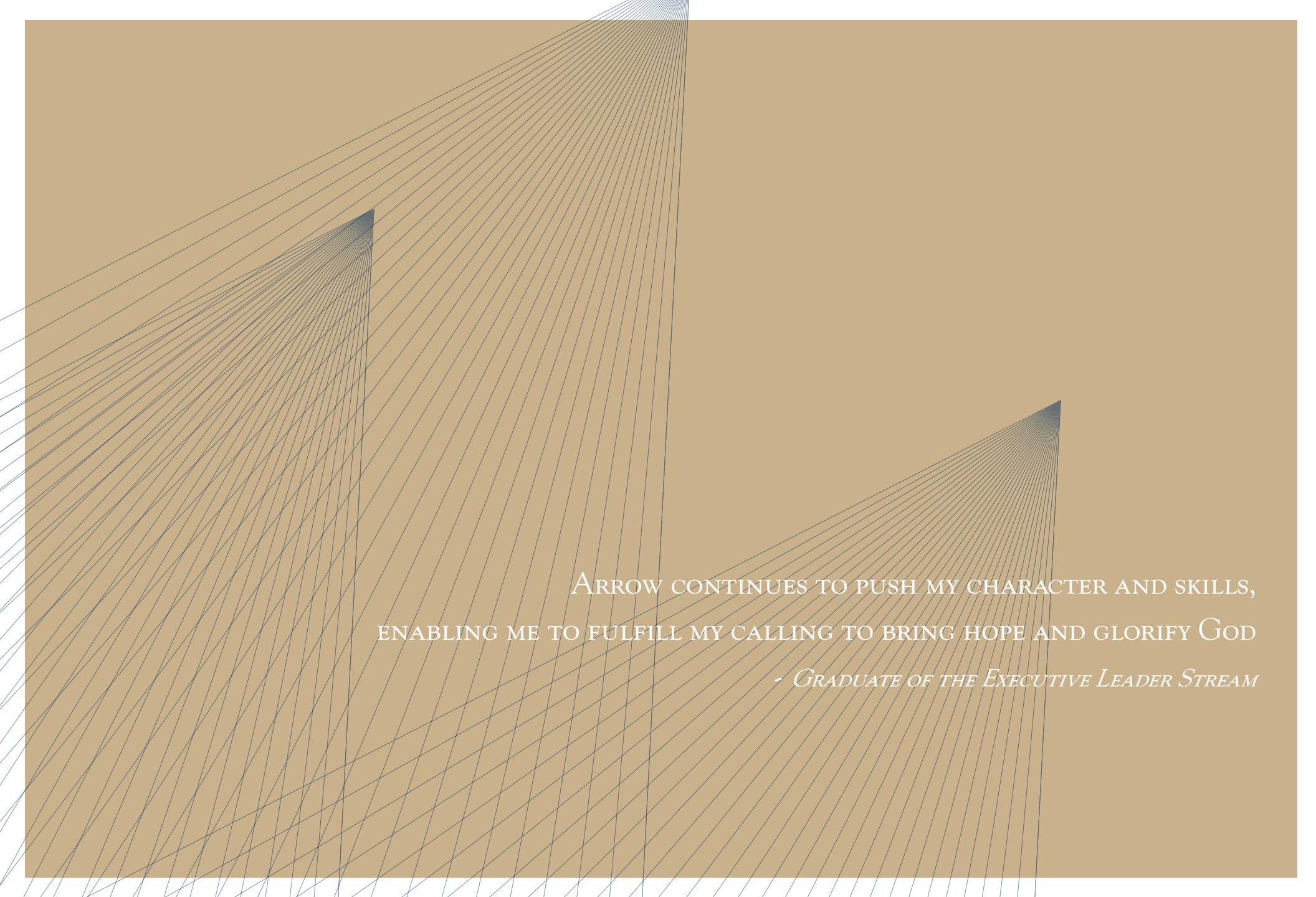





ARROW LEADERSHIP  
Executive Leadership Stream




ARROW CONTINUES TO PUSH MY CHARACTER AND SKILLS,  
ENABLING ME TO FULFILL MY CALLING TO BRING HOPE AND GLORIFY GOD  
- *GRADUATE OF THE EXECUTIVE LEADER STREAM*

