contracting Hepatitis C ? It will be good if the authors will give their expert opinion so that I can practice it in my hospital. The Diet in CKD article was wonderful, as this also gives rationale too. I will now reprint my Hospital renal diet Plan.
Irene Light Christopher, Trichy

LETTERS / ARTICLES FOR CMJI

We invite your views and opinions to make the CMJI interactive and vibrant. As you go through this and each issue of CMJI, we would like to know what comes to your mind. Is it provoking your thoughts? The next issue is on "45th Biennial Conference". Please share your thoughts with us. This may help someone else in the network and would definitely guide us in the editorial team. E-mail your responses to: cmai@cmai.org

Guidelines for Contributors

SPECIAL ARTICLES

CMAI welcomes original articles on any topic relevant to CMAI membership - no plagiarism please.

- Articles must be not more than 1500 words.
- All articles must preferably be submitted in soft copy format. The soft copy can be sent by e-mail; alternatively it can be sent in a CD by post. Authors may please mention the source of all references: for e.g. in case of journals: Binswanger, Hans and Shaidur Khandker (1995), 'The Impact of Formal Finance on the Rural Economy in India', Journal of Development Studies, 32(2), December. pp 234-62 and in case of Books; Rutherford, Stuart (1997): 'Informal Financial Services in Dhaka's Slums' Jeffrey Wood and Ifftah Sharif (eds), Who Needs Credit? Poverty and Finance in Bangladesh, Dhaka University Press, Dhaka.

- Articles submitted to CMAI should not have been simultaneously submitted to any other newspaper, journal or website for publication.
- Every effort is taken to process received articles at the earliest and these may be included in an issue where they are relevant.
- Articles accepted for publication can take up to six to eight months from the date of acceptance to appear in the CMJI. However, every effort is made to ensure early publication.
- The decision of the Editor is final and binding.

LETTERS

- Readers of CMJI are encouraged to send comments and suggestions (300-400 words) on published articles for the 'Letters to the Editor' column. All letters should have the writer's full name and postal address.

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- Authors are requested to provide full details for correspondence: postal and e-mail address and daytime phone numbers.
- Authors are requested to send the article in Microsoft Word format. Authors are encouraged to use UK English spellings.
- Contributors are requested to send articles that are complete in every respect, including references, as this facilitates quicker processing.
- All submissions will be acknowledged immediately on receipt with a reference number. Please quote this number when making enquiries.

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EDITORIAL

Greetings to each of you! In this issue of the CMJI, we focus on Christian Leadership.

Many of us think the term “Leader” refers to “those big people up there”. But in reality, all of us have leadership roles. All of us need Leadership Skills. All of us are Leaders. Sometimes it is of churches or institutions. For others, it may be of a ward or a department; or leadership in the home, or in a group of friends or classmates. But all of us are leaders, in some way or the other; and all of us need to reflect on and improve our leadership processes.

There is a great gamut of information available on Leadership, on the internet and in our textbooks. But we still have to exercise our minds to create our own models for Christian Leadership. How is that different from the secular teaching? And instead of criticizing those above us, maybe we can ask ourselves: Am I fulfilling God’s expectations of me as a leader in my context?

I came across an interesting allegory of comparing leadership to banyan and banana trees by Matt Tebbe. The banyan tree is a great tree - strong and broad. It can house and shade animals and birds; but nothing else can grow under its massive structure. It grows for many years, and once the tree dies, the land beneath the tree lies scorched and barren. On the contrary, the humble banana tree allows shoots to grow around it just six months after it sprouts – even before it fruits! Another set of shoots sprouts after the next six months. The original tree bears fruit after eighteen months of sprouting and then dies. Meanwhile there are already three generations of trees before the original one dies! The cycle never dies.

In this issue we have tried to portray different aspects of leadership; the sweetness and the heaviness of the crown! We have leaders from different walks of life who have been willing to share their experiences with us. Administrators, church leaders, doctors and nurses; friends from university, government, corporate and mission; from education and service backgrounds – each one sharing their learning and reflections from experience.

M Lemay and D Fiorazo in “Stand up for the truth” wrote *‘Leadership is not easy; it is not for the faint of heart. It requires courage, doing the right thing no matter what it might cost us. Jesus gave up his life to do what was right. Are we as leaders willing to do what is right no matter the cost?’*

To be a good leader – one needs to inspire and do the (appropriate homework of) planning well. One needs to take risks and smile, even in the face of desperation. The leader should be willing to take the shame and the glory; to stand by one’s followers through thick and thin.

Each one of us is entrusted with some talent and therefore some responsibility. We may increase it a hundred-fold or bury it in the ground.

May God’s blessings rest on each of us through our role as leaders – big or small. God gives us only what He knows we can offer back to Him – done well.



Ms Mercy John

A handwritten signature in dark ink, appearing to read 'Mercy John' with a stylized flourish at the end.

Ms Mercy John

LEADERSHIP, ME & MY WORLD

Anyone given responsibility to lead another person – either informally or formally - is a leader. A leader is entrusted with people or sometimes to just one; sometimes a small group and/or large groups. The small group or the larger one – often transforms itself into an organisational set-up with its own complexities and challenges. The leader is then a person who is expected to follow rules, sometimes remaking them while bearing full responsibility to fulfil the responsibility of that which he or she has been entrusted with. Small or big, Leadership is entrusted to us by God and any skill or knowledge in this field needs to be seen as a ‘calling’ and a ‘stewardship’ – given to a person and demanding a high sense of accountability and responsibility.

Any discussion on leadership is more an opportunity to evaluate oneself rather than being taught something profound or new. It's in this context that I would like to set this note. Having gotten the leadership concepts wrong or right at different times - seems to make me a good candidate to write this piece. Leadership is such an element - learning when you were wrong or right after everything is over. Perhaps, even building on that learning in a similar situation that happens later. Quite deliberately, I have avoided referring to any other writer on leadership – other than from where we have received the base parameters of our leadership mandate. With this framework, what better place to begin than to look at a small scattering of Biblical happenings, and in the process evaluating ourselves.

Checking out Adam & Eve: Adam and Eve had it all and blew it all. They slipped on one basic



Mr. P. Wilfred C. Davidar

Leadership is entrusted to us by God and any skill or knowledge in this field needs to be seen as a ‘calling’ and a ‘stewardship’ – given to a person and demanding a high sense of accountability and responsibility.

premise - that God was more important and one to be accountable to than a wily serpent. Adam & Eve may have not fully understood that they were bearing the leadership mantle for all of us – as our forerunners. In their disobedience, they burnt the framework given to them and reaped the consequences – leaving themselves to be lacking in accountability and worse still – guilty of being irresponsible such that was to affect all generations to come. Just for that moment, they forgot that all that was theirs was given by God. Imagine, in that season of power I can wreck it all – by a lack of understanding that my actions can cause permanent damage.

Where does it take us? Everything entrusted to us is given by God. There is a framework given by Him and I can burn it all by disregarding the basic rules of the game. It shocks me when some of us, at a glorified moment of power or position, can violate the most basic of instructions laid by our Creator. Yet, God in His mercy often gives us the second chance to 'repent & experience restoration'. Is there a decision that witnessed my utter disregard for what God entrusted me with - simply to benefit short-term by being smart - which I knew all along - was not approved by Him?

Joseph is commonly referred to as a leadership stalwart in the Biblical context. Yes, his leadership skills appear to be grounded on something quite basic and yet out of the ordinary. The favour of God overshadowed his journeyed experiences and responsibilities which were often not under his control. Every

step of the way, the supernatural mode – read spiritual

– was used by God to catapult him into leadership relevance whether it be in the Pit, Potiphar's home, Prison or being second in command to Pharaoh. He wasn't a 'born leader' neither did he understand 'working as team' when he began his journey. The fact is that some of his experiences were very harsh in direct consequence to the predicament that he landed in.

Yet, one thing is clear. He refused to change his stance to suit the location. He refused to compromise and preferred to speak the truth as it was given to him. Added to this is the phrase that repeats in the passages that speak of Joseph's life – 'the LORD was with Joseph'. The 'witness' of God – if there is such a word – made all the difference. The amazing combination of the presence of God + favour of God + uncompromising stand + dependence on the spiritual + gifted interpreter (when he wasn't dreaming himself) – showcases him as a leader par excellence. Above all, nothing could stop the plan of God to get him to Egypt – even the erratic and rude behaviour of the siblings. Hard to understand and yet there was a glorious design of Divine destined leadership that would save nations - which began with a young person's dreams. If God decided that you are meant to be a leader – nothing can stop Him. Yet, you can stop yourself from accomplishing His purposes in your leadership by giving Him the cold shoulder or by being fluid in the do's and don'ts!

And Daniel : Daniel demonstrates a really good picture of leadership than most other characters we know. He had drawn the line even in the food he ate. He could have justified it on various counts such as being 'under captivity' but chose to make his stand known in a polite manner. Interestingly, department heads in the palace were accommodative – it must have had something to do with his behaviour, together with the favour of God. Obviously, he wasn't obnoxious. With Daniel in the lead, his fellow captives had no problem standing behind him. The strength they got from having a leader like Daniel was such that they – Shadrach, Meshach and Abednego – spoke to the king with kind words and then - braved the

pit of fire / furnace - to stand by their convictions. I see a strange combination in Daniel and his friends. They knew what they believed in and were clearly willing to put their lives on the line for their convictions - on the other hand - they were decent and polite in the way they went about taking a stand. Nowadays, this seems to be the difficult part. Convictions are so strong that we desperately want to look martyred for the cause and in the process often unwilling to be polite or decent about it. Worse still, when we don't have any convictions but pretend that we do. Leadership is about being decent and polite while at the same time being clear about that which cannot be compromised. Both actually need to go hand in hand.

Daniel's track record was amazing. Even when the king was hare-brained about trying to get everyone guess that which had happened within the contours of his brain and then began to slaughter the royal intellectuals - Daniel kept his cool. He then took an unorthodox approach to a 'bloody' problem by approaching the situation with dependence on the spiritual. He actually got a prayer group going. He then bought time with the Boss who had ordered the hatchet job on his very own department and finally with the revelation from God, resolved the situation to total normalcy. Daniel did not spend time working out strategies - to resolve an issue which was in the realm of the impossible – his dependence was on God to reveal the way to go. In our institutions – it is

quite common to waste a lot of time developing strategies – instead of approaching Him for revelation with the word of wisdom and a simple game plan to build on the same.

