

## **PHASE 2 INTERVIEW METHODOLOGY FOCUSED ON LEADERS**

Welcome to this overview of the methods used as we implemented our Phase 2 Research. Our hope is that you may be able to apply what we learned during the process as you design your own research. Of course, certain aspects will need to be changed to fit your circumstances, but the basic building blocks will be necessary in most cases.

Before you proceed, you will find it helpful to review the information on our website to get a general overview of the background. <https://www.africaleadershipstudy.org/about/the-africa-leadership-study-team/> . You will also want to carefully read all the material on the Data where a clear overview of the process is explained.

It is also important for you to understand the process used for selecting key leaders to focus on for the phase 2 research which is outlined below.

In our Phase 1 questionnaire, we had asked respondents to “name a Christian man or woman, outside your immediate family, who has influenced you the most.” Nearly half of respondents named a pastor in response to this question. Later in the survey, we asked respondents to identify a local pastor that they believed was having an unusually positive impact in their community and to answer a variety of questions about this pastor. Based on these two questions, we arrived at lists of pastors most frequently named as impactful. Follow-up questions asked respondents to rate the extent to which these pastors were themselves developing and training others as leaders and to provide us with additional information about them, including, for example, their age, ethnicity, denomination, and geographical location. We compiled this list of pastors and accompanying information, and the senior research directors in each country, in consultation with Dr. Priest, arrived at a prioritized list of pastors to be interviewed. It was important to us that we selected pastors to interview from a variety of ethnic groups, geographic regions, and denominational traditions. Since a high proportion of pastors on the list were older, we gave special consideration to younger leaders with high ratings, as well as to female pastors. This gave us more of a balance of leaders to examine. It was from this prioritized list that senior researchers selected key pastors to interview. At this point, practical considerations, such as travel dangers in certain regions, or pastors being out of the country at the time of research, precluded interviews with certain pastors. Where two pastors had roughly equal reasons for being chosen, we sometimes selected the pastor who could be interviewed with less travel or expense on the part of our senior researchers.

Similarly, our questionnaire also asked respondents about local Christian leaders of high impact that were exercising strategic leadership in non-clergy venues – in arenas of education, business, government, medical health care, or communication and media. Respondents were asked to list three such leaders, at least one female, and then to select the single non-clergy leader they felt was having the highest positive impact. A variety of follow-up questions asked respondents to provide further information on each leader (ethnicity, approximate age, gender, region) and to rate each leader on a Likert scale in terms of their 1.) skill at their work, 2.) wisdom and knowledge of the local context, 3.) ethical integrity, 4.) love and service for others, 5.) positive reputation in the community, 6.) the extent to which they inspire teamwork and community mobilization, 7.) efficiency in their use of resources, and 8.) the extent to which they were

training and developing other leaders. Based on the frequency with which specific leaders were named, on how highly they were rated by the above criteria, and by other information provided (ethnicity, region, etc.), the senior ALS researchers for each country, in consultation with Dr. Priest, reviewed these assessments and refined a prioritized list of leaders from which we would select individuals to interview and report on. Again care was taken to select a broadly representative group of individual leaders to interview and report on. Gender, age, locale, ethnicity, and arena of influence were considered in selecting this prioritized list. Leaders with impact that we interviewed and reported on included an architect, judge, medical doctor, a General, environmentalist, sex-education teacher, businesswoman, agricultural specialist, elementary-school administrator, and professor.

Provided below are the administrative and organizational tools we developed as the group worked together.

- 1. Phase Two Information and Instructions for Africa Leadership Researchers**
- 2. Guidelines for preparing Key Leader Reports**
- 3. Protocol for Christian leaders with significant impact**

### ***1. Phase Two Information and Instructions For Africa Leadership Researchers***

**(A Common Context to present to interviewees)**

**To be used with the Guidelines and Protocols for Organization Reports and Leader Reports**

This document is intended to be used by all SRDs and RAs who will be participating in Phase 2 of the African Leadership Study. As part of the research team – you are aware of all this information. However, the intent of this summation is to have a common document that can be referenced by all of you to give a consistent introduction and overview of the study to those you interview. You could print the first page and give it to them if you think it would be helpful. You may also want to add or modify the questions and answers. In any case, please use the information you agree upon consistently with each interviewee.