A photograph of two men sitting on a porch. The man on the left is older, with white hair, wearing a dark blue jacket over a pink shirt and blue jeans. He is sitting in a dark blue armchair and gesturing with his hands while speaking. The man on the right is younger, wearing a brown jacket, and is sitting on a white bench, listening to the older man. The background shows a wooden porch railing, green foliage, and a house with a window.

“Where there is no wise guidance, the nation falls, but in the multitude of counselors there is victory.”

PROVERBS 11:14



SHAPING KINGDOM MINDED LEADERS  
BUILDING PRACTICAL ORGANIZATIONAL SKILLS  
STRENGTHENING PERSONAL CHARACTER  
BROADENING PERSPECTIVE

“Arrow is the single finest experience I know of to go and receive a warm honest appraisal of one’s leadership abilities, network with other likeminded leaders and learn from the highest quality presenters available anywhere.”

BOBB BIEHL, PRESIDENT: MASTERPLANNING GROUP INTERNATIONAL

## TRANSFORMATIONAL, INTENTIONAL, PRACTICAL AND WHOLISTIC

Navigating the challenges of organizational leadership in our rapidly changing world is one of the greatest demands facing Christian leaders today. Leaders are required to make wise judgments and skilled decisions in an environment of increasing speed, complexity and changing expectations. There is a clarion call for leaders with robust character and resiliency who can break through the chaos and confusion.

Strategic organizations that choose to invest in the personal and leadership development of proven leaders within their organizations find significant return on their investment to meet the demands of today and the challenges of tomorrow.

Arrow Leadership has a demonstrated track record of profound transformation in the lives of Christian leaders. Offering a wholistic approach to leadership development that focuses on individualized learn-

ing and development, Arrow provides a safe and confidential environment for growth in character and the competencies required to effectively lead in today’s world.

The Executive Leader Stream of the Arrow Leadership Program is a proven and effective plan of action geared toward the development of CEOs and senior executives in the non-profit sector as well as marketplace leaders, educators, and senior and executive pastors.

Arrow Leadership is a worldwide Christian organization dedicated to the development of a global network of Kingdom minded leaders who are led more by Jesus, who lead more like Jesus, so that together we may lead more to Jesus.



## EXECUTIVE LEADERSHIP DEVELOPMENT BENEFITS

The Executive Leadership Stream of the Arrow Leadership program is a distinctive environment intentionally designed for the Christian in executive leadership. It provides significant and lasting value to the individual and his/her organization. This program will:

- Explore the critical role of self-leadership and provide an in-depth self and 360 degree confidential assessment of you as a leader.
- Assist you in developing a plan to strengthen your character and deepen your spirituality in a safe environment of grace and truth.
- Equip you in organizational leadership by providing strategic insights, practical skills and applicable tools for excellence in leadership.
- Broaden your management perspectives and train you in critical skills for the exceptional leadership of others.
- Expand your perspectives on leadership and develop you as a Kingdom leader.
- Model best practices in learning theory by enforcing high level thinking, skill-based training, peer-engaging case studies, and mature coaching.
- Develop a life-long network of peers, mentors and trainers from organizations around North America and beyond.
- Strengthen your leadership resiliency to ensure a life of lasting impact.

## ARROW'S ALUMNI NETWORK

Upon completion of the Executive Leadership Stream of the Arrow Leadership Program you will receive a “Certificate in Advanced Leadership Development” – a widely recognized symbol of transformational leadership development within a vast circle of Christian organizations. Furthermore you will become a member of the global community of Arrow graduates who prayerfully support and encourage one another.