This article is not complete if the ultimate example of leadership in the light of the illustrations already mentioned are seen in the way our Lord Jesus functioned. He was very clear about the mission He was sent for. Nothing distracted Him. "I am about my Father's business". The consequence was that He stayed focussed and did not get carried away by the 'crowds' that followed Him because of the 'miracles' or the 'food'. In explaining Himself, He remained polite and firm. There was no question of being a 'king' for a short period of time. There was also clarity in not compromising or His attention getting diverted. The





only place He lost His cool was in the Temple – when He saw desecration. Yet, even in the most intense moments, he replied with a question or a parable. It is a challenge for all of us who follow Christ and more so when we are acknowledged as leaders – to follow in His footsteps. Perhaps, He gave us the key when He said “the Holy Spirit will guide you into all truth”. A lead statement to indicate that we are in a ‘Holy-Spirit-in-us’ era. He will lead us. God with us. When I am in a leadership position, I am not alone. I can choose to be alone and depend on myself – but – dependence on the Holy Spirit – means God with me and in me. His revelation of any given situation is given to me – if I trust in Him.

We tend to look at the world around us and find everyone taking efforts to solve matters using thought processes and define strategies that appeal to the mind. Perhaps we need to do the opposite. Primarily approach the issue from the spiritual and depend on God to speak or reveal the strategy. Nothing can beat God's revelation through His word. It is razor sharp – living and active and sharper than any two-edged sword; even to the point of division of the soul and spirit. With His revelation, it is impossible to be irrelevant. However, as leaders, we face the challenge of pulling back our natural impulses and moving into the spiritual. Let it be the most difficult destructive boss, the unwavering destroyer of your dreams, the complex web of sensitivities involved in many a situation - the Holy Spirit is keenly waiting to provide the revelation that may

actually resolve hopelessness and restore sanity. At the end of the day – when the revelation has arrived – be polite about it.

Finally –

- Have I drawn up the boundaries that God will not have me compromise?or am I so accommodative that I am now a melting pot with no lines drawn? Dependence on His guidance and revelation – does it come naturally to me?
- Is my understanding of leadership God-dependent? or is it education and experience based ?
- Can I see the ‘favor of God’ in the leadership role assigned to me?
- Am I decent and polite when I stand by the God-ordained boundaries set for me or do I go down kicking and screaming with martyrdom written all over my face?
- Do I realise the greater impact of my decisions in leadership roles assigned to me – that the little step I take in the wrong direction may actually derail the entire train?

Mr. P. Wilfred C. Davidar, IAS, is the Retired Additional Chief Secretary, Government of Tamil Nadu

THE CRISIS IN LEADERSHIP

Leadership has been defined in many ways; one simple definition is that Leadership is the art of motivating a group of people to act towards achieving a common goal. Murray Johannsen of UCLA says: "The best way to define leadership is by understanding many leadership definitions. And then, make up your own!"

We have been brought up with theories about many styles of leadership – Autocratic, Benign Dictatorship, Participatory, Free Rein, Servant Leadership and so on. But as we look at the world today, we see some disturbing patterns. Let us look at some of them.

A Crisis in Political and International Leadership:

Many countries across the world seem to be voting for "Strong-Man Leaders" – men who are populist and nationalistic, brash and exuding macho aggression; who reject the leadership models and systems that have been built up over the decades, claiming to be ordinary people from outside the power clubs. This pattern is visible in almost all the continents, and it has led over the last decade to increasing isolationism; xenophobia and anti-outsider sentiments. These leaders are often violent in language and in policy, trigger-happy with the lives of their soldiers, and pompous in their pronouncements. Truth does not matter to them; if you can sell your version and the people lap it up, then it's okay. Morality is dispensable. Their loyal followers suspend their critical thinking and worship the Strong leader, assuming he can do nothing wrong.

This rise of majoritarianism and intolerance can be seen in many countries today, and the worst affected by these



Ms. Mercy John

international trends are the people of the middle east countries, where war and violence have become the norm. Children are born into this atmosphere of violence and live their entire lives in the insecurity and impoverishment of hatred and injustice.

And this style of leadership is contagious; the idea infects inwards, from nations to local organisations too. Local leaders find encouragement, vindication and justification for their behavior, since their role models are strutting the global stage.

Maybe as an antidote, there is now a lot of literature coming out now about Feminine Leadership. Wikipedia introduces the idea to us as follows: The feminine style of management is a management style generally characterized by more feminine quality soft skills and

behaviors such as empathy, effective communication, and a generally more democratic or team-styled work environment. The style is a growing trend within businesses and is characterized by a form of transformational leadership style. The feminine style of management, although characterized by traits commonly labelled as feminine, it is not a style of management that is only used by females; is also a style which has been found beneficial for particular types of businesses and organizations.

It is not about the gender of the leader, but the attributes of the style they choose, regardless of whether they themselves

are men or women.

It is interesting to hear what the Chinese philosopher and founder of Taoism, Lao Tse (604 – 531 BC), said many centuries ago about a qualitative hierarchy of leaders :

**It is not about
the gender of the
leader, but the
attributes of the
style they choose,
regardless of
whether they
themselves are
men or women.**

FEATURE

“As for the best leaders, the people do not notice their existence.

The next best, the people honour and praise.

The next, the people fear;

The next, the people hate.”

A Crisis in Churches and Christian Organisations :

Across all faiths, the image of religious leaders has taken a bad beating. Power corrupts, and absolute power corrupts absolutely. Religious power defies logic. We trust our religious leaders and priests and gurus. And sadly, many abuse that trust.

Globally, we have seen the Church bowing in shame as evidence of abuse of children by priests has exploded in the media. This has shaken the confidence of the western world in religion, in churches and even in God. And understandably so. For about a decade now, we have watched the exposure of depravity and evil perpetrated in the name of God – in terms of abuse of the vulnerable both in institutions and also in war-zones,

where churches have sometimes become a facilitator of injustice and even genocide. As far fewer people opt for priesthood in many western countries, Asia and Africa are becoming the producers and exporters of priests and religious leaders.

But all is not well in India either – despite what Amir Khan says in the Three Idiots movie. Just saying “Aall is well” will not wish the problems away. In the last two years, we have seen our pastors and bishops dragged through the mud and thrown into jail with charges of rape, of embezzlement and misuse of power. The moral bankruptcy is no longer a secret; our fig-leaves cannot cover our shame and our nakedness.

We are in a crisis of leadership

And this is not about Bishops or priests alone ; it is us. We the Christian community of India have to introspect. We claim to worship a God who washes the feet of His disciples, but we choose pomp and power. Our God rides on a donkey, but we prefer elephantine SUVs. Our God has nowhere to lay down his head, but our energy is consumed in the protection of our land and property.

Across all faiths, the image of religious leaders has taken a bad beating. Power corrupts, and absolute power corrupts absolutely.





But there are also signs of hope. Of alternative pathways. Of ordinary people choosing to return to Jesus. The examples of Mahatma Gandhi, Mother Teresa and even Greta Thunberg inspire us.

I am so immensely grateful to God that He does not remain captive in our imaginations and citadels. God is God and transcends all. Our thoughts cannot match His, neither are our ways His. Where, how and with whom He operates, depends on His will. If we are sensible and willing, He will use our lives for His greater purposes. If we bow to His direction, He will take us through. As leaders of churches, it is our greater duty and privilege to be His followers first and foremost. We should not be so caught up with power and position that we are missing the crucified Lord.

I would like to end with a quotation from David Hansen, who writes :

“...when you find your joy, you will lead with joy

When you lead with joy, it will infect your ministry with joy.

When your ministry is joyful, the people you minister with are more likely to experience joy

And joyful people transform communities”

Ms. Mercy John, Principal, College of Nursing, Bissamcuttack, Odisha

TEN QUALITIES OF A GOOD LEADER

1. **Appreciative** – A wise leader values their team and the person. Success is only achieved with the help of others. What's more, genuine appreciation provides encouragement, develops confidence, and builds on strengths.
2. **Confident** – Trust and confidence in leadership is a reliable indicator of employee satisfaction. Good leaders aren't afraid of being challenged. Their confidence inspires.
3. **Compassionate** – Compassion is a strength. A good leader uses compassion to perceive the needs of those they lead and to decide a course of action that is of greatest benefit to the person and the team.
4. **Courageous** – Perhaps I should have put this at the top of my list? A courageous leader is prepared to take risks when no one else will. A courageous leader has faith in other people. A courageous leader raises difficult issues, is ready to give difficult feedback, and share unpopular opinions.
5. **Diligent** – To persevere in conviction, courage, creativity, compassion, and character we need diligence. Good leaders work hard.
6. **Fair** – Fairness is what people want. Good leaders don't have favourites in the team. They reward for results not partiality; they promise fairness.
7. **Flexible** – The good leader is able to flex. They alter and adapt their style according to the situation, context and circumstances they experience. They welcome new ideas and change.
8. **Honest** – Wise leaders are not afraid of communicating the truth to their people. Honesty is about being truthful, having integrity, and building trust. Honesty leads to better more productive relationships.
9. **Impartial** – Good leaders are impartial. They recognise their biases, prejudices, and predispositions. They also recognise biases in others and face them.
10. **Responsive** – Good leaders are responsive to the needs of those they lead. They adjust their behaviour to best match the situation. They listen to their team; they value their team.

by Vicky Webster and Martin Webster (Eds.)

*Source : <https://www.leadershipthoughts.com/10-qualities-of-a-good-leader/>
(Excerpts from "10 Qualities of a Good Leader")*

RANDOM THOUGHTS ON LEADERSHIP

Many people have a vision. However, it is also possible for the vision to have you. What is the difference one may ask? There is a big difference. If your vision is all about you, your career, your family and your organization - then you have the vision. If your vision is bigger than the “me” or “mine”, then the vision has had you! Such a vision makes a leader. The further a vision is from the “self” the bigger it gets. There is a constant danger of even big visions getting adulterated by the “self”; wanting credit, power and recognition can get the best of leaders.

