Increasing Your Capacity as a Leader

Five short lessons to help you grow as a leader

by Charles McCaul
The Need for Leaders

A Comparison of Leaders and Managers

<table>
<thead>
<tr>
<th>Leaders</th>
<th>Managers</th>
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<tbody>
<tr>
<td>Stress relationships with others, values and commitment – the emotional and spiritual aspects of an organization.</td>
<td>Stress organization, coordination and control of resources – plant, equipment and people.</td>
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<tr>
<td>Create and articulate vision of what the organization could achieve in the long run.</td>
<td>Focus on the achievement of short-term objectives and goals.</td>
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<td>Move the organization in new directors – being unsatisfied with maintaining the status quo.</td>
<td>Concentrate on maximizing results from existing functions and systems.</td>
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<td>Communicate the purpose of doing things.</td>
<td>Communicate directives, policies and procedures.</td>
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<td>Favor taking risks and making changes.</td>
<td>Fear uncertainty and act cautiously.</td>
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<tr>
<td>Generate a feeling of meaning in work – it’s value and importance.</td>
<td>Enforce fulfillment of agreements and contracts for work.</td>
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F. A. Manske
Former CEO Federal Express

<table>
<thead>
<tr>
<th>Leaders</th>
<th>Managers</th>
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<tbody>
<tr>
<td>Create Vision.</td>
<td>Manage Vision.</td>
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<tr>
<td>Create momentum.</td>
<td>Receive something from others.</td>
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<tr>
<td>See and Create.</td>
<td>Keep things as usual.</td>
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<tr>
<td>Lead.</td>
<td>Follow.</td>
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</table>
Leaders Must

- Continue to grow in knowledge and understanding.
- Overcome obstacles.
- Break down strongholds.
- Always move forward.

Keys for Leaders

- Study from successful leaders.
- Spend time with the Lord to hear His voice and see what He’s doing.
- Be organized.
- Be proactive.
- Overcome personality weaknesses.
- Try, but don’t get discouraged when you fail.
- Make partnerships.
- Multiply yourself by training more leaders.

Final Thoughts

We need managers and helpers in the church, but we need lots of leaders. You can learn to be a leader. Don’t be satisfied with the status quo – reach for more. (Parable of the Talents)

Allow God to increase your capacity. Look at the big picture. Increase the ministry the Lord has given you

Effective Leadership

F. A. Manske

Effective Leadership

1. Effective leaders build group cohesiveness and pride.
2. Effective leaders live by the highest standards of honesty and integrity.
3. Effective leaders share information openly and willingly.
4. Effective leaders coach to improve performance.
5. Effective leaders insist in excellence.
6. Effective leaders set the example for others to follow.
7. Effective leaders hold subordinates accountable.
8. Effective leaders have courage.
9. Effective leaders show confidence in people.
10. Effective leaders are decisive.
11. Effective leaders have a strong sense of urgency.
12. Effective leaders make every minute count.

21 Irrefutable Laws of Leadership

John Maxwell

1. The Law of the Lid: Leadership ability determines a person’s level of effectiveness.
2. The Law of Influence: The true measure of a leader is influence.
3. The Law of Process: Leadership develops daily, not in a day.
4. The Law of Navigation: Anyone can steer a ship, but it takes a leader to chart the course.
6. The Law of Solid Ground: Trust is the foundation of leadership.
7. The Law of Respect: People naturally follow leaders stronger than themselves.
8. The Law of Intuition: Leaders evaluate everything with a leadership bias.
9. The Law of Magnetism: Who you are is who you attract.
10. The Law of Connection: Leaders touch a heart before they ask for a hand.
11. The Law of the Inner Circle: A leader’s potential is determined by those closest to him.
12. The Law of Empowerment: Only secure leaders give power to others.
13. The Law of Reproduction: It takes a leader to raise up a leader.
14. The Law of Buy-In: People buy into the leader, then the vision.
15. The Law of Victory: Leaders find a way for the team to win.
16. The Law of the Big Mo: Momentum is the leader’s best friend.
17. The Law of Priorities: Leaders understand that activity is not necessarily accomplishment.
18. The Law of Sacrifice: A leader must give up to go up.
19. The Law of Timing: When to lead is as important as what to do and where to go.
20. The Law of Explosive Growth: To add growth, lead followers; to multiply, lead leaders.
21. The Law of Legacy: A leader’s lasting value is measured by succession.