“Arrow has impacted every area of my life: We have completely re-branded our [organization]. Personally and corporately practicing the “one word focus” has helped expedite decision making processes. I have learned about my personal leadership and relationship styles and how they affect my life and interactions with others.”

GRADUATE OF THE EXECUTIVE LEADER STREAM

## WHO SHOULD ATTEND

The Executive Leader Stream is designed for senior executives and key leaders of Christian non-profit organizations, marketplace leaders and pastoral leaders of flourishing churches. Each class is comprised of three key groups of Christian leaders to maximize peer interaction and learning:

Individuals in positions of executive leadership with Christian not-for-profit organizations (ie. NGO's, international relief and development, parachurch, educational institutions, denominations, or mission organizations).

Senior or executive pastors of thriving churches.

Christian executives and business owners in the marketplace who actively serve in local congregations or ministries .

## SELECTION

Arrow employs a rigorous selection process, prayerfully assessing every candidate prior to acceptance into the program. This application process ensures that every leader has a demonstrated track record of Christian leadership and a willingness to engage in deep and restorative personal development, will protect the confidentiality of their peers, and is in a season of life conducive to participation in this 15 month long cohort-based leadership training program.

To see more information specific to each of the three target groups listed, visit the Arrow Leadership website: [www.arrowleadership.org](http://www.arrowleadership.org)



## PROGRAM DISTINCTIVES:

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### INTERNATIONAL REPUTATION AND GLOBAL PERSPECTIVE

Arrow enjoys its reputation as the world's premier Christian executive development organization. We are dedicated to a proven approach that integrates spiritual formation, individualized focus and pragmatic leader development. Our alumni are recognized world-wide for their caliber and resiliency as outstanding Christian leaders.

### PRACTICAL APPROACH

Arrow's focus is on the practical development of the whole person. Alongside the expansion of critical skills in management and organizational leadership, Arrow also utilizes an action-oriented approach to spiritual development, self-awareness and character formation. Our exceptional trainer/practitioners are all grounded in an understanding of Jesus as the Leader of leaders. Arrow sharpens leaders by drawing them to tangible examples from the life and ministry of Christ.

### INTEGRATED AND INDIVIDUALIZED LEARNING PROCESS

The 15 month Executive Leader Stream is based on a wholistic and personalized training process that includes significant personal assessment and 360 degree feedback, three intensive five day residential seminars in a cohort-based environment, the development of a customized personal leadership development plan, on-site coaching and peer mentoring.



“Executive Arrow has provided me with a safe forum to discuss some of the tough issues we all face. This allows for great feedback from a variety of perspectives but rooted in Christian values.”

EXECUTIVE LEADER STREAM GRADUATE

### WORLD-CLASS NETWORK OF PEER MENTORS

Arrow classes are comprised of carefully screened and prayerfully selected leaders from around North America. A typical class is comprised of executives from the non-profit sector, relief and development and para-church organizations, senior and executive pastors of thriving churches, marketplace leaders, business owners and senior administrators or educators from academic institutions. Your cohort will journey together over the 15 month experience during which you will become a part of a strategic peer cluster within the class. These clusters provide excellent opportunities to intentionally interact with, learn from and build friendships with high capacity colleagues in organizational leadership from across North America.

### DEVELOPMENT OF KEY RELATIONSHIPS

Leaders don't lead in a vacuum. Often the greatest leadership challenges occur in personal relationships and in interactions with other senior leaders and board-members. The Executive Leader Stream provides two unique opportunities for board members/senior staff and spouses/key supporters to learn alongside the Arrow leader. These shared learning experiences enrich the key relationships of the leader and provide greater support and accountability for growth and learning. Strengthening the key relationships in a leader's life is a proven approach to ensure health and sustainability in leadership.

