



Leadership

LAJNA MENTORING CONFERENCE

SADR, LAJNA IMA'ILLAH USA-DHIYA TAHIRA BAKR

MAY 16, 2025.,2026

Pray for a good leader and Follow



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Khalifatul Masih V (aba)

Friday Sermon, July 15, 2016

The leader of a people should be their servant.

They should alleviate other people's sufferings as if they were their own.

Khalifatul Masih V (aba)

Friday Sermon, July 15, 2016

A persons' speech cannot be effective unless, sincere resolve and action back it.

At times one needs to act with strictness in some administrative matters but it's purpose should be to reform and not show who is in charge.

Guidelines for Office Bearers: Lajna Ima'illah Worldwide

Hazrat Khalifatul Masih V (aba):

- Office bearers should be displaying happiness and showing good morals when dealing with other people.
- Officers should come up with ways to create ease for the people.
- Office bearers and workers should demonstrate the highest level of tolerance and forbearance.

(Lajna Constitution, 2019)

Guidelines for Office Bearers: Lajna Ima'illah Worldwide

Hazrat Khalifatul Masih V (aba):

Office bearers should accept criticism open heartedly and while being mindful of everyone's self respect.

Their reply should be based on evidence.

Deal with people in a gentle manner.

Show obedience, obedience and only obedience whilst at the same time you must also pray.

Role of Sadr Majlis

(Lajna Constitution 2024)

161. Sadr Lajna Imaillah Majlis shall supervise all the affairs of their Majlis and she shall be responsible for carrying out the directives of Majlis Amila Mulk.

162. Sadr Lajna Majlis shall see that members abide by the Rules and Regulations of Lajna Imaillah. Should the members of Majlis Amila disagree with a decision of their Sadr Majlis, an appeal can be made to Sadr Lajna Mulk about such a decision. Note: Any complaint against the Sadr is required to be made through the Sadr.

165. The Sadr of every Majlis shall be responsible for supervising the financial matters of their Majlis.

166. The Sadr shall have the power to reject majority opinion in local affairs, but it shall be necessary for her to immediately inform the Sadr Lajna Imaillah Mulk about such differences.

167. Sadr Lajna Majlis shall have the authority to suspend a local office bearer with immediate intimation to Sadr Lajna Imaillah Mulk but the power to dismiss lies with Sadr Lajna Imaillah Mulk

Ijlas (Meetings)

Meetings: Local

Meeting options

1. Weekly
2. Fortnightly
3. Monthly

Meet in person. Hybrid meetings with permission of National Sadr

Programs of Sectors/Halqa: take place with permission of Sadr Majlis

Meetings include Tilawat, Pledge, Dua, Nazm (Hadith/Malfoozat recommended)

Schedule monthly Amila meetings, include review of budget

Meeting: Regional

Majlis Amila of a region shall hold at least one meeting in three months/quarterly.

Can be held in person or virtually.

Include Tilawat, Pledge, Dua

Self evaluate performance, assign tasks or projects by National Sadr

Evaluate progress of majalis based on National Program and National Sadr directives

Create plans for improvement with National Sadr approval

Schedule sadr & shura delegate elections with approval from National Sadr

Meeting: National

National Amila meets monthly

Meeting virtually or in-person.

Include Tilawat, Pledge, Dua

Agenda includes;

