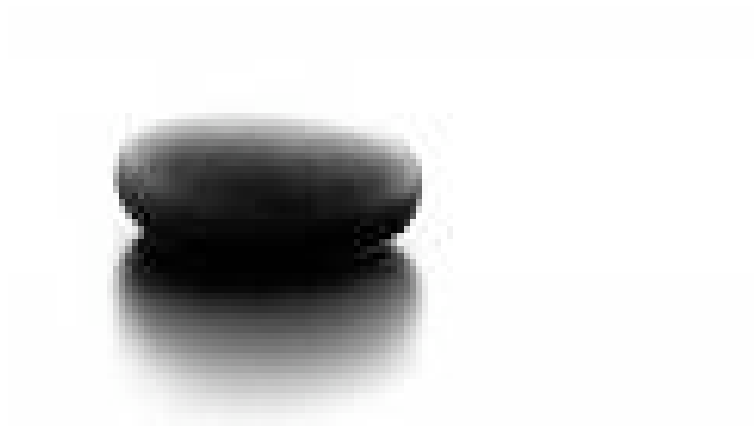


Session #4



*It is our responsibility to build a
just and loving community*

Leadership Quotes

Leadership by Presence and Functioning

Leadership consists not in degrees of technique but in traits of character; it requires moral rather than athletic or intellectual effort, and it imposes on both leader and follower alike the burdens of self-restraint. - Lewis H. Lapham

Leadership is the spiritual process of discerning what one believes (clarity), acting on that belief in the public arena (decisiveness), and standing behind that action (responsibility) despite the varied responses of people (courage). - Rev. Frank Thomas

Jesus – Servant Leadership

Mark 10

The Request of James and John

35 Then James and John, the sons of Zebedee, came to him. "Teacher," they said, "we want you to do for us whatever we ask."

36 "What do you want me to do for you?" he asked.

37 They replied, "Let one of us sit at your right and the other at your left in your glory."

38 "You don't know what you are asking," Jesus said. "Can you drink the cup I drink or be baptized with the baptism I am baptized with?"

39 "We can," they answered. Jesus said to them, "You will drink the cup I drink and be baptized with the baptism I am baptized with, 40but to sit at my right or left is not for me to grant. These places belong to those for whom they have been prepared."

41 When the ten heard about this, they became indignant with James and John.

42 Jesus called them together and said, "You know that those who are regarded as rulers of the Gentiles lord it over them, and their high officials exercise authority over them.

43 Not so with you. Instead, whoever wants to become great among you must be your servant, 44 and whoever wants to be first must be slave of all. 45 "For even the Son of Man did not come to be served, but to serve, and to give his life as a ransom for many."

Servant-Leadership

Servant-leadership encourages collaboration, trust, foresight, listening, and the ethical use of power and empowerment.

- Robert K. Greenleaf

“The law of service: He who wishes to live long must serve, but he who wishes to rule does not live long.” - Hesse, *Journey to the East*

Greenleaf Center for Servant-Leadership

10 Principles of Servant-Leadership

After carefully considering Greenleaf’s original writings, Larry Spears, CEO of the Greenleaf Center has identified a set of 10 characteristics that he views as being critical to the development of servant-leaders. These 10 are by no means exhaustive. However, they serve to communicate the power and promise that this concept offers:

- Listening
- Empathy
- Healing
- Awareness
- Persuasion
- Conceptualization
- Foresight
- Stewardship
- Commitment
- Community

1. Listening

Traditionally, leaders have been valued for their communication and decision making skills. Servant-leaders must reinforce these important skills by making a deep commitment to listening intently to others. Servant-leaders seek to identify and clarify the will of a group. They seek to listen receptively to what is being and said (and not said). Listening also encompasses getting in touch with one’s inner voice, and seeking to understand what one’s body, spirit, and mind are communicating.

2. Empathy

Servant-leaders strive to understand and empathize with others. People need to be accepted and recognized for their special and unique spirit. One must assume the good intentions of coworkers and not reject them as people, even when forced to reject their behavior or performance.

3. Healing

Learning to heal is a powerful force for transformation and integration. One of the great strengths of servant-leadership is the potential for healing one's self and others. In *The Servant as Leader*, Greenleaf writes, "There is something subtle communicated to one who is being served and led if implicit in the compact between the servant-leader and led is the understanding that the search for wholeness is something that they have."

4. Awareness

General awareness, and especially self-awareness, strengthens the servant-leader. Making a commitment to foster awareness can be scary--one never knows that one may discover! As Greenleaf observed, "Awareness is not a giver of solace -- it's just the opposite. It disturbs. They are not seekers of solace. They have their own inner security."