A vision had gotten hold of me. North India; God, ill health and building the church in India were themes that constantly popped up in my mind. It may have been the year 1971 when I was in a mission meeting in Hindustan Bible Institute in Chennai where Rev Theodore Williams was speaking. He said “With so much poverty and ill health in our country, if Doctors decide to go abroad, God will certainly judge”. Then he said “Indian missionary enterprise and Indian missionaries need to be supported by the Indian church. How long do we want to be supported by money from the west?” These two ideas galvanized me and my hairs stood on end. It clarified for me the road ahead. Dr Howard Searle the first executive Director of EHA whom I had gotten to know, reached out to me in 1976 when I had completed my surgical training in CMC Vellore and asked Shalini and me to join EHA; and our response was that we wanted to join an organization with Indian leadership. IEM or Indian Evangelical Mission was a wholly Indian organization, supported by Indian churches, and founded and led by Rev Theodore Williams. They had no hospitals but we were happy to pioneer. Thus it came about that Shalini and I joined the Indian Evangelical Mission in 1977 and pioneered medical work in Danta, North Gujarat amongst the Garasia Bhil tribe.

One of the guiding principles of the Indian Evangelical



Dr. Vinod Shah

Mission was “don’t build churches, build up people”. Jesus’s legacy was not a whole lot of programs but 12 leaders who then transformed the world. I later worked with the Emmanuel Hospital Association as the Director and one of my emphasis was to create a whole lot of leaders, both doctors and nurses. Intentionality is important, as the natural tendency of people in power is to discourage leadership building, lest anyone should pose a challenge.

Though the fact that leaders have to be developed and should be empowered for succession, planning is obvious and is the ABCD of Human resource development, it is in actual fact very difficult and we do not see this happen all that easily. Most organizations have a crisis when a powerful leader retires. This is where the security and the identity of a leader are tested. If a leader’s identity comes from his skill and his job alone then he will become a victim of competitiveness, envy and jealousy. Since he is defined by his skill and his work, he will cut down other folk in the organization who threaten him. A leader’s identity needs to transcend his job and his organization and needs to be founded on the fact that He is loved of God unconditionally. Work then becomes a celebration. He is freed from a sense of competitiveness and freed to help and encourage others even if they become better than him. I know of no other way one can develop leadership.

A learning organization is built around a leader who permits debate and dissent, and even welcomes it. Lot of my learning has come from arguments with colleagues; a stray remark criticizing some decision. Painful though it is, unfortunately, God speaks through one’s critics more often than through “yes men”. In Hans Christian Andersen’s fairy tale “The King is naked” it required the innocence of a child to see the truth. His courtiers, the “yes men” refused to spell out the truth. To foster debate, I had many staff members included in the EHA executive; one reason was that I saw that as a way of

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developing future leadership; the other reason was that they provided the ground realities which I was not able to see. If an organization has a “yes-men culture” then the problem is not with the members of the organization. It is with the leader who has sent a clear message that dissent will not be tolerated. The surest way to disarm a critic is to actually accept his input and learn from it and not take it personally. When people criticized me, I have often behaved like a sulking “whipped dog” and refused to look at it objectively. There is also the temptation of taking revenge against those critics. Fighting your critics and self-justification is a distraction of most leaders and can take away from proper governance.

Once in an informal discussion with the staff, one of them said “I am surprised that when you want me to do something, you walk over to my table from your cabin and say “please can you....” etc. You could well have just rung a bell and ordered me to do whatever you wanted me to do. I feel so respected”. I then realized that a flat organization is not simply drawing a flat organogram but a matter of the heart. When the staff at the bottom of the hierarchy are respected, they feel ownership of the organization. I am fond of saying that when staff feels devalued, they resort to “corruption” to add value to their status.

One of the ways we functioned was what we called “vision funding”. If a doctor or a nurse could convince us that they had a vision from God about some project, consistent with that of EHA, we would take them on and fund them. Thus we got Dr Mihir Kumar Bal, an ophthalmologist, wanting to do a blindness control project in Berhampur joining us and starting ECOS; Dr Renu Dyalchand joining us and starting the project in the slums of Delhi; Dr Sara Mathew wanting to do an HIV-AIDS project started Shalom in Delhi. This reversed the usual trend that is the employee implements the organizational vision. Here the organization encourages health professionals to dream and have visions.

We talk of women’s leadership but our own nurses were far from empowered in Christian hospitals. We created positions for 4 nurse coordinators in the EHA executive so that they could comprehend and contribute to the organizational direction. The nurses often accept the messages the Doctors give them. If the message from the doctor is “you are second class” then that is how they will feel. It was important for the doctors to also expect nurses to lead and contribute. If we want to develop nurse leadership, then we need to work with the doctors, especially the male doctors.

It is vital for the leader to be focused on the impact rather than the process. Typically if you go to a Christian hospital and ask how they were faring, they would say, “Very well, we have made a lot of money; or they would say we have done a record number of operations.” This is thinking “process” and not impact. Let me cite some relevant examples. Most of our Christian hospitals are dealing with a lot of organo-phosphorous suicidal poisoning. The more they commit suicide the more we have to care and of course this makes more money. Making more money in this way has not contributed to the impact. On the other hand if you advocate with the Government and help change policy so that organo-phosphorous pesticide is greatly diluted and people are unable to commit suicide, then our hospital has made a health impact but will make less money (process). What is preventing leaders from thinking impact is the lack of “impact indicators” for the Christian mission institutions.

Leaders need to hold onto organizational power lightly. In the book “Lord of the Rings”, wearing that One ring (One ring to rule them all, one ring to bind them) was extremely addictive and controlling and finally fatal. Similarly too much power for too long can be addictive and can destroy a person. Like many African presidents, Christian leaders in our country like to be perennially in power. It is important for leaders therefore to hand over power and authority as soon as new leadership is available. Even though it was not mandated by the constitution, I decided to hand over EHA leadership in 2004. I was vaguely desirous of doing something for general practitioners and family medicine and I joined CMC Vellore. Utterly disempowered of all power that I previously had, devoid of any budget, being on the wrong side of 50, and sitting all by myself, in the portals of this great academic institution called CMC, truly tested my identity. Of all the challenges I faced in developing distance learning, the inner struggles that I had with my pride were the most severe. However God-given perseverance and patience finally helped me set up the Distance Education Department. Just to say that relinquishing EHA leadership, its comfort zone and the power, at the right time, was probably the best decision I could have made.

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LEADERSHIP LEARNED BY READING AND EXPERIENCE

A JOURNEY THROUGH HIGHER EDUCATION INSTITUTION

It is not that difficult to write an article on leadership. There are umpteen books on the subject and an internet search can provide you all the material you need with a few clicks of your mouse. There are many consultants on the subject and while the subject is of importance, I am not sure of the real value of leadership workshops, or even master's degrees in the discipline.



Dr. Glenn C. Kharkongor

The real need and test of leadership come in living the experience and determining for yourself the qualities and skills that are relevant for your situation. Trying to learn leadership expertise before you are a leader is of limited value in my opinion. Leadership training may look good on the CV, but really there is no substitute for the hard knocks of real life.

Apart from experience, there have been two sources of learning which have stood me in good stead. The first is how-to books. I also like to read biographies, and stories of accomplished and visionary people provide insights for leadership that they have found successful, even though they may not explicitly say so.

Among books on leadership, *Principle-Centered Leadership* by Stephen Covey has been the standout example for me. The blurb on the cover says that the book provides 'a philosophy for life and for success in business'. He minimizes the various theories of leadership 'traits' and 'styles', that management experts are so fond of. This is how he summarizes his insightful analysis: 'Real leadership power comes from an honourable character and from the exercise of certain power tools and principles.'

Covey describes three types of power. First, *coercive power* in which the followers obey out of fear of adverse

consequences if they do not obey the leader. Sub-leaders, as enforcers use delegated powers to arm-twist compliance from the lower ranks. These followers are quick to sense opportunities to shortchange the system, show lip service loyalty and suddenly disappear if an escape route presents itself.

Some leaders exercise *utility power*, offering attractive incentives for compliance and performance, in which subordinates follow along because of the benefits they accrue. Most modern corporations use utility power and the system works well if there is a sense of fair play and justice. In such a system, teamwork may be less than optimal, because each employee may try to maximize his importance and so his personal returns. If a competing organization offers a better compensation package, star performers or even underlings may leave. Loyalty is not a feature of such a system.

The third and rarest form of power is legitimate authority, in which team members are motivated by trust and respect for the leader and faith in the cause and direction in which he is leading. In turn, the leader demonstrates trust and respect for his team members. And so, the knowledge, skills and expertise of the employees are fully utilized. But what is more, effort, enthusiasm and loyalty are engendered. The salary is important but a sense of self-worth and self-fulfillment are also persuasive factors. One's career path is entwined with the mission of the organization.

In his celebrated book, *Good to Great*, Jim Collins described several levels of leadership, placing Level 5 on top of the hierarchy. These levels are slightly paraphrased from his book:

The real need and test of leadership come in living the experience and determining for yourself the qualities and skills that are relevant for your situation.

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- Level 1 is a highly capable individual: a person who through talent, knowledge, skills and good work habits makes productive contributions.
- Level 2 is a team member who works effectively with others in a group setting and who contributes to the achievement of group objectives.
- Level 3 is a competent manager who organizes people and resources towards the effective and efficient pursuit of predetermined objectives.
- Level 4 is an effective leader who catalyzes commitment and vigorous pursuit of a clear and compelling vision and stimulates the group to high-performance standards.
- Level 5 is a leader who builds enduring greatness through a paradoxical combination of personal humility and professional will.

But humility, says Collins, does not equate with softness, meekness or lack of self-confidence. Outward simplicity does not mean inner frailty.

Humility in strong leaders is combined with a strong will, resolve, fearlessness, discipline and perseverance.

An educationist in Calcutta wrote to J.R.D. Tata in 1965 enquiring from him as to what were the 'guiding principles which kindled his path and career'. JRD replied with a longish letter, summarizing the principles that he 'might unconsciously have had' in his life. In this list, one stands out, encapsulating his social ideals: 'That no success or achievement in material terms is worthwhile unless it serves the needs or interests of the country and its people and is achieved by fair or honest means.'

Among leaders who have provided inspirational leadership is N.R. Narayana Murthy, CEO of Infosys for 21 years. In a chapter called 'On Leadership: Lessons from the Infosys Journey' in his book *A Better India: A Better World*, he emphasized the qualities of values, especially trust. He defines a value system as 'the protocol for behaviour of an individual in a group required to enhance the trust, confidence, energy, enthusiasm and hope of every other individual in the group'. He poses the question, 'How does a leader ensure that his people commit to hard work and sacrifice with the hope that they will be better off in the long term?' and replies to his own

question that leaders must walk the talk by demonstrating values by example.

