



Made to Lead

*Calling and Leadership
for Young Adults*



HIM RESEARCH

Made for more than Following

Nobody hands you a leadership title when you're twenty-one. Usually, you just notice a gap:

- The trip everyone keeps discussing in the group chat, the one nobody wants to organise.
- The new person standing alone after church service. You noticed. Only you.
- The moment in a meeting when everyone knows something is wrong and yet no one says anything.

If you've ever stepped into one of those gaps, then you've led. It probably didn't feel like leadership at the time. It rarely does at the start. Nobody nominated you. No one voted...

You were simply emerging into something you didn't have a name for yet.



At HIM Research, we believe leadership is more than a role. It is a privilege, a form of stewardship. For many, it is a calling.

So where do you start?

With a strange old idea called service, and with a paradigm shift.

Many leadership resources focus on productivity, performance, and career progression. These matter — and we won't pretend otherwise. But they are not the foundation. Something else has to come first, or the rest doesn't hold.



The Philosophy of Serving

You have grown up with more numbers attached to your life than any generation before you. Likes, views, followers, streaks, rankings. Those numbers measure attention given by others to you. But they say nothing about whether anyone is better off because of you.

Jesus cut through all of this long ago:

"Whoever wants to be a leader among you must be your servant."

(Matthew 20:26, NLT)

It sounds less like a slogan and more like a job description, rarely found in a CV.

Remember the one filling the gaps when **no one else will?**



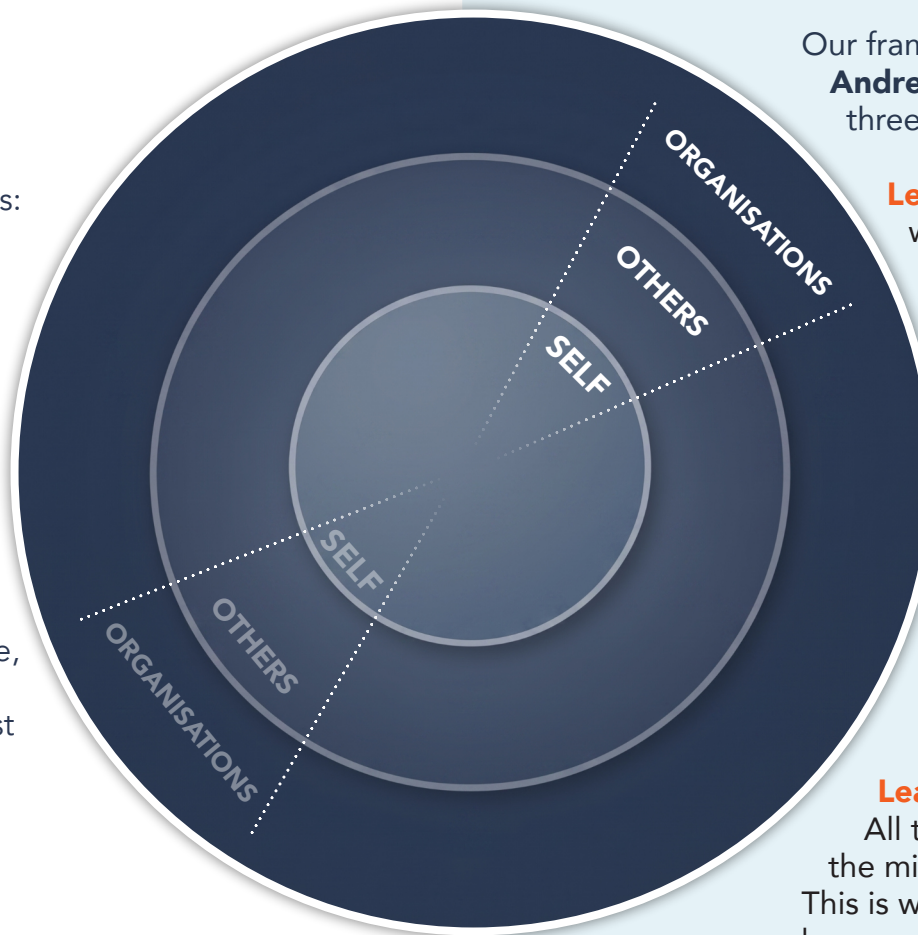
KEY QUESTIONS

A servant leader keeps asking three fairly unglamorous questions:

- What are the needs of people around me?
- What is making things harder for them?
- What's in my power to help bring about change?