SHAPING KINGDOM  
MINDED LEADERS BY  
PROVIDING INTENTIONAL,  
INDIVIDUALIZED GROWTH  
THAT BROADENS  
PERSPECTIVE AND  
DEVELOPS LEADERSHIP  
RESILIENCY

## PROGRAM DETAILS

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### DATES AND LOCATIONS:

Please visit our web-site for the dates and locations of the next Executive Leader Stream. Classes typically start every 6-9 months. Arrow Leadership utilizes a variety of outstanding training facilities in some of the most compelling locations in North America. Common residential locations include: Phoenix, Vancouver, San Francisco, Colorado Springs, and Atlanta.

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### ACADEMIC STANDING

Through a creative partnership with Gordon-Conwell Theological Seminary, one of America's best known theological training facilities, there is an opportunity for those with an M.Div or M.Div equivalency to pursue a Doctor of Ministry degree. Arrow continues to foster academic partnerships with select institutions. Our graduates regularly receive advanced standing in a variety of academic endeavours.

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### APPLICATION:

Please download an application at [www.arrowleadership.org](http://www.arrowleadership.org), or email [program@arrowleadership.org](mailto:program@arrowleadership.org). For questions please call us at 604-576-5613 ext 211. Fax completed registration forms to 604-576-5629.

### ALL INCLUSIVE FEE:

The current cost for the Executive Leader Stream is \$15,000 billed quarterly over the 15 month process. Unlike many other executive programs, our competitive price includes:

- all-inclusive accommodations and food at world-class facilities over three residential weeks.
- assessment process including confidential and professional review by Arrow staff and psychologist.
- on-site and monthly executive coaching over the 15 month process.
- integrated and applicable instructional materials.
- world-class faculty.
- land or sea transport from airport to conference facility.
- ongoing alumni support from Arrow staff, trainers, and a world-wide network of peers.

Scholarships are available on a limited, as-needed basis to keep the program affordable for smaller non-profit organizations. Flexible payment plans are also available.

“So he shepherded them according to the integrity of his heart,  
And guided them with his skillful hands.”

PSALMS 78:72

## A TYPICAL DAY

While each day at Arrow is uniquely crafted to match learning objectives, provide times of group or one-on-one interaction and reflection – here are some aspects that you could expect to be a part of a typical day at an Arrow residential:



- 7:45 a.m.** Worship and Devotional.
- 9:15 a.m.** Highly interactive training sessions designed to increase your knowledge and develop you through training. Case Studies, interactive learning, simulations and group work provide multiple opportunities to apply and test learning and skills development.
- 12:30 p.m.** Arrow is well known for the quality of food service that we deliver through our host facilities. Join discussion tables, hear from fellow executive leaders during meal time updates, or enjoy time with peers, mentors or trainers. Meal times matter at Arrow!
- 1:45 p.m.** Most early afternoons are set aside for personal reflection, leadership cluster meetings, or one on one coaching sessions with Leadership Partners. Our choice locations always provide stimulating opportunities for hiking, quiet reflection or recreation.
- 3:00 p.m.** Further training, a guided case study or a learning experience.
- 7:00 p.m.** Leadership Cluster times provide opportunities for your peer cluster to meet to discuss a case study, reflect on the day of learning, problem solve with one another through peer coaching or participate in times of prayer.
- 8:30 p.m.** Relax, enjoy a latte, and socialize with fellow leaders, Arrow staff, trainers and our Leadership Partners. Find a quiet corner with another leader, join a game of pool, enjoy a movie, or get away for some alone time.

## PROGRAM STRUCTURE:

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### WHY 15 MONTHS?

### WHY THREE ONE-WEEK LONG RESIDENTIALS?

The Executive Leader Stream is a 15 month experience integrating the following elements:

### SELECTIVE ENROLLMENT

Arrow is skilled and prayerful in the selection of participants for each Arrow Leadership cohort. Individuals are screened for emotional and spiritual health, a willingness to learn, experience, evidence of exceptional leadership, trustworthiness, and a commitment to the entire 15 month process.