I learned many lessons by working in close proximity with a great leader, Dr. Ramdas Pai, president of the Manipal Education and Hospital Group. A decade of tutelage gave me hands-on experience with envisioning, conceptualizing, planning, implementation and operations in higher education. Those were lessons not found in any book. When we started a non-profit university in Northeast India, I already had a blueprint for financial sustainability.

So that's some of the theory and background part of leadership. Now here is more mundane stuff: some of the ideas that we have adopted over the last 13 years in Shillong.



1. Leadership by vision and mission

The mission statement of Martin Luther Christian University provides a clear cut roadmap and the leadership need not be in any doubt as to a sense of direction. All ideas and policies must meet the test of alignment with the

mission statement and the senior leadership is in harmony with each other in following this guiding star.

2. Policies and rules should be functional, not dominant

In the initial years we managed without much structure by way of policies and rules as we did not want to blindly copy conventional norms from other institutions and also wanted to give ourselves time to sort out what was needed for our university. Over the last few years, the operations are more structured but we are careful that rules must serve a constructive purpose and not become our masters.

3. Clarity of financial planning and sustainability

Early on we decided that the university would not be dependent on external sources of subsidy but to try and manage on internal revenues so that we would not develop a dependency or welfare mindset. There were financial struggles in the early years but the organization is now financially stable though operations are austere.

4. Leadership in a crisis

The university suffered through a major crisis a few years

ago which severely impacted admissions and financial stability. During that period we met frequently as faculty and staff to keep everyone updated as the university struggled and eventually emerged out of that difficult period. Communication was kept open so that rumours were suppressed and each staff could be an ambassador in the community to explain our situation in a factual manner.

5. Leadership by the younger generation

MLCU is a young organization with young staff. The average age is in the low 30s, so there is a lot of energy, enthusiasm and idealism. Two years ago the Board created an administrative committee consisting of the younger leaders. They have been given a wide mandate of envisioning the future, making policies and plans, and running the day to day operations. They make the budgets, place orders, and sign the cheques. It's been a learning curve. Those who are going to be in the institution for 25-30 years more should have a bigger say about the future. While the composition of the Board is mandated by the Act and includes only eight members, all officers and heads of departments are invited to attend and take part in Board meetings.

6. Leadership for gender equality

There are many kinds of inequality but discrimination against women is the most persistent. In our university, women are given 10 additional days of casual leave (menstrual leave, though not labelled as such), and 5 days for medical care of sick children and immunization visits (single mothers or fathers have an additional 5 days). Mothers of small infants can leave one hour early.

Enjoy the ride, be friendly, positive and open

The leader must not take himself or herself too seriously. Authority and responsibility can be carried lightly. Have an open door, walk-in office. Encourage informality, openness, and laughter.

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Basic Life Support – A Mandatory Skill



Basic Life Support (BLS) is a level of medical care which is performed for victims of life-threatening injuries until they can be given full medical care at a hospital. Not only is BLS and First-aid training becoming a mandatory requirement these days for the common public but it is also an essential tool that could prevent a person from dying or a dire situation.

BLS Training is provided by the Doctors section of CMAI using the American Heart Association modules and guidelines. CMAI provides certification for this workshop.

Please contact for short term training on life support skills.

Write to us: a.sangma@cmai.org and drsangma@gmail.com

FEAR OF THE LORD IS BEGINNING OF WISDOM

Leadership in Health care is a commitment and testimony. Leadership is an art of delivering the best towards achieving an outcome. In healthcare, the patient is the fulcrum and the entire health care team revolves around him/her. The structure follows processes in delivering safe and quality care at an affordable rate. Leaders matter in health care, which shape the team and translate organizational mission vision and values.



Dr. Jothi Clara Michael

Leadership is dynamic and no single style fits! The changes which are happening in healthcare are going at a fast pace with technological advancement, competitive health care environment, cutting edge technologies, stringent legal regulations and the constant watch of media.

Leaders in healthcare are effective only when they are able to keep themselves abreast within the context of social architecture to sustain and implement innovative ideas. Innovative care models in hospital and/or community centres are welcomed in the current scenario of health care. Therefore there is a great shift which is required by the leaders to view their responsibility to those they care for and who they are accountable to.

A leader is successful when his/her action inspires others to dream more, learn more, do more and become more. Health care today appreciates leaders who have a high level of emotional quotient, people quotient, curiosity quotient and adaptive quotient over intelligence quotient.

I started my professional journey from Christian Medical College and Hospital (CMCH), Vellore as a nursing student. This education instilled confidence and Christian principles within me. As a treasurer of the Student Nurses

Association, working with the office bearers in the nursing community was the first step. During that time I never knew what leadership was all about. During the final year (internship) I was one among the six of my classmates who was called to be a part of community health nursing team working for CONCH (College of Nursing Community Health) area. I was given two villages, Pillayarkuppam and Perumughai,

which still give me the nostalgia of getting involved with the community and team. The first challenge was to set up a community leaders meeting, which taught me the skills of leadership - people skills, communication, liaising and networking and community mobilization. Soon I realised that I was trusted as a health care professional in the community by the village folk and as an instructor for the students I catered to.

Man proposes , God disposes!

After marriage I came to CSI, Rainy Hospital at Chennai, imagining that I will continue to be in the field of education and in School of Nursing. But as per the plan of God I had my posting in Operation Theatre as there was no vacancy in School of Nursing. Subsequently there were many such situations where God drew me to the clinical side by shutting

all the education doors. Retrospectively, those were a couple of incidences which were God's leading of me, to be successful in a role that I had to take on much later.

I returned from Oman after having served as assistant dean of clinical affairs. I had also completed deanship training from USA. Therefore my mind conceptualized taking on a deanship in any institute in India. But, to my surprise God showed me a different path which I was to take to fulfil His will in my life.

**A leader is
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Twenty years later, there was a turning point in my life which was almost 360 degrees from academia to health care. I was offered the position of Director of Nursing for a corporate hospital. I again consider this as the presence of God's guiding hand on me in order to be a blessing for many. The blessing includes my dear patients and nurses and other colleagues from whom I have learnt and grown in my leadership.

"He that is faithful in that which is least is faithful also in much; and he that is unjust in the least is unjust also in much" (Luke 16.10)

Wisdom and the Fear of God is the foundation of my survival. As a Medical Professional I have had many obstacles in my way. In my day to day life and whenever things bungle up - I surrender everything to the Creator of heaven and earth. As the Psalmist says, "Even though I walk through the valley of the shadow of death, I will fear no evil" (Psalm 23:4) When things come up favouring or not favouring my wishes or decisions, I take as my God's voice and will - nudging me.

The leadership challenges that I am able to face come through a mature relationship with God. This makes me more humble to totally surrender to His will. But definitely this wouldn't have happened without God enabling me.

For the Lord giveth wisdom; out of His mouth cometh knowledge and understanding (Proverbs 2:6)

Today, for me to be a successful leader - is not by my might or my wisdom, but purely by the power of God. I have several examples in my life of solutions to problems – even before the problem is perceived as a problem by

me. He gives His wisdom and knowledge to understand the situation and makes me take the right decision. Sometimes I have found human decisions which appear to be right, but then God disapproves. He directs us to take decisions that are at times not palatable for us as leaders. These understandings now come in retrospect !

The fear of the Lord is beginning of wisdom (Proverbs 1:7).

What do we, as health care leaders, fear ? The fear of the Lord is beginning of wisdom!! How do we demonstrate this verse as leaders? It is very difficult! I have tried it, I still am trying it. When we grow as leaders we feel we are strong in knowledge and decision making. But our own wisdom will give us a confidence to forget God's ever-abiding presence with us.

When we get favour from people, especially those who we report to, and when our subordinates / colleagues praise us, we forget that it is all in the plan of God. It is only by His mercy that we are able to gather such blessings in our life. So, I thank and praise God for all the great and good things He has done - raising me as leader and guiding me by His whispers.

As I mature as a Christian leader I am able to stand as a witness amidst the team I work with and the team which reports to me.

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SERVANT LEADERSHIP

LEARNING FROM THE ORIGINAL REFERENCE

This document brings to you a compilation of Biblical references which we can use as leaders. Google has been very helpful in the search in finding different verses and passages from the Scriptures. These can be used to gain understanding and directions for those in the struggle with and enjoy leadership.

The quotes are from different versions; New International Version (NIV), English Standard Version (ESV) and New King James Version (NKJV)

Mark 10 : 45 ESV

For even the Son of Man came not to be served but to serve, and to give his life as a ransom for many.”

Mark 10: 42- 45 NIV

Jesus called them together and said, “You know that those who are regarded as rulers of the Gentiles lord it over them, and their high officials exercise authority over them. Not so with you. Instead, whoever wants to become great among you must be your servant, and whoever wants to be first must be slave of all. For even the Son of Man did not come to be served, but to serve, and to give his life as a ransom for many.”

Mark 10:43 & Matthew 20:26 ESV

It shall not be so among you. But whoever would be great among you must be your servant,

Acts 20:35 ESV

In all things I have shown you that by working hard in this way we must help the weak and remember the words of the Lord Jesus, how he himself said, ‘It is more blessed to give than to receive.’”

John 13:3-5 ESV

Jesus, knowing that the Father had given all things into his hands, and that he had come from God and was go-

ing back to God, rose from supper. He laid aside his outer garments, and taking a towel, tied it around his waist. Then he poured water into a basin and began to wash the disciples' feet and to wipe them with the towel that was wrapped around him.

John 13:12-15 ESV

When he had washed their feet and put on his outer garments and resumed his place, he said to them, “Do you understand what I have done to you? You call me Teacher and Lord, and you are right, for so I am. If I then, your Lord and Teacher, have washed your feet, you also ought to wash one another's feet. For I have given you an example, that you also should do just as I have done to you.

Hebrews 13:7 ESV

Remember your leaders, those who spoke to you the word of God. Consider the outcome of their way of life, and imitate their faith.

Luke 22:26 ESV

But not so with you. Rather, let the greatest among you become as the youngest, and the leader as one who serves.