You will be doing the very important work of representing the several institutions from Kenya, CAR, Angola and South Africa who are partnering on the Africa Leadership Study (ALS) and gathering information to be combined with survey results from all across Africa. It will serve you in each of your locations as you seek to develop a strong network of Christian leaders in all facets of society. It will serve those in the West who seek to support culturally appropriate projects and partnerships for strategic development in Africa.

In each step of your work with ALS, please commit it to God, as you have been doing, being open for His grace and guidance. If possible pray together with the other SRDs or RAs before each interview, support each other and expect God to do something special. It is such a privilege to be a part of this with you.

*“So encourage each other and build each other up....”1 Thess 5:11*

## **Answering Questions that may be posed by those you interview in a consistent way.**

The individuals or organizations you interview will probably have questions regarding the Africa Leadership Study. Here follow a few common ones. You may come up with additional ones. Please add them and discuss together the best way to answer them. It is very important for all researchers to be consistent in the answers they give. You may need to add material as you come up with answers together that fit your cultural context.

- 1- ***Why have you asked me to participate?*** We recently surveyed several thousand Christians in our country, and asked them to identify key Christian leaders and key Christian organizations that they believe are having the most positive impact in our country. You (or your organization) were one of the few that were identified by the most people as having such a significant positive impact. Our goal is to write reports on a few key leaders and a few key organizations in our country that are having a significant impact. These reports will be made available to a variety of Christian institutions and leaders both within our country and abroad as a way to feature what God is doing through African leadership today, and as a way to organize better support for healthy leadership development in our country today.
- 2- ***How long will this interview take?*** Interviews normally take between one and two hours, although this will vary somewhat based on how long you take to answer each question. Part of the reason we are letting you see the questions ahead of time is so that you can decide how much time you feel you can give to each question, and which questions you want to spend the most time responding to.
- 3- ***Why should I cooperate with this?*** While we are not able to offer payment for this, we believe our report will help to give your ministry a wider visibility internationally. Your cooperation would allow us to share your example, your experience, and your wisdom with a wider community of people interested in healthy leadership development in our country.
- 4- ***How will the results be shared with others?*** We would like to prepare a report on your ministry/ on your leadership – a report that can be shared with others. Each of the schools that participates in this research will have access to these reports, as will selected individuals from other regions of the world who have a special interest in Christian ministry and leadership in our country. This is a long-term project, involving a variety of kinds of research, so it will be some time before all the results can be gathered, analyzed and evaluated. It is possible that some of these results will be published as well.
- 5- ***Are my answers private? Will anyone know what information I gave you?***  
We are asking that you share with us only the information that you are comfortable sharing and comfortable with having other people know. We will ask you to review our report for accuracy before it is completed.

- 6- *Is this information being used by the government?* No. The government is not involved in this project in any way.
- 7- *Who will benefit?* The benefits and outcomes of the study will inform the African Partners of the ALS Project and can serve as a resource for Africans in understanding current patterns, practices and programs of leadership to be used in their visioning and planning for the future. 1-Providing African churches and the market-place leadership with details of effective initiatives as resources they can learn or draw from and in some cases replicate appropriately. 2-Providing case studies for institutions of higher learning. 3-Generating data that Governments can use for leadership development and intervention. 4-Generating literature on leadership.
- 8- *How else can I help?* You can pray for the project. Perhaps in your family or your Bible study group or your church you can pray for us to have wisdom and discernment in evaluating what we learn and applying it to help build the Kingdom of God for His glory.