5. Persuasion

Servant-leaders rely on persuasion, rather than positional authority in making decisions. Servant-leaders seek to convince others, rather than coerce compliance. This particular element offers one of the clearest distinctions between the traditional authoritarian model and that of servant-leadership. The servant-leader is effective at building consensus within groups.

6. Conceptualization

Servant-leaders seek to nurture their abilities to "dream great dreams." The ability to look at a problem (or an organization) from a conceptualizing perspective means that one must think beyond day-to-day realities. Servant-leaders must seek a delicate balance between conceptualization and day-to-day focus.

7. Foresight

Foresight is a characteristic that enables servant-leaders to understand lessons from the past, the realities of the present, and the likely consequence of a decision in the future. It is deeply rooted in the intuitive mind.

8. Stewardship

Robert (Greenleaf's view of all institutions was one in which CEO's, staff directors, and trustees all play significant roles in holding their institutions in trust for the great good of society.

9. Commitment to the Growth of People

Servant-leaders believe that people have an intrinsic value beyond their tangible contributions as workers. As such, Servant-leaders are deeply committed to a personal, professional, and spiritual growth of each and every individual within the organization.

10. Building Community

Servant-leaders are aware that the shift from local communities to large institutions as the primary shaper of human lives has changed our perceptions and caused a sense of loss. Servant-leaders seek to identify a means for building community among those who work within a given institution.

Shackleton Leadership Qualities

In 1914 Sir Ernest Shackleton and a crew of 27 set sail for the last unclaimed prize in the history of exploration: the first crossing on foot of the Antarctic continent.

Within eighty-five miles of the continent their ship *Endurance* was trapped and slowly crushed by pack ice. With no communication to the outside world their ordeal would last twenty months.

With Shackleton's inspiring leadership the crew struggled to stay alive in one of the most inhospitable regions of the world. Miraculously, not one man was lost, surviving extreme cold, breaking ice floes, leopard seal attacks and an open boat journey that would be called one of the greatest navigational feats in nautical history.

- *Put your people first.*
- *Be flexible in tactics.*
- *Choose your people carefully — for character, not just competence.*
- *Sustain optimism in the face of adversity.*
- *Lead by example.*
- *Strive for equal treatment.*
- *Exercise caution in pursuit of the goal.*
- *Balance optimism with realism.*

Mohandas Gandhi: *“There go my people;
I am their leader, I must follow them*
Mohandas Gandhi: *“There go my people;
I am their leader, I must follow them.”*

Vocabulary for Paul Hersey and Kenneth H. Blanchard's Situational Leadership Theory

Group Maturity Definitions and Factors

Group Maturity: The capacity to set high but attainable goals, willingness and ability to take responsibility, and the education or experience of group members. Related only to the specific task performed.

Maturity Factors:

Task Maturity (Ability, Competence, Skills, Knowledge, Resources)

1. Past Task Experience
2. Task Knowledge
3. Problem-solving Ability
4. Ability to take Responsibility
5. Meeting Task Deadlines

Psychological Maturity (Responsibility, Confidence, Willingness)

1. Willingness to Take Responsibility
2. Achievement Motivation
3. Persistence
4. Work Attitude
5. Independence

Key Point: The Task Maturity of Any Working Group decreases with the addition of even one new member to the group.

Behavioral Dimensions of Leadership

Task Behavior: The extent to which a leader engages in one-way communication by explaining what each follower is to do as well as when, where, and how tasks are to be accomplished.

Task Function Examples

1. Initiating: Any attempt to get an action or movement started.
2. Regulating: Attempts to order the direction and pace of the group.
3. Informing: Giving or soliciting information.
4. Supporting: Building on the ideas of others.
5. Evaluating: Critiquing the feasibility of an idea.
6. Summarizing: Digesting the discussion of the group at some point.

Also, Goal-setting, Organizing, Setting Time Lines, Directing, Controlling

Relationship Behavior: The extent to which a leader engages in two-way communication by providing emotional support and facilitating behaviors.

Relationship Function Examples

1. Encouraging: Being friendly, warm, approving.
2. Expressing feelings: Sharing one's own feeling or the feelings one senses in the group.
3. Harmonizing: Attempts to reconcile disagreements between others.
4. Compromising: Modifying one's own opinion or feelings for the good of the group.
5. Gatekeeping: Facilitating the participation of others.
6. Setting Standards: Expressing norms by which the group may operate.