1 Peter 5:3 NKJV

Nor as being lords over those entrusted to you, but being examples to the flock

Philippians 2:3-8 NKJV

Let nothing be done through selfish ambition or conceit, but in lowliness of mind let each esteem others better than himself. Let each of you look out not only for his own interests, but also for the interests of others. Let this mind be in you which was also in Christ Jesus, who, being in the form of God, did not consider it robbery to be equal with God, but made Himself of no reputation, taking the form of a bondservant, and coming in the likeness of men.



And being found in appearance as a man, He humbled Himself and became obedient to the point of death, even the death of the cross.

Acts 20:28 ESV

Pay careful attention to yourselves and to all the flock, in which the Holy Spirit has made you overseers, to care for the church of God, which he obtained with his own blood.

1 Timothy 3:1-16 ESV

The saying is trustworthy: If anyone aspires to the office of overseer, he desires a noble task. Therefore an overseer must be above reproach, the husband of one wife, sober-minded, self-controlled, respectable, hospitable, able to teach, not a drunkard, not violent but gentle, not quarrelsome, not a lover of money. He must manage his own household well, with all dignity keeping his children submissive, for if someone does not know how to manage his own household, how will he care for God's church? ...

1 Peter 5:2 ESV

Shepherd the flock of God that is among you, exercising oversight, not under compulsion, but willingly, as God would have you; not for shameful gain, but eagerly;

Ephesians 4:12 ESV

To equip the saints for the work of ministry, for building up the body of Christ,

Hebrews 13:17 ESV

Obey your leaders and submit to them, for they are keeping watch over your souls, as those who will have to give an account. Let them do this with joy and not with groaning, for that would be of no advantage to you.

1 Timothy 3:1 ESV

The saying is trustworthy: If anyone aspires to the office of overseer, he desires a noble task.

Romans 12:2 ESV

Do not be conformed to this world, but be transformed by the renewal of your mind, that by testing you may discern what is the will of God, what is good and acceptable and perfect.

1 Timothy 2:1-4 ESV

First of all, then, I urge that supplications, prayers, intercessions, and thanksgivings be made for all people, for kings

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and all who are in high positions, that we may lead a peaceful and quiet life, godly and dignified in every way. This is good, and it is pleasing in the sight of God our Savior.

Acts 6:1-15 ESV

Now in these days when the disciples were increasing in number, a complaint by the Hellenists arose against the Hebrews because their widows were being neglected in the daily distribution. And the twelve summoned the full number of the disciples and said, "It is not right that we should give up preaching the word of God to serve tables. Therefore, brothers, pick out from among you seven men of good repute, full of the Spirit and of wisdom, whom we will appoint to this duty. But we will devote ourselves to prayer and to the ministry of the word." And what they said pleased the whole gathering, and they chose Stephen, a man full of faith and of the Holy Spirit, and Philip, and Prochorus, and Nicanor, and Timon, and Parmenas, and Nicolaus, a proselyte of Antioch. ...

2 Timothy 4:5 ESV

As for you, always be sober-minded, endure suffering, do the work of an evangelist, fulfill your ministry.

1 Peter 5:1-14 ESV

So I exhort the elders among you, as a fellow elder and a witness of the sufferings of Christ, as well as a partaker in the glory that is going to be revealed: shepherd the flock of God that is among you, exercising oversight, not under compulsion, but willingly, as God would have you; not for shameful gain, but eagerly; not domineering over those in your charge, but being examples to the flock. And when the chief Shepherd appears, you will receive the unfading crown of glory. Likewise, you who are younger, be subject to the elders. Clothe yourselves, all of you, with humility toward one another, for "God opposes the proud but gives grace to the humble." ...

James 3:1 ESV

Not many of you should become teachers, my brothers, for you know that we who teach will be judged with greater strictness.

Romans 12:1-21 ESV

I appeal to you therefore, brothers, by the mercies of God, to present your bodies as a living sacrifice, holy and acceptable to God, which is your spiritual worship. Do not be conformed to this world, but be transformed by the renewal of your mind, that by testing you may discern what is the will of God, what is good and acceptable and perfect. For

by the grace given to me I say to everyone among you not to think of himself more highly than he 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 the members do not all have the same function, so we, though many, are one body in Christ, and individually members one of another. ...

Philippians 2:5 NIV

In your relationships with one another, have the same mindset as Christ Jesus;

1 Timothy 5:1-25 ESV

Do not rebuke an older man but encourage him as you would a father, younger men as brothers, older women as mothers, younger women as sisters, in all purity. Honor widows who are truly widows. But if a widow has children or grandchildren, let them first learn to show godliness to their own household and to make some return to their parents, for this is pleasing in the sight of God. She who is truly a widow, left all alone, has set her hope on God and continues in supplications and prayers night and day, ...

Matthew 23:8 ESV

But you are not to be called rabbi, for you have one teacher, and you are all brothers.

Matthew 6:21 ESV

For where your treasure is, there your heart will be also.

1 Kings 12:7 ESV

And they said to him, "If you will be a servant to this people today and serve them, and speak good words to them when you answer them, then they will be your servants forever."

3 John 1:9 ESV

I have written something to the church, but Diotrephes, who likes to put himself first, does not acknowledge our authority.

2 Timothy 2:20 ESV

Now in a great house there are not only vessels of gold and silver but also of wood and clay, some for honorable use, some for dishonorable.

REFLECTIONS ON THE LEADERSHIP JOURNEY

Even though my parents passionately and zealously dedicated their first boy, born after four girl children, I could not help but think of the phrase “Can anything good come out of Galilee?” This one thought resonated often in my early years especially thinking of the place of my birth and circumstances and hurdles in entering into my theological training for pastoral ministry. Though, people may consider it a negative impulse, I felt it was necessary to understand how God raises His



Rev. Dr. Samuel W. Meshack

children from the dust. As the Psalmist says: “He (God) raises the poor from the dust and lifts the needy from the ash heap; he seats them with princes, with the princes of their people”(Psalm 113:7-8). It reminds me of where I come from? This reminds me to be humble before God - with fear and faithfulness; for He is the Cause and Maker of my leadership..

Where do I come from: Born to very simple and humble parents, who lived dedicated lives towards God in Christ. They ardently followed Christian values of loving-kindness, doing justice and walking humbly with God. These gave the foundation for Christian living to me and my siblings (four elder sisters, three younger brothers and four of my cousins). All of us lived on one salary, that of my father, and my mother was the homemaker. The foundational values they laid for inner spiritual life, nurtured and nourished us for life. Amid their challenges for living, the principle was “first seeking the Kingdom of God and His righteousness, all these things will be added unto you” (Matt.6:33). Every salary day, our father would set apart the tithe to give thanks to God and keep it in the Bible and secondly he would set apart fees for all twelve children and then the rest would be handed over to my mother to provide for our daily bread. Our regular family prayer at

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8:00 p.m. was a source of inspiration – a joy of sharing our everyday life, sitting on the ground and eating together was a blessing of family (community) living. Our next-door neighbours who were ardent Brahmins would stop all their other activities at 8 o’clock, saying that it was our family prayer time, which meant they had to keep silent. At times they would ask us to pray for them, which taught us to respect people of other faiths and learn what community living with responsibility meant. The

foundation for my leadership in later years came out of these life experiences to create a vision and a sense of calling, to see a purpose and a meaning for my life and to make a difference.

I received my PhD in Mass Communication from the University of Leicester in the United Kingdom in 1992. I completed my Bachelor of Divinity degree and Master of Theology in Christian Ethics from the United Theological College, Bangalore under the Senate of Serampore College in 1978 and 1982 and a Bachelor of Science in Physics, Geology and Mathematics as my specialization from KGF, First Grade College under Mysore University and Bachelor of Education from Vijaya Teacher’s College, under Bangalore University in the year 1971 and 1973.

The Bachelor of Education was a stop-gap arrangement given by my father as a blessing in disguise for entering into my theological education journey. This was because I was refused admission into the seminary soon after I completed my undergraduate studies, and my parents wanted me to fulfil their vows of dedicating me for the Ministry. However, God had a purpose and a vision for me. As the Lord told the people of Israel when they were in exile under Nebuchadnezzar, “I know the plans I have for you,... plans to prosper you and not to harm you, plans

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to give you hope and a future.” (Jer. 29:11) I did find this promise come true in my life’s journey. God had a plan and purpose for my life to give me hope and a future.

I served as a pastor for two small Lutheran congregations between 1978 – 80 as a fulltime pastor; another during 1980 – 82 while I was doing postgraduate studies in theology (along with my wife Prasanna K. Samuel) we had our first daughter Bernice Prema Samuel in February 1980. When I faced the challenge from the Church, God showed me the way to enter the teaching ministry. My wife and I were shown the way to join Gurukul Lutheran Theological College & Research Institute, Chennai in 1982. Our journey of Faith, Hope and Love began there with God-given vision, talents to be nurtured, nourished and matured at Gurukul and to experience the purpose of our calling in God’s Mission. Though we began our theological journey in 1982 in Gurukul, which was a non-formation theological extension centre at that time, God paved the way to restart it as formal theological education Centre in the year 1985. Both of us became instruments in God’s hands in the process of resuming Gurukul with a new vision. In that new vision, Prasanna was instrumental in starting Women’s Studies, and I offered leadership for Communication in Theological Education. The vision became a reality when the two departments of Women’s Studies and Communication in Theological Education bloomed to offer postgraduate and doctoral studies in the Senate of Serampore College.

Prasanna Kumari became a crucial part of my theological journey and my life. Coming from a very conservative and charismatic Christian family, very quickly she adapted herself to seeing the Scriptures with a new eye, the eye of the emancipation of the downtrodden and oppressed, particularly women, children, Dalits, Tribals and Adivasis. Though she quickly rose to great heights in the national and international leadership, her concern steadily rose for the development and liberation of these downtrodden and oppressed people. Her untimely passing away in March 2006, at the age of 56, created a high vacuum.

While paying tribute to her, the Rt. Rev Julius D. Paul, Bishop of the Church in Malaysia and Singapore, who succeeded Prasanna at the Lutheran World Service, LWF, said: “Prasanna is known not only for the numerous positions she has held in the LWF, WCC and elsewhere but more for the passion with which she engaged in each and every issue affecting women and the downtrodden. Her clarity on issues facing society and the commitment to give a new future to all people has been an inspiration to all of us.”

Though there were many tributes in her death, she had more critics while she was alive. Her vision was commitment to women and girl children and working toward the ordination of women for pastoral ministry. However, her struggle brought forth fruit in seeing all the Lutheran churches (except two) ordain women for pastoral ministry.