You'll notice you're not the subject of those questions. That's intentional. You're still there, just out of the spotlight. Leadership is less about being first or being seen. It's about who grows because of you.

It is a journey of leading and following. From the inside out.



Our framework builds on the current model of **Andrews University's** School of Leadership: three circles of leadership, growing outward.

Leadership and the Self. Who you are when nobody is watching, or when all eyes are on you. What are your values? How is your walk with God? What do you do under pressure? How do you spend your money? And how do you manage your life, including the one online?

Leadership with Others. Thinking about your mates, your small group. Listening to others, giving honest feedback, mentoring. Most leadership is learned here, long before anyone reports to you.

Leadership through Organisations. All the student initiatives you run or help, the ministry you coordinate, your first real job. This is where personal integrity and influence become public impact.

Leadership Needs a Foundation

Sooner or later it gets hard. Opinions clash, decisions carry weight, and someone will be unhappy with you whatever you choose.

In those moments, what steadies you comes down to two things:

- What do you believe?
- How do you move ahead without trading your values?

Build that foundation before you need it.

Leadership is Service

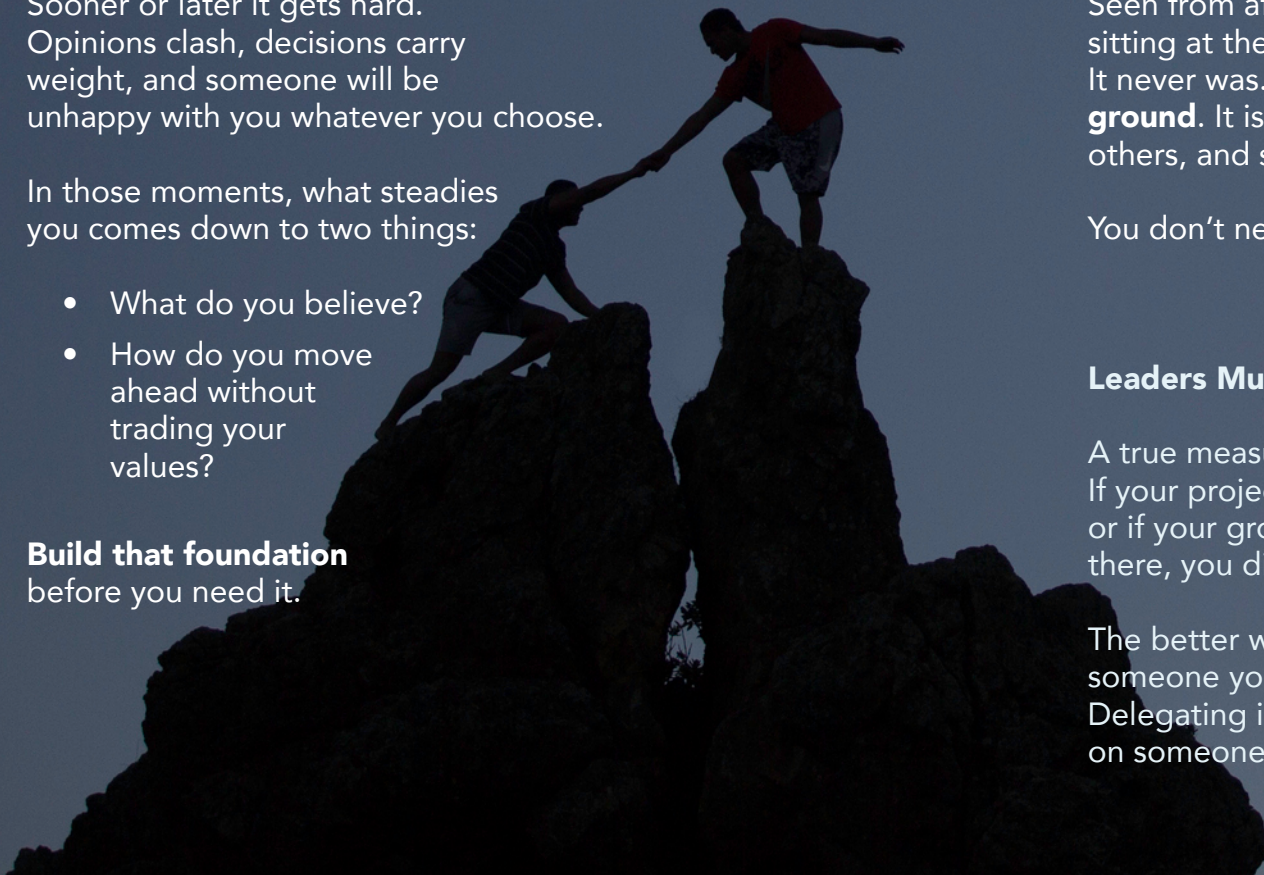
Seen from afar, leadership seems to be about sitting at the top, being served by others. It never was. It is helping others reach **higher ground**. It is seeing something that affects others, and stepping in, willingly.