## **2. GUIDELINES FOR PREPARING KEY LEADER REPORTS**

*To be used with the “Instructions for all Researchers”  
and the “Protocol for Christian Leaders”*

1. The Senior Research Director (SRD) will meet with his research assistant (RA) to plan the process of preparing a specific report. It would be good to spend time in prayer together for each other, for the process, for the individuals being contacted, and for God’s hand on the final report that it would include the information He knows will be most valuable, insightful and helpful.
2. The first step should be to search the internet to see if there are written materials on this person that would help to provide answers needed for the report. Any such materials should be downloaded or copied, and read.
3. The initial contact with this leader should indicate that in a major survey of several thousand Christians in your country, “you were identified by a high number of people as being a Christian leader they felt was having a significant positive impact.” This will be clarified a little differently in each country. In CAR: “in a major survey of 2,500 Christians in the CAR carried out by faculty and graduate students at FATEB you were identified by a high number of people as being a Christian leader in the CAR they felt was having a significant positive impact.” In Kenya: “in a major survey of 3,900 Christians in Kenya carried out by faculty and graduate students at ALS, NEGST, Daystar, “you were identified by a high number of people as being a Christian leader in Kenya they felt was having a significant positive impact.” The person preparing to do the interview should clarify that as part of this research, we want to prepare a ten-page report on each of the top Christian leaders in this country, and “would like to interview you about yourself.” The final report will be made available to Christian leaders in Africa and

elsewhere, as a way for people to learn about what key leaders in our country who are having a positive impact.

4. The RA or SRD should ask to schedule an interview at a mutually agreeable time and place, should volunteer to send a copy of the protocol summarizing what we are looking for, and ask the person to be interviewed if they have a vita or resume that they could send ahead of time as an email attachment, or that they could bring to the interview. The first page of the “Instructions for all Researcher” with the ALS purpose statement and list of participant institutions could be sent at this time, or taken to the interview where it can be discussed face to face. (See #5)
5. Any documents you can get from them ahead of time will save significant time at the interview and help you prepare more focused questions or topics. They may also help you plan the flow and order of the questions.
6. At the time of the interview, there should be a repetition of the background to this (see #3 above) and an explanation of the research and the reason for it. The person should be assured that they will be sent the final report for review, before it is made available to others. They should be assured that if there are any questions they would prefer not to answer that they should feel free to say so, and we’ll simply skip that question.
7. The interview should be carried out in a place where the sound is not a problem (i.e. somewhere that is relatively quiet – so that the recording will go well). The interviewer should be aware of available time, and give indicators when a short answer to a question is best, so that there is enough time to give longer answers to other questions. It is not essential that the questions be asked in the order in which they appear in the protocol, but the interviewer should be aware when questions are skipped and return to those later.
8. It is important that the recorder be checked ahead of time, that the person doing the interview practice doing recordings ahead of time, so that the interview is recorded without a problem.
9. Prior to the interview process you will have made arrangements with a transcriptionist so you know each others availability. You will also need to give them the paperwork for tracking their work so they can be paid promptly. This will encourage them to do the work promptly. If the RA is doing the transcription along with their other support work, then you will have to clarify arrangements (see #13)
10. Immediately after the interview, the recording should be checked to make sure it went well. It should be copied to computer, and copied to a flash drive and given to the transcriptionist. We must have back-ups of each interview. These multiple copies of the recording are essential.
11. We should arrange to make PDFcopies of any documents that the interviewee provides about himself or his organization.
12. The transcription needs to be made as soon as possible, and returned right away to the SRD and RA that are working on this project. The paperwork tracking their work with

the request for payment can be turned it at the same time so they can be paid promptly as well.

13. In some cases, a second interview may be requested to follow up on the first. Especially if the time was cut short, or if it becomes clear that major topics were left out of the first interview.
14. The SRD will consult with an RA about the process for preparing the final report. This should include the parameters you want to work out between you for their payment, keeping in mind that expenses can be reimbursed, but the final payment for each report will not be available until after final review with Bob and agreement that it is done. Paperwork and logs for time and expenses are available from David and Michael. They will be the same as the Phase One logs.
15. The final report should be ten pages long. It should use the headings from the protocol, and in that order. The SRD will go over the final report and other documents (including transcriptions) to ensure that the report is of high quality and accurate. A final copy of the report should be emailed to the leader, asking them to review it for any possible inaccuracies.
16. A brief abstract of each key leader report will be prepared, of somewhere between 100 and 200 words.
17. When this is completed, then the following documents should be sent to Robert Priest for final check before they are posted on-line.
  - a. The 10-page report.
  - b. A 100 to 200 word abstract.
  - c. Transcriptions of all interviews done.
  - d. Any supporting documents, such as a resume or vita.
18. At the time each report is submitted, the SRD should also submit a filled-out forms and logs on expenditures related to that particular report. This will include information on how much of the specified amount is being paid to the RA or RAs and how much to the SRD.
19. Robert Priest will read the reports and abstracts. If he sees issues that need further clarification, he will work with the SRD to resolve them. Otherwise he will forward them to Daniel Crickmore to be posted on-line, and will give official notice that this report is now completed and filed. At this time the payment related to this report can be released.