A story told of a young musician whose concert was bluntly criticised by the music critics of his day, who was consoled by the famous Finish composer Jean Sibelius, saying, “Remember, son, there is no city in the world

where they have erected a statue to a critic.” There are more statues erected to honour champions and heroes than critics. Yet critics will always be the stone in the champion’s shoe, and they may be found close to home. It was true in Prasanna’s life. She was a courageous woman who believed that if God is calling us to step out and trust

him, there is no safer place we can be. Prasanna’s life was a life of courage and determination in the face of adversity. She did not allow failure, opposition, handicap or trials to deter her. Her experience taught my daughters and me that a life of genuine sacrifice commences with a trust that God will be present and no great thing will ever be done without personal sacrifice. You will have to let go of some good things so that you can embrace the most essential characteristics of life. Pain is part of the process that brings us nearer to our destiny. God heard her cry and her dedication. I had a jolt when Prasanna Kumari



passed away, but God restored me to continue my journey entrusting the leadership role at Gurukul Lutheran Theological College as Principal of the seminary from 2006 till 2011. I had to struggle, fight and overcome many obstacles to get to this place in life; however, I kept going. I learnt that quitting is not an option. The key was 'choice'. I took a decision that when a commitment was made to do something, I did it. Feelings and emotions didn't distract me; I just did it." My roots always reminded me of the divine power that was at my disposal - the moral compass and my internal determination that I inherited from my upbringing, the root from where I came. I left Gurukul, with satisfaction and fulfilment in 2011.

Life at Concordia Theological Seminary, Nagercoil from 2011 till 2014, was a thorn in the flesh. I was called to serve my own denominational seminary, to give the leadership that was needed at the time. I had to face enormous challenges through church politics and that ended my theological journey in 2014 with heartbreak as internal politics, both international as well as national became a hindrance to the development of the seminary. This experience taught me a lesson that, if the church loses sight of its 'called

out' place in the world, it will begin to be more like the world than like God. The church's greatest challenge is to remember its purpose: called to be holy. Martin Luther's words: "Christian (leader) ought to be a living doxology," which the leadership of the Lutheran church failed to follow.

Although I wanted to end my journey of ministerial commitment at the age of 65 in 2014 with Concordia

Theological Seminary, God did not want me to complete my leadership in theological education journey with a heartbreak. He provided me with another opportunity to serve him through Hindustan Bible Institute & College from 2014 till 2017 as Director of Higher Education and then as the Principal. It reminded me that the path to resurrection glory will take us by way of the cross.

It was a blessing to be in the leadership at the World Association for Christian

Communication, a global communication organisation of eight regions. I served as its Asia-region President from 2008 - 2014, Secretary to the Global Board (GB) from 2011 - 2014 and then ultimately attaining the position of President of the Global Board in 2014 till 2019. The

If the church loses sight of its 'called out' place in the world, it will begin to be more like the world than like God.



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GB was serving the downtrodden communities in many parts of the World, serving to enhance their power of Communication – a God-given gift to humanity. As a global organisation, it had the mandate to cross the boundaries of class, caste, creed, and so on and learnt the lesson that, Christians are not for self-service, but called out to serve others, crossing the boundaries that divide the people.

I have another opportunity with a new vision to serve God through Martin Luther Christian University. This paved the way to provide leadership for a new direction in theological education with a combination of secular education – a unique blend of learning to serve the church and society as God's instrument.

During the forty years of my ministerial experience with theological colleges in training young people for the ministerial functions, I realised the cry of the people in the pews and the church leaders - one for spiritual leadership. I began to understand that life experiences lead to leadership preparation and entrance into a life that is already prepared [by God]. Knowledge is no replacement for experience and common sense. Life is not discovered in a classroom. Academics are not a surrogate for what is learnt on the streets or pavement of living with people. The young people are prepared to be excellent academics for the pressures of life. They might know theology, but they don't understand life. In other words, knowledge cannot be a substitute for experience. Martin Luther Christian University, Faculty of Theology and Religious Studies fulfils this vision in training the future leaders for the Church and society giving equal importance to practical dimensions of learning by doing, to which God called me to be a part.

In conclusion, I can say that I had never experienced a time when I felt alone. I felt the hand of God holding,

guiding and strengthening me. God provided a new companion in Ms Vidhay Rani, whom I married in 2009 to comfort and console me and join me in my ministry. She is a counsellor, and a social activist, fighting for the rights of women. My two daughters Prema and Priya have also been great supporters - all in my stressful leadership days. They also have stood to experience the words of Micah 6:8, which Prasanna and I considered as the cardinal principle of our lives. “(God) has shown you, O

man, what is good. And what does the Lord require of you? To do justice, love kindness, and walk humbly with your God” (Micah.6:8).

A practise of positively influencing spiritual leadership through the development of hope and faith and a transcendent vision of service was what kept us looking forward to the future. Spirituality begins to have real meaning in our moment-by-moment lives as we start to exhibit the holiness of God and the love of God. For me, 'holiness is a habit'. It's a characteristic of God himself, displayed correctly in Christ and imputed in our accounts by grace through faith.

But in practical terms, holy living means daily discipline. I ask God to help me identify 'weeds' in my life, and replace them with holy habits that should produce a crop of righteousness. I have learnt to focus less on myself as the leader, but highlight others in order to meet their spiritual needs, commitments and performance.

For God so loved the world and gave His only begotten Son, as a Saviour of the world. A true leader is a person who follows His Way rather than his own way.

Rev. Dr. Samuel W. Meshack is presently the Pro-Chancellor of the Martin Luther Christian University, Shillong. He previously served as Director of the Gurukul Theological College, Chennai and the Director of Communications for Lutheran World Federation.

Conflict Resolution Through CEC

There is an urgent need to resolve conflicts within healthcare teams and between hospital and patients/caregivers on critical clinical decisions. In such situations, having a Clinical Ethics Committee (CEC) could help. The Ethics Consultation is free advisory service to set up the systems and SOP in our member institutions. This service is available from August 2019 till September 2020. Hospitals that want consultation services may contact:

**Dr. Abhijeet Sangma 98113 02363; drsangma@gmail.com or
Dr. Jameela George 85277 47395; jameelageorge@eha-health.org**

EXPERIENCE AND CHRISTIAN LEADERSHIP

"I thank Christ Jesus our Lord who has given me strength, that He considered me trustworthy, appointing me to His service." 1 Tim. 1:12

When the CMAI Editor, Ms Mercy John, asked me to write about my experience in Christian leadership, I wondered what prompted her to ask me. The thoughts which came were – maybe because I am a Bishop or a former Secretary of the Chaplain's Section of CMAI, etc. On the contrary, it gave me a time to examine my experience in Christian leadership.

The first question which came to my mind was: "Does leadership connote a position?" I have learnt that Christian leadership is an influence. In all my years of service I never aspired and nor planned for any position. Any position I held was offered to me, without my effort and sometimes even without my knowledge. At times the thoughts which came to my mind were – Are people influenced by me? If so – how many? I knew that I should be a role model – but I did even not have a mechanism to know how many people I would be influencing nor how many were in my charge. I only knew that I should be ready to serve than to be served. Christian leadership calls for servant leadership.

Leadership is a position- but that also should be an opportunity to influence others. Heb. 13:7 says 'Remember your leaders, who spoke the word of God to you. Consider the outcome of their way of life and imitate their faith' I understood that position is given by God and I have to live my life as a role model.

Many times I was tempted to feel that I am in this position because of my ability and qualifications. But no - it was only because of God's grace and mercy. I always remember and remind my pastors and other leaders of this truth. At my consecration service, I thought 1 Timothy 1:12 would be the best text for the inaugural address. God found



Rt. Rev. Dr. K. G. Daniel

I only knew that I should be ready to serve than to be served. Christian leadership calls for servant leadership.

me faithful and entrusted this ministry to me. Since it has been given to me, I have nothing to boast. The God who gives can also take it away at His own will if I am not faithful to Him. The goal statement made by John the Baptist was, "Let Him increase and let me decrease" (John 3: 27) always reminded me that one day I have to stand before the judgment seat of Jesus (2 Cor. 5:10). It has both a negative and a positive aspect. The judgement and the reward - all my work and life will be judged there and I have to give answer. Also it is the time to receive the reward before all (2 Cor. 5:10).

I ALWAYS BELIEVED THAT the real reward is from God. So wherever I worked - salary or benefits were not something that worried me. I knew full well that the God who called me, will provide for me.

Some forms of leadership are based on what you do. But in Christian leadership, it is who you ARE before what you DO. We may have to face many criticisms. It is a temptation to think high or low about oneself. Both are wrong. The important matter is to know who you actually are. People may give you different positions and praises. Being in leadership, I always reminded myself who I was and what my limitations were. Also, once in

a position, there will be many opportunities in areas of popularity and money – and it is easy to move away from the primary and special call. Keeping the priority clear has been a great challenge - not only for me but also for those who are in leadership.

Incidentally, the way one dresses is also important. I have been sneered at for my clerical Episcopal dress, but I believe that it is part of my calling.

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Another temptation is the purpose of leadership or ministry. It is very natural to build our own kingdom instead of God's kingdom. We ought to remember that the purpose is to "let Him increase and let me decrease" (John 3:30). It is very difficult to distance ourselves from power, property and fame. Yes, it may all be added to us; but we should not aim or work for it. That will shift our priority and call. We have to always remember our calling.

Christian leadership is also a challenging one. It is a tiring job, but a victorious one. There were problems and struggles; but whenever I surrendered everything to God, there was always a way out. Much time was spent in prayer to remove the difficult situations, but in spite of that, sometimes God allowed those events to happen. It gave me an opportunity to trust Him completely.

In the end, it was God who gave victory, and showed me His power. When I was weak, God removed the problems away from me and when He knew that I was strong, He allowed me to face it, but showed His power through me. Because He knows me well, nothing happened in my life without His knowledge; He knew how it would affect me.

As a Christian leader, many a time we may have to come across people who make us bitter. Then it comes to a point where we have to meet their needs. The natural

tendency was to avoid them; but I had to meet their needs, because the driving force was always the love of Christ.

Therefore the motivational force for every leader should be the love of Christ. So for me, leadership was only the extension of His love to me, who loved me even when I was unworthy to be loved by anyone. This love made me a new creature that I could not think or act the way the world does.