Effective leaders earn the loyalty of employees. 
Effective leaders are employee-centered.
Effective leaders listen to subordinates.
Effective leaders are determined.
Effective leaders are available and visible to staff.
Effective leaders manage their health and stress.
Effective leaders strive for a more satisfying personal life.
Effective leaders pursue skills development as a lifetime endeavor.
Effective leaders appraise themselves and plan for improvement.
Increasing Your Leadership Capacity

Many organizations and businesses plateau because of wrong focus of their top leaders. There is a planning, organization, oversight and innovation of leaders. To say it plain: Many leaders are too busy doing the work rather than planning for the future of the work and training others to do it.

The Technician, Manager and Innovator
Michael Gerber in *The E-Myth Revisited* says that within each person resides three different roles or abilities. The Technician, who likes to do the day-to-day work; the manager, who likes to oversee and manage the work that the Technician does, and the Innovator, who likes to create the work – the Visionary. He makes a point that in order for the organization or business to continue to grow, we must allow the Innovator within us to overshadow the Manager and Technician. I’m not sure if every person has the ability to be the Innovator or not, but I am sure that with training all of us can move closer to becoming the effective Manager or Innovator.

A summary of Gerber’s perspective on this would be:

When it comes to business and organizational leadership, it’s as if there are three different people in us:

1. **The Technician:**
   - The worker
   - “He doesn’t dream about things, he does them.”
   - He likes to work…on one thing at a time
   - Thinking is unproductive unless he’s thinking about the work he has done
   - If the Technician doesn’t do it, it won’t get done

2. **The Entrepreneur:**
   - The Visionary
   - The Dreamer
   - Lives in the future
   - The Strategist
   - Creates change
   - Creates new ideas and methods

3. **The Manager:**
   - Practical
   - Thinks of details
   - Doesn’t like change
   - Organizes
   - “The Entrepreneur sees opportunities and the manager sees problems.”
   - “The manager puts things in neat, orderly rows; the Entrepreneur creates things the manager puts in rows.”

We all have these three people in us:
- Technician: 70%
- Entrepreneur: 10%
• Manager: 20%

The tendency in most people will be to lean toward the Technician and work and work and work, but not plan, strategize, organize and manage. If we lead our business, organization or department like this it will eventually fail and die.

Conclusion

1. Someone has to do the work of the technician, but if you are in an Executive Management or Departmental Head role, it should not be you.
2. If you have a tendency to lean towards the Technician you must be careful not to spend too much time there, or change your job description.
   • Technician: 15% at the most
   • Manager: 25%
   • Entrepreneur: 60%
3. You must work smart by properly training and delegating:
   • Thorough training and proper delegation will allow you to multiply yourself
4. The majority of your meetings each week should be with key leaders for:
   • Relationship-building
   • Review of targets and goals
   • Prayer
5. You must create “Systems” and procedures (Operations Handbook) for each activity. This is the procedure you will use to duplicate your success. It will be tedious work, but will pay off in the long run:
   • A clear path for workers to follow
   • A checklist to help them remember the details to be done and in what order
   • Makes it easier to train in the future
   • Makes it easier to replace people when they leave
6. You must give time to Thinking, Planning, Setting Goals and Managing them:
   • What is the overall goal?
   • What are goals for this year?
   • What are we doing right?
   • What do we need to improve?
   • What resources do we need?

Self-Examination

1. What do you naturally lean toward?
   - Technician
   - Manager
   - Entrepreneur

2. What percentage of your time is spent in each one?
   - Technician: _________________
3. Do you have a procedure to thoroughly train new volunteers and staff for positions of work or service or do you give them very little orientation and training?

4. What percentage of your meetings each week are with key leaders?

**Working at Your Job or Working on Your Job?**

In order for your business or ministry or department to grow you must not spend most of your working at your job; instead, you must spend most of the time working on your job. Working at your job means doing all of the labor or “hands-on” work yourself.