Review & approval of minutes

Review of Budget

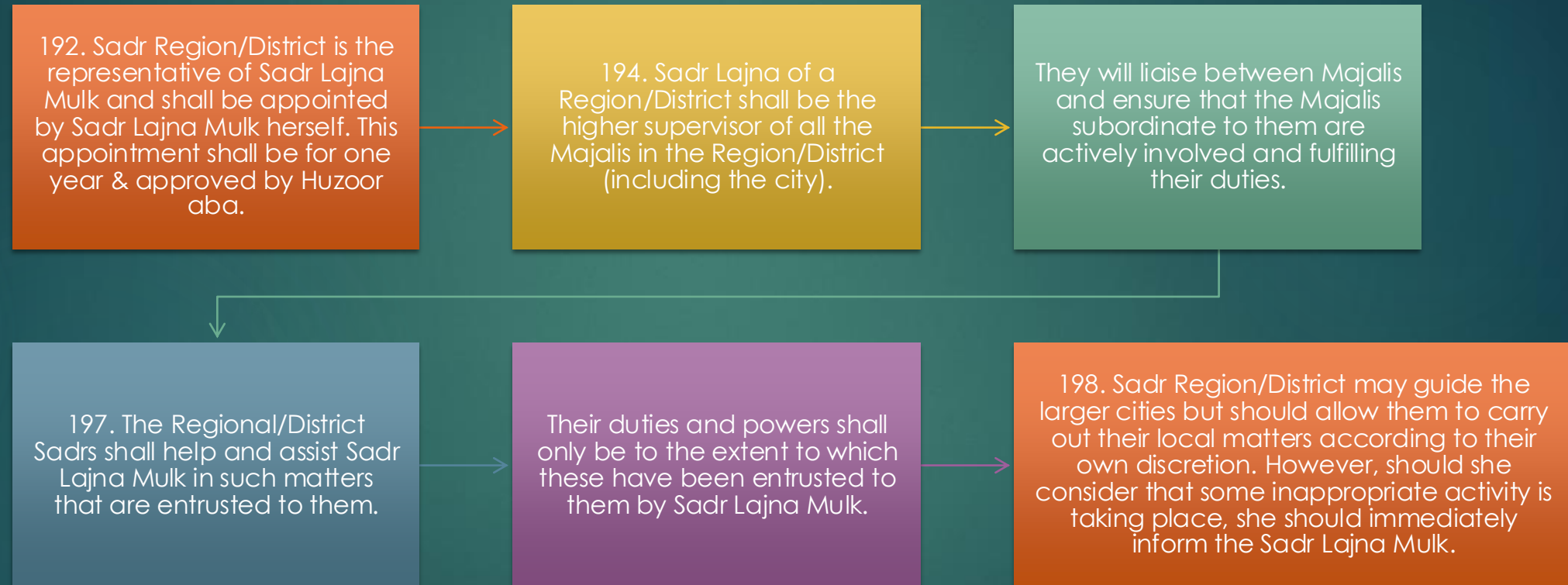
Letters/Guidance from Huzoor aba

Address Plans, Issues, Concerns

Questions & Announcements

Regional Sadr

(Lajna Constitution 2024)





“NEW RULE #193:

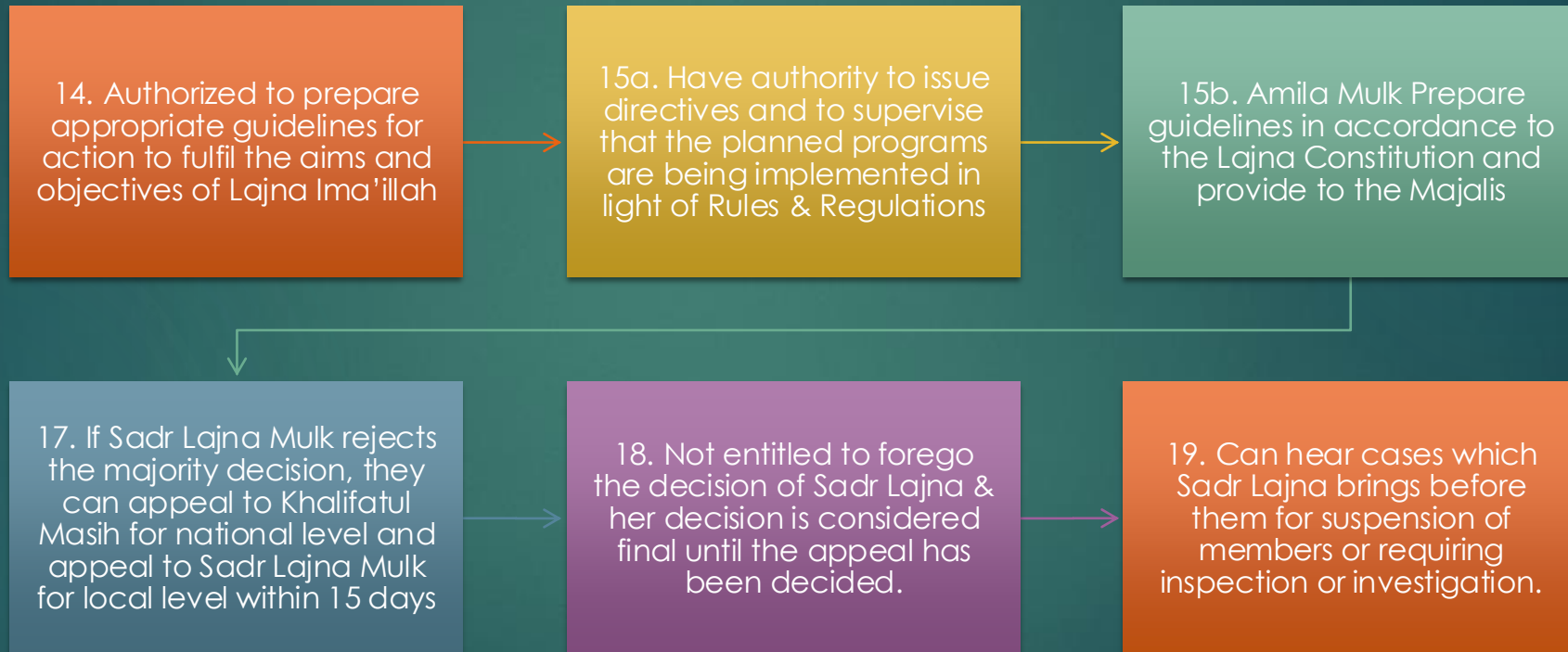
SADR REGION/DISTRICT SHALL BE NOMINATED FOR UP TO
SIX YEARS

”

In Exceptional Circumstances, should an extension of time be required, the National Sadr Lajna will take permission from the Markaz, stating reason for the extension.

National Amila (Local Amila resembles)

(Lajna Constitution 2024)



Role of Sadr Mulk (National)

(Lajna constitution 2024)

24. The Sadr Lajna Imaillah Mulk shall supervise all the affairs of Lajna Imaillah.

25. The Sadr Lajna Imaillah (Mulk) shall be responsible to ensure all the programs of Lajna Imaillah are successfully carried out.

26. The final explanation and interpretation of all the Rules and Regulations of Lajna Imaillah shall rest with the Sadr Lajna (Mulk).

27. The Sadr Lajna (Mulk) shall preside over the meetings of the Majlis Amila Mulk. 33. Necessary for each Secretary of departments to seek permission from National Sadr before sending out a circular.