### ***3. Protocol for Christian Leaders with Significant Impact***

#### ***Background***

*Childhood Home:* Could you take a minute to tell me about your childhood home, where it was, what it was like, and notable factors from this childhood that influenced you.

*Countries of Residence:* In addition to this country, have you lived in another country for three months or longer?

*Current Family:* If you are married, could you tell me very briefly about your spouse, any children that you might have, and the involvement of your family in your ministry/work.

*Educational Background:* Education Received – Schools, Business/Professional Education, Theological/Christian Education, Key Influences. Education abroad? Describe. Nature and sources of support for education.

*Personal Testimony and Calling:* Story of God's work in your life, and through you in others, and of your own sense of God's calling for your life now. How have you have felt led to do what you are now doing?

*Influences:* Tell me one male leader that has most helped you grow as a leader? One female leader?

#### ***Current Ministry or Vocation***

*Work/Ministry:* Describe your current work and/or ministry? What exactly do you spend your time doing?

*Mission/Vision:* What do you see as your personal mission/purpose/vision?

*Organization:* Describe the organization, if any, that you work with in achieving your goals. What exactly is your relationship to this organization (in terms of leadership, salary, funding, logistical support)?

*Impact/Success/Assessment:* As you reflect on your current work and vision, can you describe positive outcomes achieved? (Number of people reached/served, number of organizations or groups? Please try and quantify over time. What would you say were significant ingredients to the success you have achieved?

*Training/Leadership Development:* To what extent, and in what ways, are you personally involved in the training or mentorship of younger leaders? How do you advise younger leaders that you know who are interested in gaining better training to do the things which you do? Give an indication of the number of people you have trained over time – where possible provide cases of successful training & leadership development showing impact of those trained.

*Professional Relationships:* Could you describe any fraternities, fellowships, professional groups that you are affiliated with or participate with, and describe the nature and value of the relationship?

*Partnerships/Links:* Describe any strategic links (networking or partnering) your ministry or organization has to other churches or organizations locally or abroad? What partnership benefits do you look for (technical? Financial? Delivery?)? What are the limits of who you will and will not work with? Explain.

*SWOT:* Strengths, Weaknesses, Opportunities, and Threats (Challenges). Please identify what others might see as your strengths and weaknesses. What challenges, impediments, or constraints do you face in carrying out your mission? What unique opportunities are you positioned to address?

*Reading and Writing:* Can you describe your own reading habits? What authors have you personally been most influenced by? African authors? Non-African? What print resources do you wish you had? Describe any writing that you may have done yourself. How has this been used? To what extent would you see writing as something important for you to do in the future? What sort of writing?

*Electronic Media:* Please describe the ways in which you use internet, cell phone, or other electronic media in your personal life or for your work and ministry? Email? Facebook? What electronic media have you found most helpful? Which do you wish you had better access to?

*Finances & Other Resources:* To the extent that you are involved in soliciting funding or other resources for your ministry, describe the nature of these efforts? Where do the financial or other resources come from for your work and ministry? Churches? Business? Government? Sources within this country? Sources outside this country? What non-financial resources does your ministry benefit from, and where do these come from?

*Political Arena:* Could you clarify the ways you think Christians should or should not be involved in politics?

*Future:* What are your hopes and dreams for the future? Do you have future plans related to writing? What factors are likely to play a role in whether or not you are able to successfully achieve some of these goals?

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*[Question for Pastors Only:* Quite a few people identified you as an influential pastor: If you were to make a guess as to what part of your ministry they were thinking of, what would it be? Preaching? Something else? Explain. Can you describe how often you preach, and a little bit about what you do to prepare your sermons? ]