You don't need permission to start serving.

Leaders Multiply Leaders

A true measure of a leader is what's left behind. If your project collapses the moment you leave, or if your group falls apart the moment you're not there, you didn't lead. You occupied space.

The better way is to invest in others. Mentor someone younger. Hand over a real decision. Delegating is often mistaken for dumping work on someone. But done right, it says: "**I trust you.**"



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Courageous Leadership

Nobody mentions this early on, but leadership is lonely sometimes. There will be a moment when you know what needs saying and the room goes quiet.

Courage is the distance between what you know and what you actually do. Admit the mistake. Raise the concern. **Do the right thing**, even when it costs you. Don't trade your integrity for your image. It's a terrible exchange rate.

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Leadership grows through Reflection

Experience alone doesn't make anyone wiser; plenty of people just repeat the same year on loop. After a project, a meeting, or a conflict, sit down and ask: What went well? What did I make harder? What did I miss? What might **God be teaching me** here?

Write it down. Share it with someone you trust. One day, you'll look back and see how far you've come.



Know yourself first

It's hard to lead others if you can't read yourself. Why do you take charge in some rooms and go silent in others? Why does conflict energise your friend and wreck you for a whole day?

This quick check uses **DISC**, a well-known model of four behavioural styles. Think of it as a starting point for an honest conversation with yourself.

In each row, choose **just one option**. The one that matches how you actually behave. (Not how you'd like to.)

Row	Column A	Column B	Column C	Column D
1	Direct	Enthusiastic	Patient	Precise
2	Results-driven	People-person	Loyal	Analytical
3	Bold	Talkative	Calm	Careful
4	Competitive	Optimistic	Supportive	Organised
5	Decisive	Spontaneous	Steady	Detail-focused
6	"Let's start now"	"Let's make it fun"	"Let's do it together"	"Let's get it right"
7	Takes charge	Encourages others	Listens well	Plans ahead
8	Fast-paced	Expressive	Easy-going	Reserved
9	Enjoys a challenge	Enjoys an audience	Values harmony	Values accuracy
10	Can get impatient	Can get distracted	Can avoid conflict	Can overthink
Total	—	—	—	—

Scoring: Your highest column is your **main** style; your second-highest is your **backup**. Nearly everyone is a mix, and your answers will shift with stress and setting. It's a snapshot, not a label. *Flip the page to see more.*

Column A — **Dominance**

Direct. Decisive. Loves results.

- **At your best:** You take initiative, decide fast, and get things moving while others are still discussing.
- **Watch out for:** Impatience, steamrolling quieter voices, treating people as obstacles to the result.
- **Bible example:** Paul: bold and unstoppable once convinced (Philippians 3:13–14).
- **Grow this week:** Ask someone for their idea before sharing yours, and build on it.

Add your own notes:

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Column B — **Influence**

Enthusiastic. Expressive. Loves people.