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### PERSONAL AND 360 DEGREE LEADERSHIP ASSESSMENT PROCESS:

During the three months prior to the first residential week, each leader participates in an intensive assessment process which includes a carefully selected combination of leadership and temperament inventories with 360 degree feedback (normally involving board/ boss whichever is most appropriate, spouse, peers and subordinates) and preparatory reading and written assignments.

### ON-SITE RESIDENTIAL EXPERIENCES:

Three on-site residential seminar weeks (located throughout North America), anchored by world-class trainer/practitioners occur in 6 month intervals over a 12 month period. This format allows for deep learning, and integration of skills into the leader's life.

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### COACHING AND MENTORING:

Each leader is paired with a Leadership Partner who facilitates personal reflection on leadership challenges, the assessment process, the creation of a leadership plan, as well as spiritual, relational and character issues. Leadership Partners are present at all residential seminars and continue to meet monthly by phone with each leader until graduation.

“Not a month goes by without me referring back to my notes from Arrow where I’m able to find a quick resource, reference or idea that adjusts my thinking.”

GRADUATE OF THE EXECUTIVE LEADER STREAM

### PEER LEADERSHIP AND MENTORING:

Each executive leader is linked with a leadership cluster of 4-5 other participants. These clusters provide opportunity for ongoing encouragement and input in a confidential, continuous and intentional environment of peer learning, encouragement, support and reflection.

### INDIVIDUALIZED LEADERSHIP PLAN:

A highly intentional, customized personal leadership plan based on assessment and coaching insights is prepared by each leader focusing on specific leadership and organizational growth areas with action plans, growth steps and skill development carefully integrated.

### INCLUSION OF KEY RELATIONSHIPS:

Specific guests are invited to join the executive twice during the residential portion of the program. In the second residential seminar, there is a one day focus on effective governance and board leadership. The executive is encouraged to invite a key board member (often board chair), a key staff leader (their boss), or a key supporter (potentially the pastor for a marketplace leader) for a day of relationship building and strategic training. At the end of the third residential, there is a one day focus on key relationships of the executive leader. The executive is encouraged to invite their spouse or a key supporter (friend, mentor, etc.) to join them for a day of relationship building, and to celebrate graduation.

### DEEP LEARNING:

Ongoing research indicates that learning is best acquired over time and with opportunity for integration into regular practice. The final step in high caliber leadership development is the provision of ongoing and consistent support. Arrow Leadership’s model of assessment, challenge and support provides sufficient information, skill training, reflection and time. This ensures that each executive is able to contextualize his/her learning, implement new insights, and modify or practice positive habits, actions, attitudes and behavior.



# PROGRAM OVERVIEW: PRACTICAL AND RELEVANT TRAINING

Designed to provide practical and applicable skills for personal and organizational leadership:

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## VISION AND PERSONAL LEADERSHIP PLAN

- Discern and clarify personal vision for life, leadership and vocation.
  - Discern and clarify your organization's vision for the future.
  - Align personal and corporate vision and values.
  - Inspire a shared vision and common purpose in your organization.
- 

## STRATEGIC PLANNING AND IMPLEMENTATION

- Develop a structured and disciplined framework for action.
- Create coherent strategic plans which integrate vision, values and tactical goals.
- Utilize strategic pathways in making implementable operational plans.
- Make vision and mission meaningful to staff and volunteers.
- Build and develop organizational capacity.
- Evaluate and benchmark organizational effectiveness.

## BIBLICAL LEADERSHIP

- Lead like the Leader of leaders – Jesus.
  - Investigate biblical leadership principles.
  - Juxtapose biblical teaching from worldly advice.
  - Inspire others to be led by Jesus.
  - Develop a Kingdom perspective in leadership development.
- 

## AUTHENTIC LEADERSHIP

- Recognize personal stress points and risk factors for burnout.
- Develop a set of personal practices and attitudes to ensure a resilient and healthy life.
- Develop healthy responses to opposition, criticism and failure.
- Maintain a lifestyle of transparency and effective accountability.
- Confidently and naturally share your faith.