- Making all the phone calls yourself
- Making the crafts yourself
- Running all the errands
- Doing all the paperwork
- Spending your time doing the things that other people who get paid less and who can be trained should do

Working on your job means:

- Thinking about how your business/department can improve
- Listening and reading materials that will increase your capacity as a leader
- Spending time with people who have more experience than you
- Preparing training or marketing materials
- Mentoring your staff
- Researching and connecting with the resources you need to move forward

**Self-Evaluation**

1. What are some of the “hands-on” activities that need to be done in your business/department?
   
<table>
<thead>
<tr>
<th>Activities</th>
<th>Make a “mark” if you do these</th>
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2. What are some activities which you can train others to do?
   
   ________________________________________________________________
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3. What percent of your week do you spend planning for your business/department to grow?

4. Where can you find resources to help you grow as a leader?

5. Where can you find resources to help your business/department grow?

6. What are some obstacles that will keep you from working on your job rather than working at your job?
The Absolute Need to Mentor and Train Others to Insure Long-Term Success of the Organization

Charles McCaul

Yesterday at Work

I did something yesterday associated with my work that is typical as a result of a deep-seated conviction of mine. I spent the morning driving 30 miles in fog “thick as pea soup” to Colusa, California and visited two fire departments, a sheriff’s office and a hospital on Red Cross business. I then drove ten more miles to Williams and visited another fire department and police office. I returned the forty miles in fog to Sutter County where I visited three more fire departments, city police, county sheriff, county fire protection, office of emergency services and California Highway Patrol office on the same Red Cross business. The afternoon I was committed to doing the same thing in adjoining Yuba County. I had some time-dated information I had to relay about an upcoming event that had to get done on that day or at the very latest the following day.

However, I also had a call to help a man who lost everything in a house fire. His home is at the end of the road far away in the Yuba Foothills. The client’s needs were also a priority. My conviction about the absolute necessity of mentoring, training and delegating to have success in just about any large-scale endeavor guided me in the decision-making process.

I called two new Red Cross Disaster Volunteers in Yuba County and asked if they wanted some on-the-job training. Both of them agreed to meet me at the office at 1:30 PM and we would go together to meet the disaster victim. One of the volunteers is brand new but I’m training her for a senior leadership position in Yuba County. I had to wait thirty minutes longer than I had hoped for before she arrived at the office. It would have been faster and easier for me to do it all myself, but in so doing I would be limiting the potential of my organization’s effectiveness by the responsibilities resting on me or in the hands of just a few people.

The long-term health and effectiveness of the organization, and my personal health and well-being rests upon me, and all those in leadership roles, to mentor and train others.

The result was that the new volunteers were able to observe how I interacted with the client and the process of serving him. We met up later and I reviewed the paperwork with them, explained my guiding principles on why I engaged in the conversation the way I did, how to complete the paperwork, and let one of the volunteers make the call to the office to procure financial assistance for the client, as well as deliver the paperwork to the office. I also took time to explain the information I had to deliver to the fire and police departments in Yuba County, the nature of the event we were promoting, the process for the departments to get involved and then assigned different locations for the two of them to visit the following day since I will be unavailable, taking personal time off. The client was served, two new volunteers were engaged in something meaningful, I’ve relieved myself of having to do some work that others were perfectly capable of doing, and thus freed me up to do other things that only I can do, I’ve developed their capacities abit and hopefully increased the effectiveness of our organization.
Again, it would have been faster and easier for me to just get it done myself; honestly, it took great self-control for me to not just rush out and get the work over with and behind me, but it would not promote long-term sustainability and depth in the Disaster Department. As leaders, in order to increase and develop the effectiveness of our organization we simply must take the slower, yet more beneficial road of mentoring and training others.