- **At your best:** You energise a room, welcome newcomers, and make people believe in the vision.
- **Watch out for:** Talking more than listening, starting more than you finish, leaning on approval.
- **Bible example:** Peter: passionate, first to speak, first to walk on water (Matthew 14:28–29).
- **Grow this week:** Finish the one project you keep postponing before starting anything new.

Add your own notes:

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Column C — **Steadiness**

Patient. Loyal. Loves harmony.

- **At your best:** You are the calm in the storm, a great listener, the glue that holds teams together.
- **Watch out for:** Avoiding conflict, resisting change, saying yes when you mean no.
- **Bible example:** Abraham: faithful on a long road of trust (Hebrews 11:8–10).
- **Grow this week:** Speak up once in every meeting; your perspective matters more than you think.

Add your own notes:

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Column D — **Conscientiousness**

Careful. Analytical. Loves excellence.

- **At your best:** You bring quality, accuracy, and plans that survive contact with reality.
- **Watch out for:** Perfectionism, overthinking, being hardest on yourself and critical of others.
- **Bible example:** Moses: thorough organiser of a nation, humble enough to delegate (Exodus 18).
- **Grow this week:** Ship something at 80%. Done and useful beats perfect and pending.

Teams need all four. Someone pushes for a decision, someone wins people over, someone holds the relationships together, and someone spots the risk everyone else missed. The person whose style annoys you is often covering **your blind spot**.

One thing said plainly, though: no framework measures your potential, and "that's just my style" is not an excuse. **You can grow!**

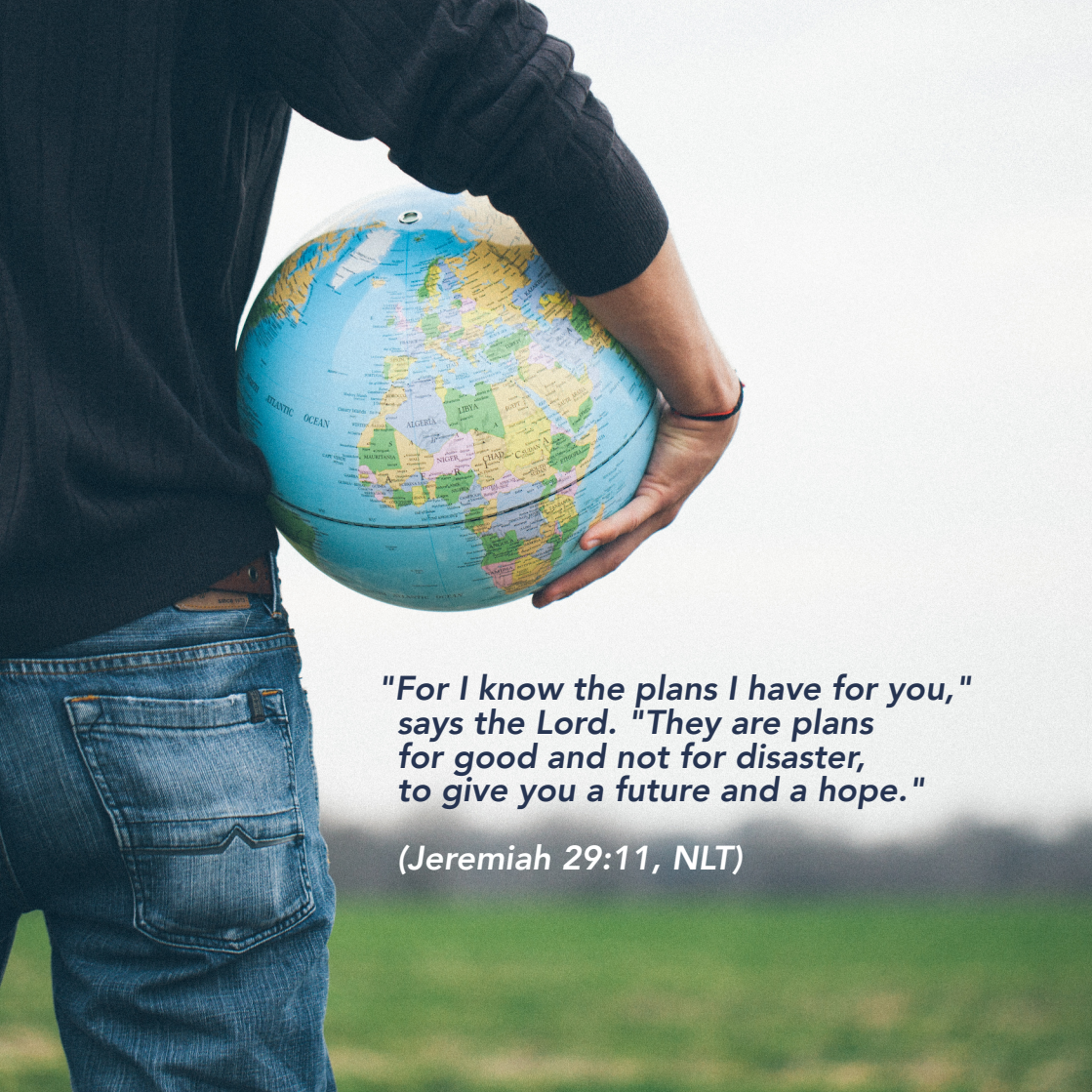
If you want to dig into your result properly, contact us at HIM Research. We do this for a ministry.