## INNOVATION AND LEADING CHANGE

- Understand organizational and personal obstacles to change.
  - Understand how an organization's culture affects vision and implementation.
  - Facilitate paradigm shifts and team buy-in.
  - Lead effective organizational turnaround.
  - Lead with innovation.
  - Be a changed leader!
- 

## INTEGRATED LIVING – THE LEADER'S FAITH, WORK AND LIFESTYLE

- Be an ambassador of faith in any workplace.
- Integrate faith into leadership decision making.
- Create a healthy lifestyle of physical activity, diligent work and living faith.
- “Kingdom thinking” – leading like Jesus in your community and workplace.



“As each has received a gift, employ it in serving one another, as good managers of the grace of God in its various forms.”

1 PETER 4:10

## CREATING HIGH-PERFORMANCE TEAMS

- Understand the importance and dynamics of team and organizational culture.
- Assess the current state and discipline of your organization’s teams.
- Cultivate a culture of excellence and ongoing development.
- Create a culture of mentoring and personal growth in your organization.
- Effectively and creatively coach and mentor individual team members.

## SPIRITUAL AND KEY RELATIONSHIPS

- Develop and guard personal intimacy with Christ.
- Develop a disciplined lifestyle of faith and action.
- Nurture and enrich your key relationships in the midst of leadership and life pressure.
- Develop a safe and positive support and accountability network.

## FINANCIAL MANAGEMENT

- Utilize assessment tools for determining organizational financial health.
- Learn techniques for evaluating finance team structure and effectiveness.
- Create program and annual budgets that reflect strategic priorities.
- Understand the implications of fund accounting, restricted and unrestricted funds in non-profit organizations.
- Safeguard the financial integrity of your organization.

## MARKETING AND FUNDRAISING

- Understand the biblical framework for stewardship and Kingdom engagement.
- Strategically position your organization.
- Create an intentional branding and communication strategy.
- Build a comprehensive fundraising strategy.
- Understand the heartbeat of your donors and keys to donor relations.

## HUMAN RESOURCES AND ORGANIZATIONAL DEVELOPMENT

- Recruiting and developing effective staff and volunteers.
- Create a disciplined approach to staff alignment.
- Equip and inspire staff for success.
- Develop and create effective compensation, reward and recognition programs that reinforce organizational vision and goal attainment.
- Understand key regulatory issues in Christian and non-profit environments.

## BOARD RELATIONS

- Understand the role and responsibilities of a board in a non-profit environment.
- Understand the skills, competencies and legal requirements for board members.
- Foster effective relationships between boards and executive staff.
- Maximize meeting productivity within boards or key committees.

“Arrow, with its focus, depth, and accountability, has provided practical ideas and thoughts on leadership most often only learned on-the-job.”

GRADUATE OF THE EXECUTIVE LEADER STREAM



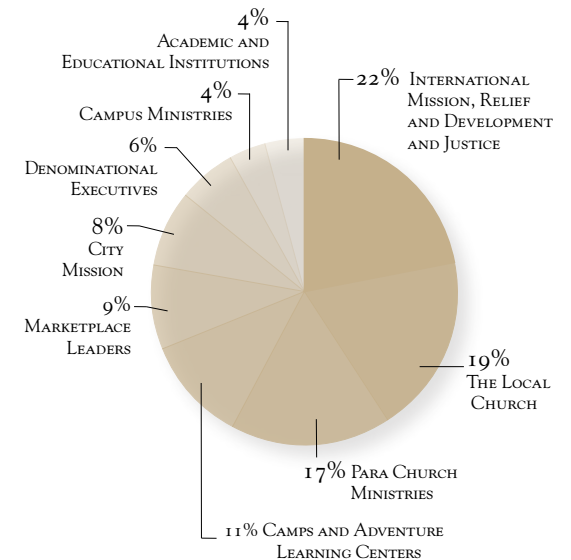
## PARTICIPANT LIST

Arrow Leadership has been developing Christian leaders since 1991 and is unparalleled in our integrated learning approach for Christian executives. Below is a partial list of the organizations, churches and denominations that have participated in the Executive Leader Stream of Arrow:

Absolute Leadership	Impact Movement Inc.	Shalom Manor and Gardens
Alpine Pacific Construction Group Ltd.	Institute for Prison Ministries	Siloam Mission
Bandung International Church,	International Justice Mission	SIM Canada
Bandung, Indonesia	Inter-Varsity Christian Fellowship	Spruce Grove Alliance Church,
Barnabas Family Ministries	Jews for Jesus	Spruce Grove, AB
Camp Arnes	Keats Camp	The Bridge, Medicine Hat, AB
Camp Cedar Cliff	Living Waters Christian Academy	The Salvation Army in Canada
Camp Mini-Yo-We	Matthew House	The Salvation Army, U.S. Southern
Canadian Food for the Hungry	Medeba Adventure Learning Centre	Territories
International	Medicine Hat Evangelical Association	Truth Matters Ministries
Chartwell Baptist Church, Oakville, ON	Mission Prep	Women Alive
Computronix	Ness Lake Bible Camp	World Vision Canada
Daley Home Management	New Direction for Life	Yonge Street Mission
Emmanuel International	New Hope Bible Church, Chicago, IL	Youth for Christ
First Baptist Church, Vancouver, BC	Outpost Centers International (OCI)	
First Evangelical Free Church of	Partners International	
Fullerton, CA	Prairie Bible Institute	
Frontiers	Project Hope	
Goodwill Church, Montgomery, NY	River Park Church, Calgary, AB	
Impact Ministries Canada	Ryder Consulting	

## INDUSTRY LIST

Past participants have come from a variety of organizations and industries. The following pie chart exemplifies the diversity of participants in the Executive Leader Stream of Arrow Leadership.





MEET THE DEMANDS OF TODAY AND THE CHALLENGES OF TOMORROW WITH  
DEEP INTEGRITY, SPIRITUAL RESILIENCY AND SKILLED LEADERSHIP

DOWNLOAD AN APPLICATION AND ENROLL IN ARROW EXECUTIVE LEADERSHIP DEVELOPMENT TODAY  
[WWW.ARROWLEADERSHIP.ORG](http://WWW.ARROWLEADERSHIP.ORG)

## FEEDBACK FROM PAST EXECUTIVE LEADER STREAM PARTICIPANTS:

### LEADERSHIP PARTNERS

“The role of the Leadership Partners, their mentoring, has been invaluable.”

“Arrow provided the potential for Christian leaders to make great contacts with fellow leaders.”

### EQUIPPING

“This program has given me the confidence to believe in my leadership gift and provided tools to take it to a new level.”

“Arrow has given me tools for leadership and confidence in my ability to use these tools and the gifts I have.”

### ASSESSMENT AND CHALLENGE

“Arrow has helped me to understand who I am and why I do what I do. It has helped me to see the big picture and the process of leadership development – my development.”

“Arrow has deepened my character, sharpened my competencies and increased my confidence.”

### DEVELOPMENT AND PRACTICAL TRAINING

“Each seminar included presenters of exceptionally high caliber whose experience and instruction are rare blessings”

“Arrow provided practical training that is pertinent to my work and excellent resource materials to aid growth in leadership skills.”

### ENCOURAGEMENT AND SUPPORT

“I now have a large group of people with different gifts and abilities that give good advice and encouragement.”

“The caring and openness experienced through the cluster groups was very good.”

### RELATIONSHIPS

“Arrow provided time for reflection and interaction with leaders outside my circle allowing for more freedom.”

“The people I’m now networked with are a precious gift. I will know many, I’m sure, for the rest of my life.”



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