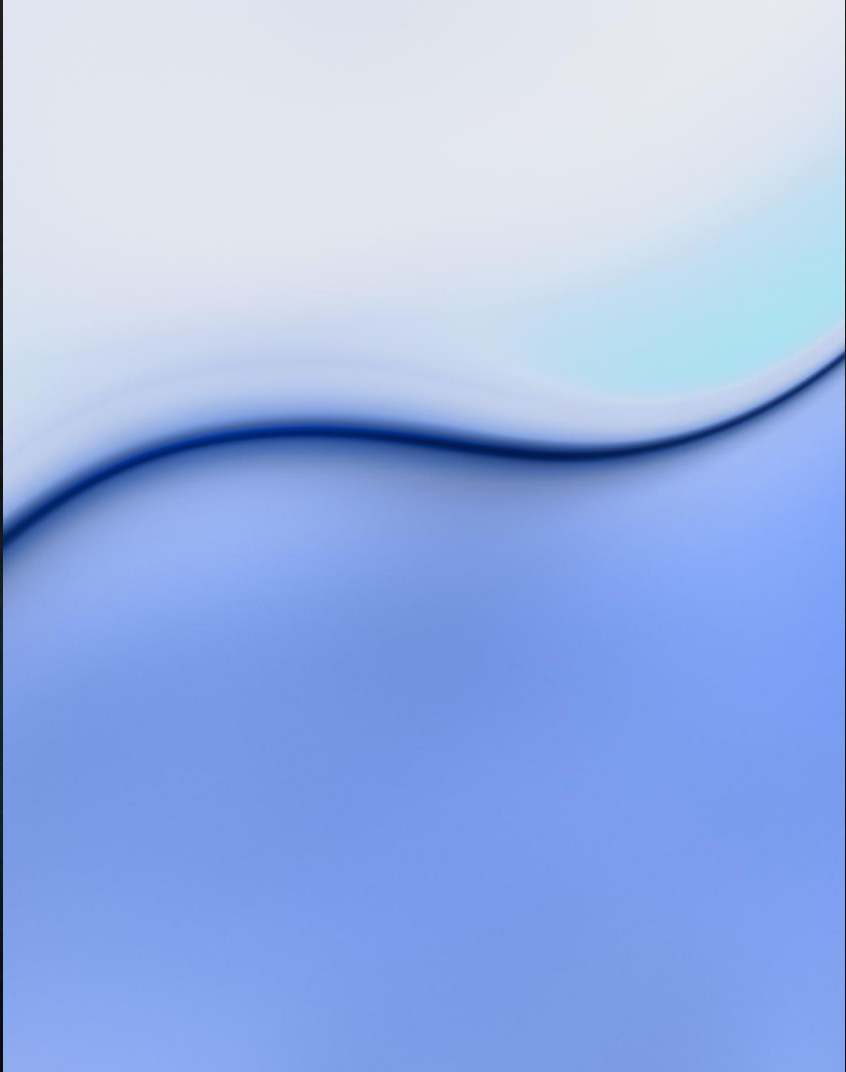
NO Resignations of Office Bearers

(Lajna Constitution, 2024)

- ▶ No office bearer has the right to resign. In case of some constraint, she can offer her apology to Sadr Lajna Mulk along with her reasons. The concerned office bearer shall continue to do the duties delegated to her till the Sadr Lajna Mulk takes a decision. The case of a person who is a member of Majlis Amila Mulk shall be submitted to Hazrat Khalifatul-Masih aba. #159

New

- ▶ Two Honorary members at the national level. (No honorary members at local level)
- ▶ One member serves as both Secretary Tahrike Jadid & Waqfe Jadid
- ▶ Regional Sadr of Headquarters is a member of the National Amila
- ▶ Rule No. 9,ii (c): “Those members who pay their Chanda arrears pursuant to the announcement of election of Sadr Majlis or Shura delegates, they may not be elected as Sadr or as a Shura delegate. They may, however, cast their vote” (2-21-25)
- ▶ 151c. Those ladies who do not observe purdah and despite reminders, do not practice Islamic teachings, may attend election meetings and cast their vote but they cannot become an office bearer.
- ▶ Those ladies who are lax in their purdah but are regular in paying Chanda, attend meetings and have a good relationship with the Jamaat can take part in elections but they cannot become an officebearer (Markaz Circular 11-9-22)



Wisdom of the Holy Prophet
s.a.w.

Do not ask to be appointed to public office, for if you are given it on your asking for it, you will be chained down by it, but if you are called to it without your asking, you will receive divine help in discharging its responsibilities.



Khalifatul Masih V aba Expectations of Officeholders: I solemnly pledge.

Some people claim that such and such officeholder is a flawed person, therefore they can only obey the Khalifa.