**Deep-seated Convictions Based on Biblical Admonitions and Truth**

This deep-seated conviction rests on two passages from the Bible:
1 Corinthians 12:12-27

The human body has many parts, but the many parts make up only one body. So it is with the body of Christ. Some of us are Jews, some are Gentiles, some are slaves, and some are free. But we have all been baptized into Christ's body by one Spirit, and we have all received the same Spirit. Yes, the body has many different parts, not just one part. If the foot says, "I am not a part of the body because I am not a hand," that does not make it any less a part of the body. And if the ear says, "I am not part of the body because I am only an ear and not an eye," would that make it any less a part of the body? Suppose the whole body were an eye--then how would you hear? Or if your whole body were just one big ear, how could you smell anything? But God made our bodies with many parts, and he has put each part just where he wants it. What a strange thing a body would be if it had only one part! Yes, there are many parts, but only one body. The eye can never say to the hand, "I don't need you." The head can't say to the feet, "I don't need you." In fact, some of the parts that seem weakest and least important are really the most necessary. And the parts we regard as less honorable are those we clothe with the greatest care. So we carefully protect from the eyes of others those parts that should not be seen, while other parts do not require this special care. So God has put the body together in such a way that extra honor and care are given to those parts that have less dignity. This makes for harmony among the members, so that all the members care for each other equally. If one part suffers, all the parts suffer with it, and if one part is honored, all the parts are glad. Now all of you together are Christ's body, and each one of you is a separate and necessary part of it.

I believe with all of my heart that every true, born-again Christian has a “spiritual SHAPE” and is invaluable and absolutely necessary for the accomplishment of God’s purposes. I also believe that even unbelievers have skills, talents and abilities from birth that will need to be developed and used. As leaders, we must engage those God has given to us to lead.

2 Timothy 2:2

You have heard me teach many things that have been confirmed by many reliable witnesses. Teach these great truths to trustworthy people who are able to pass them on to others.

We are to take what we know, are able to do, and who we are and find trustworthy people – people who have made themselves available; who are consistent and reliable; who have some ability – and teach them using every method, instilling in them the conviction of them, too, finding others and doing the same, and thus creating a long succession of men and women who are capable of extending the values and principles of our organization, and especially the truth and practices of the Kingdom of God.

**Jesus’ Model**

I came across two books many years ago that crystalized this truth and practice in my mind:
In Robert Coleman’s book I was made aware of what became obvious – Jesus’ model of preparing his twelve disciples to carry on his ministry. (Isn’t that what we all want? Longevity in our endeavors?)

1. Jesus selected men who were faithful and had a little ability. They weren’t perfect, but He saw their potential.
2. He invited them to “be with Him.” They spent time together. They listened to Him, watched Him and hopefully learned something.
3. Jesus told them what He wanted them to know.
4. Jesus showed them what He wanted them to do. This is the most difficult part as it involves doing things together rather than by ourselves.
5. Jesus did the work of the ministry together with his disciples; they shared responsibilities. This too, becomes a little more difficult for busy people, as it’s just much easier and faster sometimes to do it by ourselves, but the long-term benefit comes by “doing it together.”
6. Jesus allowed His disciples to do the work under His supervision. He took His hands off and let them potentially make mistakes, knowing He was there to “fix it for them” if it was too serious.
7. He released them to do the work on their own and report back to Him (not giving them full autonomy, but realizing they had received a trust and didn’t have full freedom to do as they felt).

This is Jesus’ model. It takes more time, but it is vastly more productive and creates long-term relationships between us and those we are mentoring/training. However, it’s a challenge for busy people; busy leaders to take this route. We often take the “quick and dirty” way. I’ve been guilty myself at times of just doing it myself, however, I sincerely try as often as I reasonably can, never to do anything by myself, but take someone along; if nothing else, just to spend time together and chat along the way and look for “teachable moments”, if not to actually give them part of the responsibility.

In my current job of Red Cross Emergency Manager for thirteen counties in Northern California, with me being the only paid staff in the Disaster Department, and everyone else a non-paid volunteer, the only way for me to feasibly insure there is a Red Cross disaster response, partner relationships and all that goes with it, is to practice the biblical and leadership truth found in this lesson.

I urge you, leader, or potential leader, take the more difficult way: find others who are faithful, spend time with them and release them to work together with you in fulfilling your mission.
Time Management
“Organize and Execute Around Priorities”

“Things which matter most must never
be at the mercy of things that matter least.”