Another challenge which I always faced was about priority as mentioned in John 6:33. "Seek ye first the kingdom of God..." In this challenge, I learnt three aspects. Setting priorities as a leader was the first. The second was to keep purity of thoughts, words and deeds. The third was to trust in His promise with one's entire life - by which 'all things will be added to you'.

My unreserved gratitude is to the God who called me into leadership, and I know that He is faithful, even unto the end !

Rt. Rev. K. G. Daniel is the Bishop of the East Kerala Diocese of the Church of South India, and has earlier served on the staff of CMAI as Secretary of the Chaplain's Section.

JUST RELEASED: MEDICAL TERMINOLOGY FOR ALLIED HEALTH PROFESSIONALS

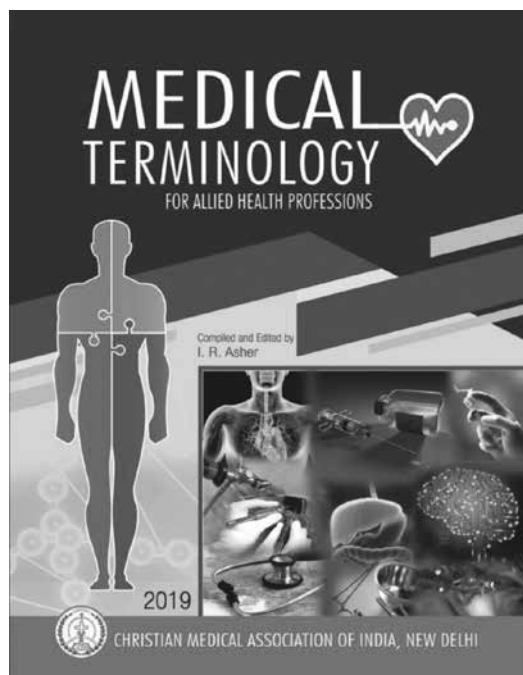
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JESUS TRANSFORMATIONAL LEADERSHIP MODEL

To make a transformational leadership journey to begin inside us – one needs to learn to live, love, and lead like Jesus. But this requires time and intentional changes. As I write on my own journey, I would also like to pick on the model advocated by Ken Blanchard - The transformational process tool of leading like Jesus at four levels – leading self, leading another, leading others and leading an organization.



Ms. Jaya Abraham

Leading Self– Matthew 4:19-20

One of the very first things that the Father dealt with me was to acknowledge, learn and understand that I will have to answer the question: Who Am I? This made me realize my identity and purpose. The identity of being His daughter opened my heart to His purposes with eternity in perspective. I acknowledge that:

- I am His child
- I am a rare one
- I am unique
- I am made for a special purpose
- I am His workmanship
- I am made in His image

and many more. I began to believe that my security and identity was in Christ Jesus.

The second question was: 'Whose Am I?' My response to this question made me aware of the audience of the One whom I served as well as the authority under which I served. All my trust is to serve the audience of this One.

Choosing my identity in Him, accepting His authority over me and His purpose in my life changed my perspectives in the transformation process.

Leading Another: Matthew 14:30-31

The process of leading others which is, enabling people

to find their purpose and identity has been a huge challenge. This leadership releases them to achieve their optimum potential. In my almost three decades of work in the corporate world, I have had the privilege of leading quite a few to follow the Carpenter leader. In the bargain, they found their identity and purpose.

To share one story with you - one of my co-workers was an excellent, sincere worker. He was an anxious guy and was walked over by many. As he worked, he used to visit our home

for team meets. During that season he observed the care I was providing for my father-in-law. He was touched, and one afternoon he asked me about the God I believed in. That day he not only found the Savior and Lord but was also convicted of his identity. Thereafter he grew in

confidence and assurance and became a person of great grit, and was able to lead himself as well as others.

When we begin to lead another, the first step is to demonstrate our transformation in leading like Jesus. The relationship is built on trust. In our lifetime relationships, from trust flows empathy, love, grace, mercy, and being vulnerable to one another. We begin to appreciate and affirm another person out of our own security as well as identity.

Some of the ways I nurtured trust among my colleagues had been by being vulnerable, sharing insights and knowledge, and allowing them to live life with us. There are times when my trust in others put me at risk of losing relationships, the reasons being my radical thinking and speed of action.

My transformational journey has not always been smooth sailing. In one instance, when I lost trust in someone I was leading, I immediately turned to my boss - the

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Carpenter, who enabled and empowered me with a heart of forgiveness. Though I felt sadness, I never felt cheated. God inspired me with His indwelling Spirit to love that person without any questions. Walking with a pure heart has been an everyday learning.

Leading Others: John 13:13-14

Jesus empowers us and always creates opportunity to serve a community. Jesus trained His disciples to work towards unity in spite of diversity and to believe in the power of teamwork. As trust with individuals grew, this community developed. The leader in the community is the one who empowers others to accomplish focused goals. The display of leadership is when the leader shows and tells others the way forward.

In this journey, I have had fulfilling times by bringing out the best in others. Over the years I had opportunities to build workplace communities as well as a community-based group around the place we live in Mumbai.

In the recent years we have seen the Father build a beautiful community of people from different walks of life. We call it G@P (Group at Powai) and meet every Wednesday. We strive to do life together, to do extended service in the community and carry out specific missions. So we meet for a time of adoration (worship), big boast (testimonies), core teaching (from a book in the Bible or a video based series), practice dependability (praying) and enjoy energizers (food & beverages). The team contributes towards gifts and celebrates Christmas at a government remand home and at another non-profit outfit. In addition, we have done training of teachers in a village school in Chandigarh; have made other things come alive through generosity towards higher education, community centers and so forth. It is living life beyond the four walls of a home as well as a church. Now each member in our community is an ambassador in their own set-up and neighborhood to demonstrate the power of feet washing, over and above roof crashing. That is what Jesus taught His disciples and us too.

Leading an Organization: Matthew 28:18-20

The whole move towards greater influence happens when there is a shift in perspective, building of trust and formation of a community. All these happen in these first three spheres and thereby leading to influence the change in the culture of an organization. This leads to building relationships and showing results in the organization. The display of Jesus' core value – LOVE, becomes the centerpiece of everything in these communities. The leaders become the shepherds of people when they respect and serve the sheep without lauding it over them.

In the corporate world that I worked in – The Father led me along the way to influence change in the organizational culture for progress. Let me tell you one anecdote where there was transformation of the entire organization. These people became appreciative of one another, redirected and reinforced each other, rather than exhibiting the 'Gotcha' approach. And that helped us greatly in containing attrition in the organization. We also noticed a paradigm shift in the minds of employees wanting to reach office cheerfully every morning without compulsion. The employee satisfaction survey scores soared.

Conclusion:

Transformation at four levels is what makes the journey possible. To love, live and lead like Jesus. The one who leads is the first level; the next level is when one is able to lead another; the third level is when we are able to lead a small group and the final level is to be empowered to lead an organization. When we walk this journey by His side, we will be never alone. Keeping love as the focus isn't an easy challenge.

If you are the one who leads an organization, focus on results and relationships. At the level of leading a small group, we recognize leadership as successful based on team dynamics and performance. When we lead another team member or a co-worker, we may focus on relationship and a common ground to build trust.

I measure the various roles of in life, based on the following results:

As a parent, by showing spiritual maturity and seeing with joy the journey of children

As a spouse, by offering purity of love towards my best half

As a sister or brother, by serving

As a neighbour, by always being there

As a friend, by showing generosity

As a citizen, by standing up for my responsibilities and rights

The fact that I accept my identity in Jesus and obey my Father, gives me the confidence to lead and display His overflowing love with wisdom and influence.

Ms. Jaya Abraham consults as a catalyst facilitator for Transformational Leadership. For her and Abraham, her husband, people are important and they maintain an open home in Mumbai.

PLASTIC VS. ORGANIC: MANAGEMENT CONCEPTS AND CRITICAL REFLECTIONS

As leaders of institutions and of teams of people, each of us needs to constantly improve our understanding and ability to lead. Some are born leaders; some acquire leadership; others have leadership thrust on them. Whatever the route, we all have leadership roles and none of us are infallible. There is always need and scope to learn and grow. We would recommend a book published by VHA in 1982, edited by S. Srinivasan, called: *Management Process in Health Care*, as simple and relevant for untrained leaders like us, forced by circumstances to manage hospitals.



Dr. John C. Oommen

We in Mission Hospitals, sometimes tend to suffer from a bi-polar disorder. On the one hand, we think we are the cat's whiskers; holier than thou; the only true service providers; and our patients should be grateful for the opportunity to be treated by as sacrificial a doctor as me! And at other times, we are so self-critical and "down-putting" of our mission institutions; as if there is nothing right with us. And then we swallow any half-baked management theory that is sprouted at plastic conferences and workshops, assuming it have to be better than ours, just because it was created in the West or presented on an animated PPT in a swanky hotel room!

Remember, with all our faults and weaknesses, (and God knows how fragile and wayward we are), the Mission Hospital Model in India is over a century old. We have many hospitals that continue to serve for over 50, 75 and 100 years – alive and kicking, even in this difficult time and age. So let's not throw the baby out with the bathwater. Many of the corporate models being praised and touted are still in their relative infancy. Wait one generation before you swallow the plastic. Will the hospital outlive

their founders and their founders' children – as have CMC Vellore, CMC Ludhiana, St Stephens Delhi, Christian Hospital, Berhampur and so on? (Incidentally all these were started by single women!)

But that is not an excuse for us to get all self-righteous and arrogant. We have survived not because of us, but in spite of us; only by the grace of God. And yet, there are lessons to learn from our experience too, even if our packaging is off-colour and our presentations plain. Consider the lilies...

To help us improve our leadership skills and reflect on our understanding, let's look at some common and established concepts in leadership, and share some critical reflections from our perspective in the leading of Christian organisations.

1. Maslow's Hierarchy of Needs (1954):

Abraham Maslow said that the needs of human beings form a hierarchy or step-wise pattern. Here is an abridged version of the idea:

Level 1: The first and most basic needs are food, clothing and shelter. Or roti, kapada, makaan, as we would say. The basic questions asked are: Will I be able to feed my family? Do I get a living wage?

Level 2: Once these needs are fulfilled, the next level of needs that people look for are security and safety. The questions that emerge

now are: Is my job secure? Will I have pension to sustain me after my retirement?