However: Unless the entire nizam is obeyed, one cannot obey the Khalifa in spirit. However, if one observes something that needs to be reported, they should do so and then draw back. (December 31, 2004).

Khalifatul Masih V aba Expectations of Officeholders: I solemnly pledge.

Clarification of interaction of auxiliaries: Khuddam, Ansar and Lajna all should consider rooting out all manner of discord and division. (April 5, 2013)

Auxiliaries should be mindful that the responsibility of each person is only within its respected organization. Ansarullah may not interfere in the matters of Lajna Ima'illah or Khuddamul Ahmadiyya or the Jama'at programs or its administrative matters and vice versa. (April 25, 2008).

The auxiliaries directly report to the Khalifa of the time. However, when planning their programs, they should consult the Amir (Jamaat President) so that there is no [timing] clash with the Jama'at programs. ...each member of the auxiliaries is a member of the Jama'at, and is thus bound by the administrative system of the Jama'at. (April 25, 2008).

Auxiliary vs Jamaat

(Rules & Regulation of Tahrik Jadid
Anjuman Ahmadiyya, 2016 pg 167-168)

- A member of an auxiliary is also a member of the jamaat...
- If a member of an auxiliary is assigned a duty by the jamaat, he is bound to obey Nizam Jamaat...the member must inform his/her office bearer...priority and work of an auxiliary organization comes afterward..."
- Programs should be planned and on calendar for jamaat and auxiliary to avoid conflicts
- "If extra-ordinarily the Jamaat organizes a program that had not been planned before, it will have priority over all the programs of the auxiliary organizations". (Exceptions, Tahir Academy and auxiliaries have an agreement approved by Huzur aba)
- The Lajna Ima'illah are at times told that they must attend the monthly meetings of their jamaats,... the Lajna ought not be invited to these general body meetings, nor do they need to participate in them since they have their own monthly meetings. But the Lajna should participate in the important Jalsas i.e. Jalsa Siratun Nabi, Musleh Mau'ud day, Masih Mau'ud Day, Khilafat Day and other centra, regional or local programs..."

Khalifatul Masih V aba Expectations of Officeholders: I solemnly pledge, pg31-32.

Firstly, it is the duty of the office-bearers of the Jama'at that they keep the mosques populated by their presence. (November 4, 2016)

Every officeholder should have mindfulness of congregational prayers. Otherwise, they will not be discharging the rights of trusts. (July 15, 2016)

If the standards of worship of the officeholders only improve during Ramadan, it is tantamount to contradiction in word and deed and it is most disliked by God. (August 10, 2012)

Khalifatul Masih V aba Expectations of Officeholders: I solemnly pledge, pg32.

If the officeholders on every level, in every auxiliary, were to improve their observance of Salat and came to the mosque, the ambience of the mosque would be enhanced. (March 30, 2012)

(Lajna) Officeholders, whether at a halqa level or a national level, should observe the highest standards of purdah and their attitudes should be in line with the Holy Qur'an so that they become models for other Lajna members and children. (September 30, 2011).

Khalifatul Masih V aba Expectations of Officeholders: I solemnly pledge.

They must carry out the work of reformation, treading extremely carefully and also with immense compassion and sympathy. No one should feel that their shortcomings have been exposed and revealed to others by any office-bearer. (March 31, 2017).

All office-bearers, particularly presidents and national presidents, must always treat the members of the Jama'at with great love and affection. (March 10, 2017).

If office-bearers address members of the Jama'at with a smile and open-heartedness, this alone can alleviate half of their grievances. (March 10, 2017)

Khalifatul Masih V aba Expectations of Officeholders: I solemnly pledge.

May Allah continue to grant the Jama'at pious and righteous workers who serve with sincerity and passion in the future as well. (February 9, 2018).