Questions:

1. What one thing could you do, that you’re not doing now, that if you did on a regular basis, would make a tremendous, positive difference in your \textit{personal} life?
2. What one thing could you do, that you’re not doing now, that if you did on a regular basis, would make a tremendous, positive difference in your \textit{business} life?

The Urgent and the Important

\textbf{Urgent} requires immediate action. They are usually visible, you can see them. They press on us and demand action. They are often pleasant, easy and fun to do. We can see immediate results. But they are also unimportant.

- A phone ringing
- A request to run an errand
- Someone interrupting our work to ask us to do something for them
- We forget something and must do it immediately
- They are not usually on our Task List

\textbf{Important} has to do with long-term results. It contributes to our mission, values and high-priority goals.

We \textit{react} to urgent matters. Important matters require us to be more proactive, plan and often take more time. You can’t do everything, so you must focus on what is associated with your vision – your mission and goals. You must be aware of what to do and what not to do. You must discipline yourself and put your emotions under your vision.

\textbf{Effective managers do what other managers don’t want to do. Effective people are not problem-minded, but opportunity minded.}

The Pareto Principle: 80% of your results flow out of 20% of your activities. Focus on the important 20%. Focus on priorities.
# The Time Management Matrix

Stephen Covey

*Putting First Things First*

<table>
<thead>
<tr>
<th>URGENT</th>
<th>NOT URGENT</th>
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<tbody>
<tr>
<td><strong>1</strong></td>
<td>2</td>
</tr>
<tr>
<td>“Good”</td>
<td>“Best”</td>
</tr>
<tr>
<td>Crisis</td>
<td>Relationship-building</td>
</tr>
<tr>
<td>Pressing Problems</td>
<td>Prayer and Meditation</td>
</tr>
<tr>
<td>Requires immediate attention</td>
<td>Capacity-building</td>
</tr>
<tr>
<td>Deadline-driven projects</td>
<td>Recognizing new opportunities</td>
</tr>
<tr>
<td>Requests by other people</td>
<td>Planning/Thinking Ahead</td>
</tr>
<tr>
<td>“Surprises”</td>
<td>Recreation</td>
</tr>
<tr>
<td></td>
<td>Exercise</td>
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<tr>
<td><strong>Most people spend their time doing this kind of work</strong></td>
<td><strong>You must be proactive and focus your attention of this area. This area is the heart of personal management.</strong></td>
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| **3**  | 4          |
| Interruptions | “Worst”     |
| Some phone calls | Trivia |
| Some email | “Busy work” |
| Some reports | Some email |
| Some meetings | Some phone calls |
| | Time-wasters |
| | Fun activities |
| **If you spend time here, it’s often wasted time** | **If you spend time here, it’s often wasted time** |

**The need to say “No.”**

Remember, you are always saying “No” to something. If you are not saying No to the urgent matters in your life you’re saying No to the important matters. You are always choosing one thing over the other. We say “No” to time-wasters and activities that are not associated with our mission and priorities.

**Questions: What is your weakness?**

- I have difficulty determining my priorities. What is important and what is not important.
- I know what my priorities are, but I have difficulty organizing my schedule around my priorities.
- I have difficulty staying focused on my priorities and what I’ve organized. I get distracted from my priorities.
Most people say they have difficulty with staying focused; they get distracted from their priorities. However, the root problem is they have not put their priorities deeply in their hearts. They really don’t believe that focusing on Q2 activities is the most important thing they can do.
What does Excellence Look Like?

Colossians 3:17, 23-24
We are always asking the question: What can we do better? In appearance? In service? In quality?

In the Men’s Camp
- Everyone is seated orderly to get on the bus
- Everybody is notified of what they need ahead of time
- The men are welcomed by the Leadership Team
- Everything starts on time
- Everything ends on time
- The Campers know exactly where to go and what to do for everything
- The translation is clear
- The food is served on time
- There is no confusion about anything
- We have all of our supplies
- The snacks are ready and there is enough
- The sound system works and is ready
- The Emcee’s are prayed up and filled up with the Holy Spirit

In the Team’s Ministry
- Emails are answered within 48 hours
- The team has all the documents they need before they arrive
- An orientation person, time and location is scheduled
- A clear schedule is made and sent to the team ahead of time
- Transportation from the airport and from one location to another is timely
- Everybody involved with the team is informed ahead of time and reminded a day before the activity
- Everything is prepared for the team to minister at each location
- The team has a debriefing
- The Cambodian team has a debriefing