Finding your way
**(When calling is bigger than
a career choice)**

What to study. Where to live. Whether to take the job or the year of mission service. Underneath it all: *What does God actually want from my life?* Take some pressure off — calling is not one hidden answer that a wrong choice ruins forever. God is very much interested in who you are becoming.

A few will sense the calling for full-time mission work, a life set apart for the church. If that is you, do not let anyone talk you out of it. But most will be called into medicine, engineering, business, the arts, the trades. Hear this clearly: that is not a lesser calling, and not a "plan B". Both are ministries. Remember Joseph in Egypt as governor, and Daniel in Babylon as wise counsellor, and Luke, "the beloved physician".





**"For I know the plans I have for you,"
says the Lord. "They are plans
for good and not for disaster,
to give you a future and a hope."**

(Jeremiah 29:11, NLT)

Five ways to discover your calling

- 1. Look** at what you love doing, and what you do best. Notice what you've already been drawn into, what stirs something in you when you see it in the world, what's missing that you feel called to fix. Then connect the dots.
- 2. Acknowledge** what others see in you: parents, teachers, friends, mentors. Their honest feedback might be the sign you're looking for. It is wise to receive guidance, to learn from someone who inspires you.
- 3. Read** the Bible, pray, and notice when it feels like it's talking to you. It is God's word, one of the clearest ways He speaks to people. The Holy Spirit prompts your conscience, and you'll sense you're onto something.
- 4. Answer** the *strange* call from *known* voices, the way Abraham or Moses did. The place you don't want to go, the step you dread taking is often the entry point to a new experience. That next step is one of faith.
- 5. Be open** to more than one calling, as it is a process. It takes time, and it takes twists: a journey of open or closed doors, "coincidences" and "chances," stumbling in or being carried along. For some it is *discernment*, for others it is *exploration*.

Ten Questions for **the Leader in Progress**

1. What is your leadership built on?
2. Who are you becoming, not just what are you achieving?
3. Are you leading from a calling, or simply performing a function?
4. Who in your circle is growing because of your investment in them?
5. What obstacles are you removing for your people? (Are you one?)
6. Where has busyness replaced reflection in your leadership?
7. What truth are you avoiding that courage is asking you to name?
8. Are you building something that outlasts you, or something that depends on you?
9. What culture are you intentionally shaping in your organisation?
10. If those you lead were to describe your leadership in one word, what would it be?



The journey has just started.

Such questions have no final answers. They are companions for the road, ready for your reflection, for your next meeting, for that honest discussion one needs to have to lead better.

You have taken the first step by asking the right questions.

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HIM Research exists to walk that road with you.

Our services are available online, at your location, or in a hybrid format, and include Leadership Keynote Presentations, Conferences, Training Programmes, and Coaching & Mentoring Consultancy.



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