This sense of responsibility should develop in all our office bearers in respect to how to fulfil a task When a request is submitted, ...They should continue to oversee it until it is implemented, or until the complaint has been resolved, or the task has been fulfilled rather than simply neglecting it. (January 19, 2018)



Khalifatul Masih V aba Expectations of Officeholders: I solemnly pledge.

An attribute which should be especially present in office-bearers is humbleness. (July 15, 2016).

Another hallmark office-bearers should have is pleasantness and presenting good manners. That is, deal and converse with people with softness and good manners. Allah says, "... and speak to men kindly ..." (2:84). This also is a fundamental virtue which should be prevalent among officeholders. (July 15, 2016)



Khalifatul Masih V aba Expectations of Officeholders: I solemnly pledge.

Even the Prophet's (sa) slave said that [the Holy Prophet (sa)] had never spoken to him harshly, and when a person was given to jitters due to the majestic dignity of the Prophet (sa), he assured the man that he was not a despotic king but was the son of a woman who ate dried meat. (November 8, 2013)

Sometimes annoyance has to be expressed for reformation in Jama'at matters, but officeholders should be able to suppress anger. (April 12, 2013).

Khalifatul Masih V aba Expectations of Officeholders: I solemnly pledge.

Jama'at officeholders especially should never get weary of any petitioner or any person who frequently comes to the office or contacts the office, and they should welcome them wholeheartedly. (March 1, 2013).

No worker of the Jama'at should, under any circumstances, forsake courtesy. Rather, effort should be made to facilitate as much help as possible and converse as gently as possible. (March 1, 2013)

Khalifatul Masih V aba Expectations of Officeholders: I solemnly pledge.

If an Ahmadi comes to the officeholders, they should reassure him regardless of the person's ethnic background. If they are busy, they should make alternative time for the person, and if they cannot give their time, then they should excuse themselves from holding the office. (June 20, 2008)

Officeholders should not waste others' time and should keep the appointments made. (December 31, 2004).

...listen attentively to their requests, and to pray for them. (December 5, 2003).

Hazrat Khalifatul Masih V aba Expectations of Officeholders: I solemnly pledge.

This should be a distinction especially of the ones who take charge of a Jama'at responsibility that they always accomplish their responsibility keeping on truth and raising the standard of their righteousness. (July 15, 2016)

The Amirs and presidents should first establish their examples in front of their executive committees and in front of the members of the Community. (July 15, 2016)

The executive committee is above all to train itself. Whatever programs the amirs, presidents or training secretaries make, they should first look at whether their executive committees are acting upon these programs or not. (July 15, 2016)

The Promised Messiah a.s., in accordance with this directive from Allah reminds us, "O ye who believe! why do you say what you do not do?" (61:3),

Holy Quran on Trust:

نَّ اللَّهُ يَأْمُرُكُمْ أَنْ تُؤَدُّوا الْأَمَانَاتِ إِلَىٰ أَهْلِهَا ۖ وَإِذَا حَكَمْتُمْ بَيْنَ النَّاسِ أَنْ تَحْكُمُوا بِالْعَدْلِ ۚ إِنَّ اللَّهَ نِعِمَّا يَعِظُكُمْ بِهِ ۚ إِنَّ اللَّهَ كَانَ سَمِيعًا بَصِيرًا ﴿٥٩﴾

Verily, Allah commands you to make over the trusts to those entitled to them, and that, when you judge between men, you judge with justice. And surely excellent is that with which Allah admonishes you! Allah is All-Hearing, All-Seeing.
4:59 (Al-Nisa)

Khalifatul Masih V (aba)

Expressed in his Friday Sermon on
July 15, 2016



To truly fulfill your trust, it is
essential to become an
example of truthfulness and
piety for others.

The Holy Prophet s.a.w. stated: It is the characteristic of the believers that they should share each others' tribulations, ...in their sympathy and love and kindness the believers are like the limbs of a single body; if one of them ails the whole body is feverish and troubled.



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Understanding the impact of a leader: Wisdom of the Holy Prophet S.A.W.