Level 3: Once the physical and security needs are met, the next step is Social Needs: good relationships, at work

Remember, with all our faults and weaknesses, (and God knows how fragile and wayward we are), the Mission Hospital Model in India is over a century old.

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and after work; feeling a sense of belonging, a member of the institutional family, etc.

Level 4: Then comes the need for Esteem and Status; for power, prestige and position. At this stage, designations become important, a desire for leadership and influence in the organisation or society.

Level 5: Once the esteem needs are met, the next level is the need for Self-Expression and Self-Actualisation: to feel I am doing what I was designed for; I am making a difference.

Level 6 : And a higher motivation is Self-Realisation; or maybe, spiritual awareness and fulfillment that one gets from the work.

Reflection :

It is important for us as leaders to understand what motivates our team members; that their needs and security are important. At the same time, rising aspirations are not always easy to fulfill. Then for a leader, what becomes more important - The goal of the work or the satisfaction of team members ? The care of the patients or the sense of entitlement of the staff?

And what about our own motivation as Christian leaders? What makes us tick? Are we ourselves claiming to follow a crucified God and yet falling in a Maslowian trap, chasing the satisfaction of our own personal wants masquerading as perks, even at the cost of the team members and the goal of the institution? We are fooling nobody other than ourselves.

2. Frederick Herzborg (1959) :

Herzborg called the lower sets of needs Hygiene Factors - like food, clothing and shelter; and the higher needs, like Self Realisation, he called Motivating Factors.

His logic is that providing for food, dress and accommodation is basic. The absence of it can demotivate. But the provision of these in itself does not motivate. What motivates excellence and high quality work are the higher needs.

Reflection:

This is seen every day in our work. Many people posted to remote locations – including teachers, nurses and doctors – say that they cannot perform for lack of housing

or food access. But once those are provided, they still do not perform as expected. And now the new excuse is something else.

We need to provide the basic needs to all our team members. But that in itself is not enough to inspire higher thinking or dedication.

In our Mission Hospitals, we are ordinary people trying to do extraordinary things. How do we inspire our staff to look up and see the vision and purpose?

Dr Manoj Jacob of Lamptaput once said: "The First Generation has the vision. The Second Generation has contact with the founders who had vision. The Third Generation has neither."



How can we re-visit and re-ignite our vision and our passion – both for ourselves and for our colleagues?

3. Douglas McGregor (1960) :

McGregor described two world-views or assumptions that managers often have :

Theory X: Such leaders feel that all the staff are kaam-chors or shirkers; they have no capacity to think and creativity to imagine solutions; they are not trustable when you are not watching. The only way to run an organization is with a stick in hand. Closely control and discipline them to make them work.

Theory Y: These leaders believe that their staff actually want to work hard and do something worthwhile

with their lives. They just need to be provided the right atmosphere and opportunity. They understand their situation and can be trusted to come up with creative solutions to the problems they face.

Reflections :

All of us have met X-wala bosses and Y-wala bosses. Which one are you? I hear you reply "50-50". Maybe we should ask your subordinates which theory you seem to be following!

How can I learn to respect my staff and help them grow and evolve, just as they help me go from a natural X to a higher Y?

4. Blake and Mouton Managerial Grid (1969) :

Robert Blake and Jane Mouton developed the idea of a

Managerial Grid; a kind of graph with scores from 1 to 9. On the Y axis, is concern for the staff, and on the X axis is concern for the work output. They suggested that leaders can be plotted on the graph for how much they prioritise People Orientation as against Task Orientation.

Reflection:

How do we balance our approach? There is no perfect formula. Looking at various leaders, we see that the approach depends on the leaders, the maturity of the team members and the task at hand – is it neurosurgery or is it community health, for example.

As leaders of Christian institutions – hospitals, training institutes, community programs, Blake and Mouton challenge us to introspect. At one extreme is the boss who says: “I don’t care if you cry or if your children die; you’d better do your work and produce results”. On the other extreme are caring, supportive leaders who say: “Doesn’t matter if the work is not done; or the patient dies; or the child is not taught; you be happy. Your satisfaction is most important to me.”

Obviously, we are all in between, but how do we hold these two seemingly polar positions in a dynamic equilibrium that is just and true?

5. Robert Greenleaf (1977) : Servant Leadership

Considered the Guru of Servant Leadership, Robert Greenleaf in his book: Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness describes an alternative model of leadership for industry and business, where the leader is also the servant. This idea is popular in many business organisations where the CEO sees himself or herself as the servant of the team.

Reflection:

Really? Did we need Robert Greenleaf to tell us this? He is 2000 years too late. The original is Jesus Himself; described by Isaiah in the Suffering Servant passages, and by St Paul in Philippians 2 : 5 - 8. Jesus lived out the ultimate role model of a Servant Leader, epitomized in the washing of

the feet of His disciples and His death on the Cross: God dies for man.

And yet, we who take His name for our institutions reject the model. The stone that the churches and mission hospitals rejected has now become the cornerstone for business leaders. We choose pomp and power, position and perks. And leave Him hanging on the Cross.



6. Lao Tse, Chinese philosopher :

- Go to your people
- Live with them; Learn from them
- Love them; Serve them
- Begin with what they know; Build on what they have. And of the best leaders, when their task is accomplished and their work is done,
- The people all remark: “We have done it ourselves”

- Reflection: No Comment; just bow in awe.

Let us now look at some Homespun Insights for Christian Leaders, from within our network

A. Rev A C Oommen:

There are four stages in the natural life of an institution.

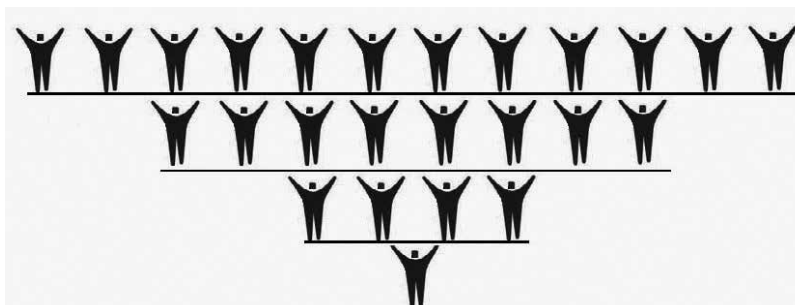
Stage 1 is the Stage of Struggle. There is a dream and a vision, but we have very little in our hands to do it with. We jump into the battle and struggle to make a difference and address the burning issue. This is the most inspiring phase in the life of an institution.

Stage 2 is the Stage of Excellence, when our struggles have attracted some support and we now have a match between the structure and the purpose. The facilities match the need.

(And then we get an award. And we spend the rest of our lives showing visitors around).

Stage 3: The Stage of Stagnation, when the structure and overheads are growing, but the vision and purpose are fading. The stories we tell are jaded and hand-me-downs.

Stage 4: The Stage of Decay and Death : This could last a few months or even decades, but



the spirit is no longer in what we do. Self-Perpetuation is the mission. Our aim is survival for our own sake. It is now only a question of time (or real estate!).

I asked : “Is this inevitable for all institutions ? Is there a way out?”

He answered : “Be conscious of this life cycle; stay open to the world and open to God. And when you see the early signs of Stage 2 moving to Stage 3, re-visit the vision; and if there is real purpose, re-invent the organisation for the larger purpose; go back to Stage 1 – the stage of struggle. Live in Stage 1-2-1-2-1-2.....”

B. Lessons from Bollywood :

Watch Raj Kapoor in Mera Naam Joker. He is a clown in a circus whose job it is to make everybody laugh. But his own heart is broken and he's hurting. That is often the task of Leaders. It's lonely at the top. Like Raj Kapoor, even if we are crying inside, our job is to make others smile.

C. Thoughts from a lifetime of watching Mission Hospitals :

- i. Mission Hospitals, over time, tend to become like their bosses. Values trickle down from the top. If the leader is rough and rude, the whole hospital becomes like that. If the leader is generous and caring, the whole hospital tends to follow suit. But, only over considerable time. This is also true of nursing schools, community programs and individual departments.
- ii. In our kind of passion-driven organisations, the job of Leadership is to Inspire. We cannot scare our staff into performance; we have to inspire them. And that begins with us. We have to be the change we want to see.
- iii. The Kingdom Principle: Seeds give rise to plants. Plants become trees. Trees produce flowers and fruits and seeds. And the cycle starts again. This is true of most of the Mission Hospitals that have stood the test of time. They started small – one person, one

room – but honest and in obedience to a Call. And today, they give rise to many generations of seeds.

- iv. Today, most new mission hospitals that started up in the last 15 years in India, suffer from Inborn Errors of Spiritual Metabolism, incompatible with life beyond ten years. They lack the patience of the true missionary, to start as a seed, to become one with the mud, and allow God to make grow. They are transplant trees; prioritizing buildings and machines over people, exchanging cement and steel for true discipleship. The morbidity and mortality rate is visible.

- v. Our calling is to Obedience, not necessarily to Success.

The writing is on the wall. We the Christian community and leaders of Christian institutions are inheritors in a sense of the greatest Leadership Guru of all time, Jesus Christ Himself. From our childhood, Sunday after Sunday, we have listened to and preached His Gospel. And then Monday through Saturday, we go out and do it our way!

Our attitude should be like that of Jesus Christ, who did not consider high position and personal comfort something to be clutched on to; but emptied Himself, became human.

took on the nature of a servant, and was obedient even unto death on the Cross.

He is our role model. Nobody else. We should also learn from different schools of thought; concepts and theories; imbibe the good and avoid the plastic. But let us join Gandhiji when he says :

“I will open the windows of my house. I will allow the wind from the west, the wind from the east, the wind from the north and the wind from the south, to blow through my house. But I refuse to be blown off my feet”.

Dr. John C. Oommen is Deputy Medical Superintendent and Head of Community Health Department, Christian Hospital, Bissamcuttack, Odisha.

LOST CERTIFICATE

I, Mahima Samuel have lost my original GNM course certificate bearing no.1603 and mark sheets with Roll No. 03671 & 36426. If anybody finds it, please give it to me or inform me at the given address: Mahima Samuel, Railway hospital, Mailani, Dist Lakhimpur Khiree, Pin 262803, Ph- 7905234018, 900594866.



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13. Ortho Technician Training
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