In the Reception Room
- Guests are welcomed
- A glass of water is offered to them while they wait
- The information or person they want is found quickly
- The room is neat, tidy and clean (books, papers, chairs, paint, cobwebs)
- The receptionist has the information the guest needs
- Everything is easy to find
- Information is posted on the Information Board and is current
- Pictures are straight
- Staff is dressed properly
The Church Service
Think about: Music, Welcome, Foreign Guests, Cambodian Guests, Announcements, Transitions, Sermon, Altar Calls, Appearance of the Room

Obstacles to Excellence
- Experience. If we haven’t experienced excellence it’s difficult for us to be excellent.
- Laziness
- Satisfied with the Status Quo (The usual. The normal way things are)
- Finances
- Lack of ability to do
- Too busy
- Too much work
- No vision for excellence

What does Excellence look like in your ministry/department?

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Self-Evaluation:
Are You a Leader or a Manager?

1. I’m more concerned about the future and possibilities than the current situation. ____ T ____ F
2. I have the ability to inspire others people about a task. ____ T ____ F
3. I like moving into new things. ____ T ____ F
4. I think it’s more important to explain about the purpose – why we do something rather than the details of how we do something. ____ T ____ F
5. It doesn’t bother me to take a risk into an unknown future. ____ T ____ F
6. I like to create new things. ____ T ____ F
7. I like to lead and be in front – show people the way. ____ T ____ F
8. I don’t get discouraged when I face obstacles. ____ T ____ F
9. Other people look to me for answers. ____ T ____ F
10. I like to tell others about my work. ____ T ____ F
11. Fear is not a big problem for me. ____ T ____ F
12. It doesn’t take me long to make a difficult decision. ____ T ____ F
13. I often feel that what I’m doing is urgent…very important. ____ T ____ F
14. When in a group, people look to me for leadership. ____ T ____ F
15. I like to plan for the future. ____ T ____ F

Total:

1. I like to focus on the details…how to do something. ____ T ____ F
2. I like to make sure things are organized. ____ T ____ F
3. I usually don’t think too much about the long-term future. ____ T ____ F
4. I’m not much of a creator; I usually do what others tell me. ____ T ____ F
5. I’m quite concerned about policies and procedures. ____ T ____ F
6. I like to make sure that things are neat, tidy and in order. ____ T ____ F
7. I don’t like change. ____ T ____ F
8. I like people to tell me what to do. ____ T ____ F
9. I don’t like to take risks; I like to keep things safe. ____ T ____ F
10. I like to follow up on workers to make sure they do their job. ____ T ____ F
11. People usually do not look to me for leadership. ____ T ____ F
12. People look to me to help them get organized. ____ T ____ F
13. I don’t like to manage people; I like to manage “things.” ____ T ____ F
14. I don’t make quick decisions. ____ T ____ F
15. I don’t do well under pressure. ____ T ____ F

Total:
Charles McCaul has been married to Cynthia McCaul since 1974. They have four children. After serving as an assistant pastor at Valley Christian Center in Harrisburg, Oregon for 4 years and Eugene Christian Fellowship in Eugene, Oregon for 14 years they moved their family of 4 to Phnom Penh, Cambodia in 1995 where they assisted in laying the foundations and building up what is now the largest local church in Cambodia, New Life Fellowship, and serving on the Apostolic Team of New Life Fellowship of Churches in Cambodia. Chuck is an author of more than 25 book and booklets focusing on Christian Leadership, Local Church Issues, Personal Growth and Bible-Related Studies. Many of them have been written for the Cambodian Context and have been translated into the Cambodian Language. Charles is also director of the Cambodian Leadership Institute.

Written, audio and video lessons are available from Charles at the following sites:

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WordPress: charlesedwardmccaul.wordpress.com
SoundCloud: Charles McCaul Mentoring Growing Leaders
YouTube: Mentoring Growing Leaders
LinkedIn: Charles McCaul

Many written, audio and video lessons are often available in both English and Khmer Language.