When you are placed in authority act beneficently towards those in your charge and forbear.

When public authority is committed to those who are not fit to exercise it, be ready for the Judgement.

When a ruler (**sadr or amila**) begins to act upon suspicion, he involves the people in great hardship.

The ruler (**sadr or amila**) is the shadow of Allah's mercy upon earth, Allah will honor him who does honor to the ruler and will humiliate him who humiliates the ruler.

Develop Good Work Ethics

Definition

Work ethic is a belief that hard work and diligence have a moral benefit, a value, and is a virtue to strengthen your character and individual abilities... (google)

Lajna Pledge

I affirm that I shall always be ready to sacrifice my life, property, time and children for the cause of faith and nation. I shall always adhere to truth and shall always be prepared to make every sacrifice for the perpetuation of the Ahmadiyya Khilafat, Insha'Allah.

Ba'iat

Condition # 4

That under the impulse of any passions, he/she shall cause no harm whatsoever to the creatures of God in general and Muslims in particular, neither by his/her tongue, hands, nor any other means.

Quality Academy: LCHD

Leaders need to know:

- ▶ How to work with people of different backgrounds and beliefs
- ▶ How to organize a team
- ▶ How to deal with conflict among team members
- ▶ How to persuade people to follow



Adopted from Quality Academy: LCHD

Practical Skills for Leading Teams:

- ❖ Know your team strengths, preferences, skills and styles
- ❖ Know their predictable behaviors

Examples of Styles:

- ❖ Analytical: likes structure, a loner, cautious, seeks security and validation
- ❖ Driver: takes action, likes control and structure, works quickly
- ❖ Amicable: slow at taking action & decision making, likes close & personal relationships, seeks inclusion & security.



SMART GOALS

[The Ultimate Guide to S.M.A.R.T. Goals – Forbes Advisor](#)

S: Specific

**M:
Measurable**

**A:
Achievable**

R: Realistic

T: Timeline

SMART GOALS example

Specific: Increase Lajna attendance at general meetings

Measurable: Increase by 100%, 50%, 20%,

Achievable: Yes or No

Realistic: Yes or No

Timeline: One year, six months, every quarter

**Adopted from Quality Academy:
LCHD**

Effective Team Management:

**Set goals
for the
team**

**Agree on
success
metrics**

**Do a mid-
flight
review**

**Consult
with key
people**

**Tolerate
good faith
mistakes**

**Celebrate
team
victories**

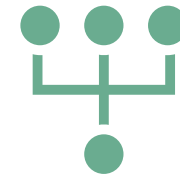
Adopted from Quality Academy: LCHD



Leaders take action to solve a problem:



Use data



Think:

What needs to be done?
What can and should I do to make a difference?
What are the organization's mission and goals?

Adopted from Quality Academy LCHD: An Effective Lajna Meeting

A Muslim first does
Recitation of Holy
Quran, Khalima,
Pledge and performs
DUA (Include
nazam/poem for
general meeting)

Advance planning &
agenda at least 24
hours before the
meeting

Invite only who is
necessary

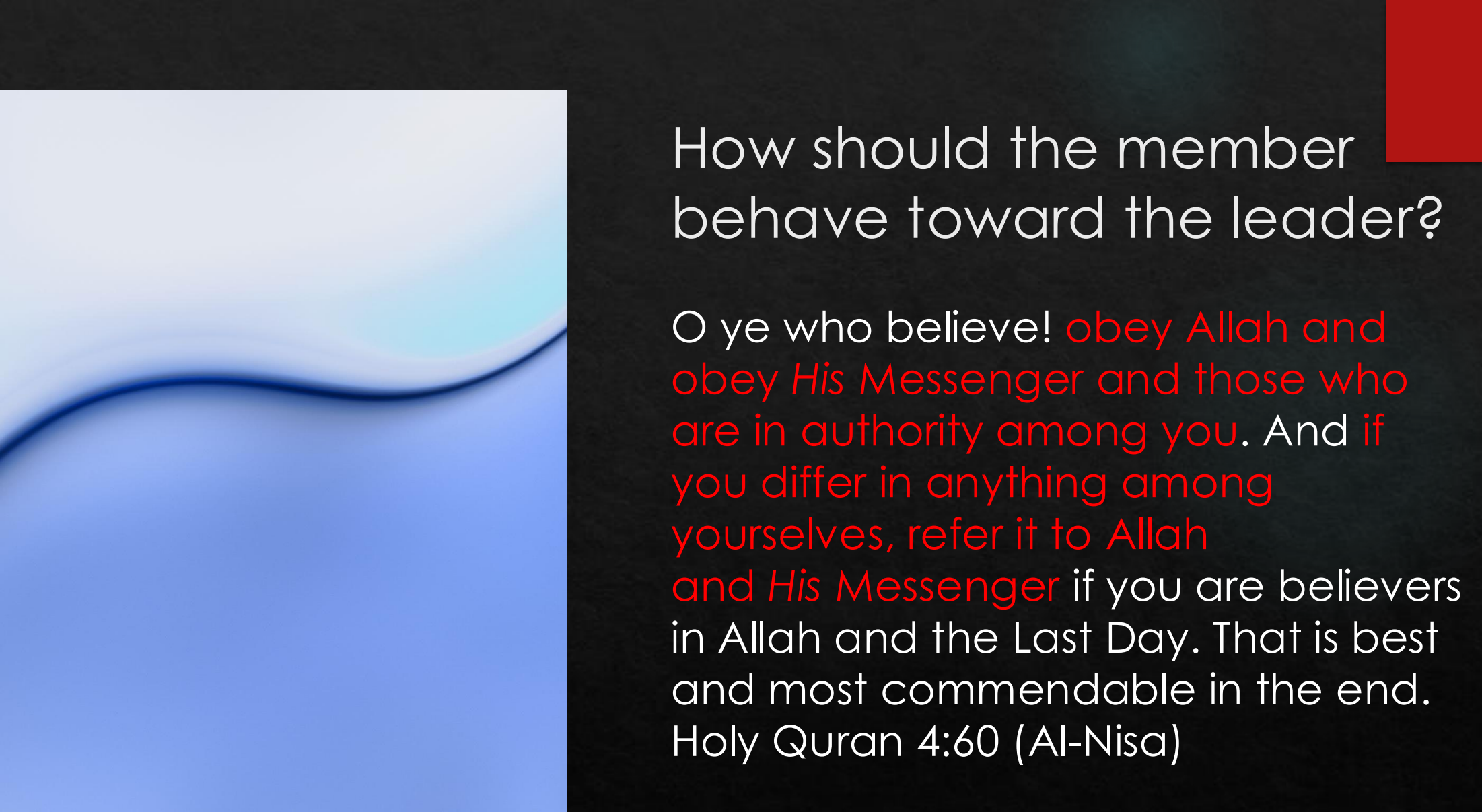
Find the smallest
room (create
intimacy)

Allow discussion,
debate,
brainstorming,
negotiation,
engagement,
comradery
(sisterhood)

Keep meeting short
i.e. 60 minutes to 90
minutes

Introduce purpose,
be efficient &
productive

Close with re-cap,
next steps, timeline
and DUA



How should the member
behave toward the leader?

O ye who believe! obey Allah and
obey *His Messenger* and those who
are in authority among you. And if
you differ in anything among
yourselves, refer it to Allah
and *His Messenger* if you are believers
in Allah and the Last Day. That is best
and most commendable in the end.
Holy Quran 4:60 (Al-Nisa)



Resilience

How to bear the heavy responsibility of leading and caring for others.

From West Midwest Regional Sadr
Bushra Latif sahiba

Watch



Perform leadership self-evaluation & pray for progress.

Perform Team Building Exercise