Also, Giving Support, Communicating, Facilitating Interactions, Active Listening, Providing Feedback

The Four Styles of Situational Leadership

Directing (S1) a.k.a. "Telling" -- High Task/Low Relationship: Characterized by one-way communication in which the leader defines the roles of group members and tells them, how, when and where to do various tasks. As the members' experience and understanding of the task increases, so does their work maturity.

Coaching (S2) a.k.a. "Selling" -- High Task/High Relationship: While providing clear direction as to role responsibilities, the leader also attempts, through two-way communication and socio-emotional support, to get the group members to psychologically buy into decisions that have to be made. As group members' commitment to the task increases, so does their maturity.

Supporting (S3) a.k.a. "Participating" -- Low Task/High Relationship: The leader and group members share in decision making through two-way communication and considerable facilitating behavior from the leader, since the group members have the ability and knowledge to complete the task.

Delegating (S4) -- Low Task/Low Relationship: The leader allows group members considerable autonomy in completing the task, since they are both willing and able to take responsibility for directing their own task behavior.

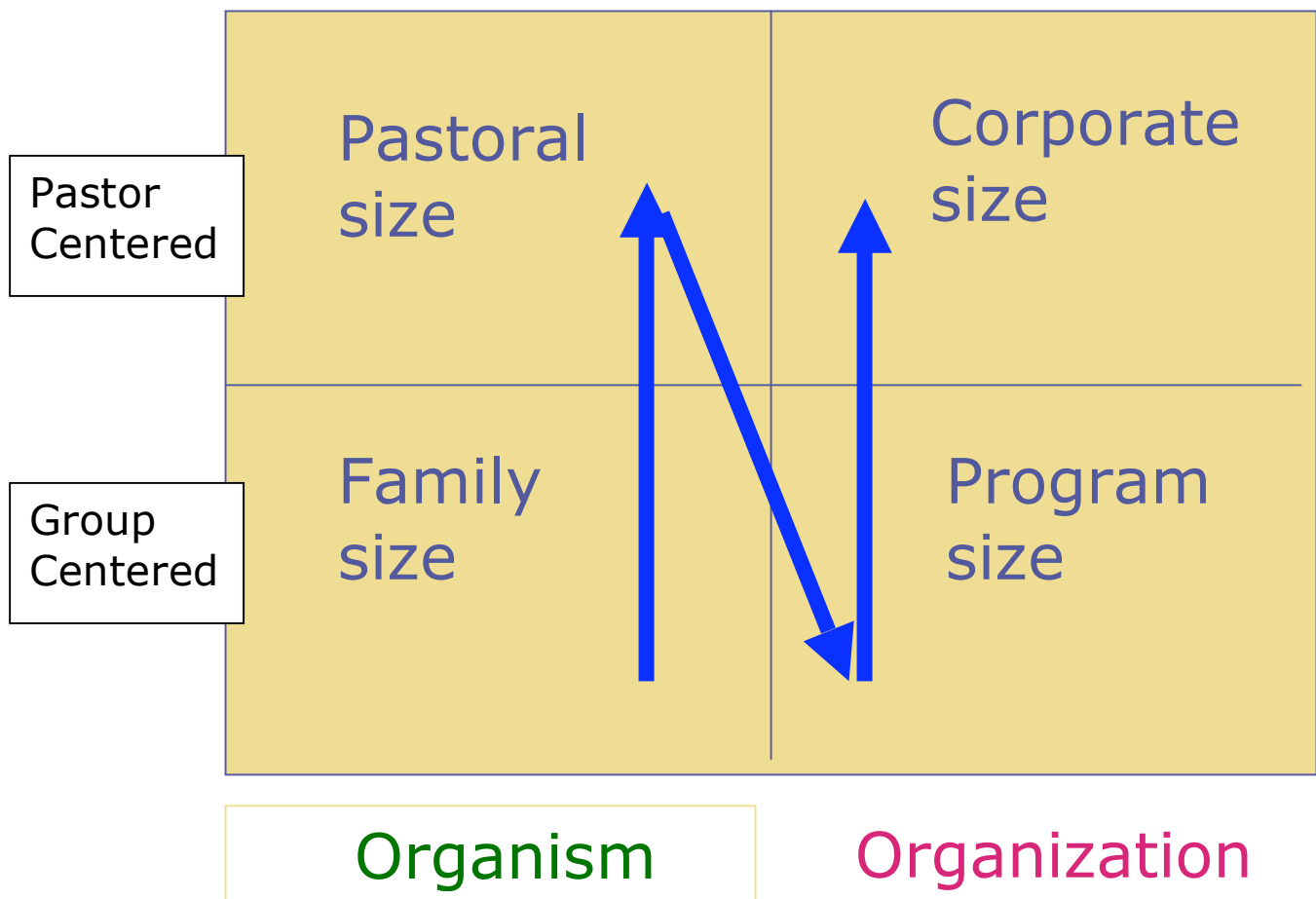
The In-Between Church

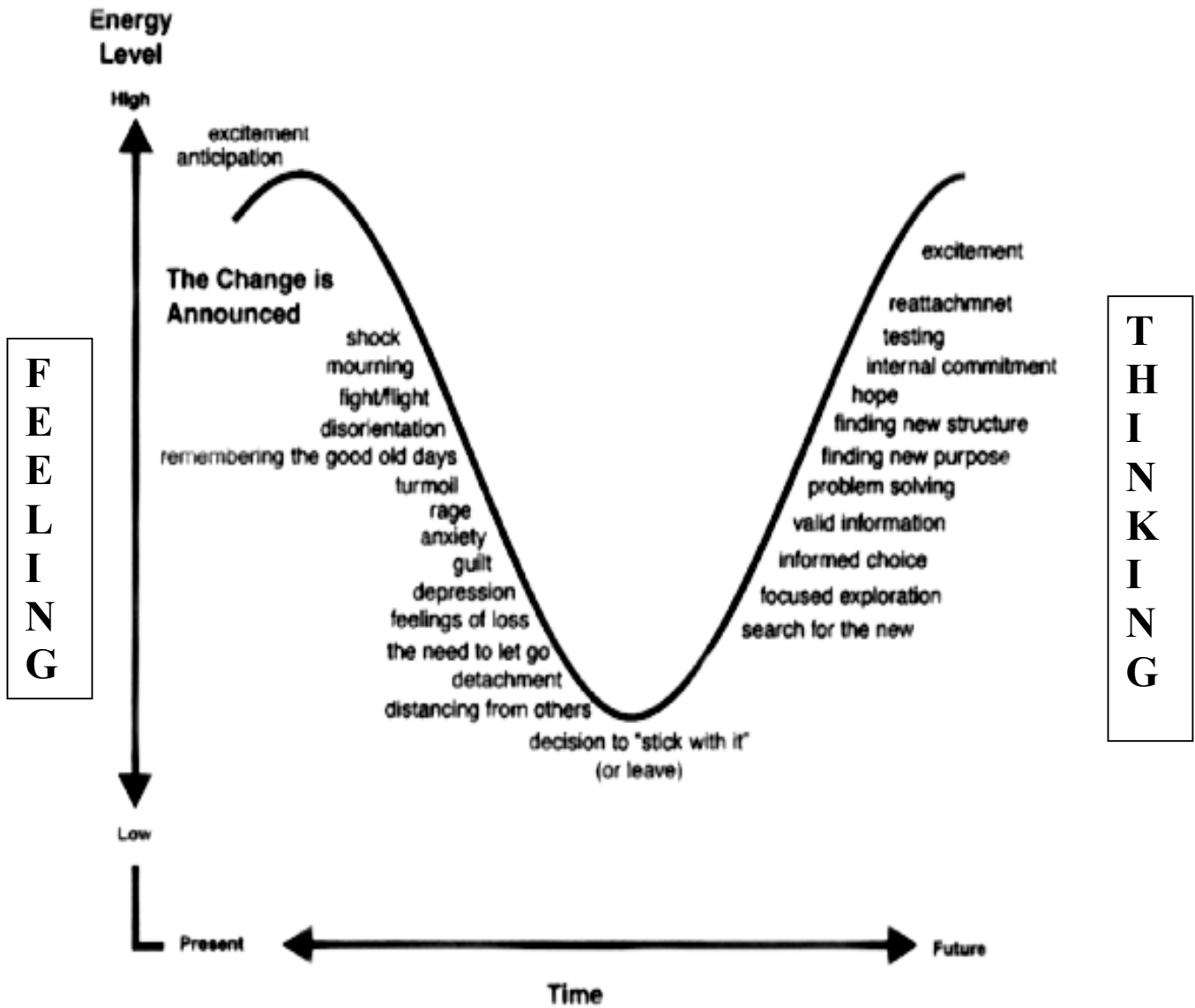
Navigating Size Transformation in Congregations

Alice Mann - The Alban Institute

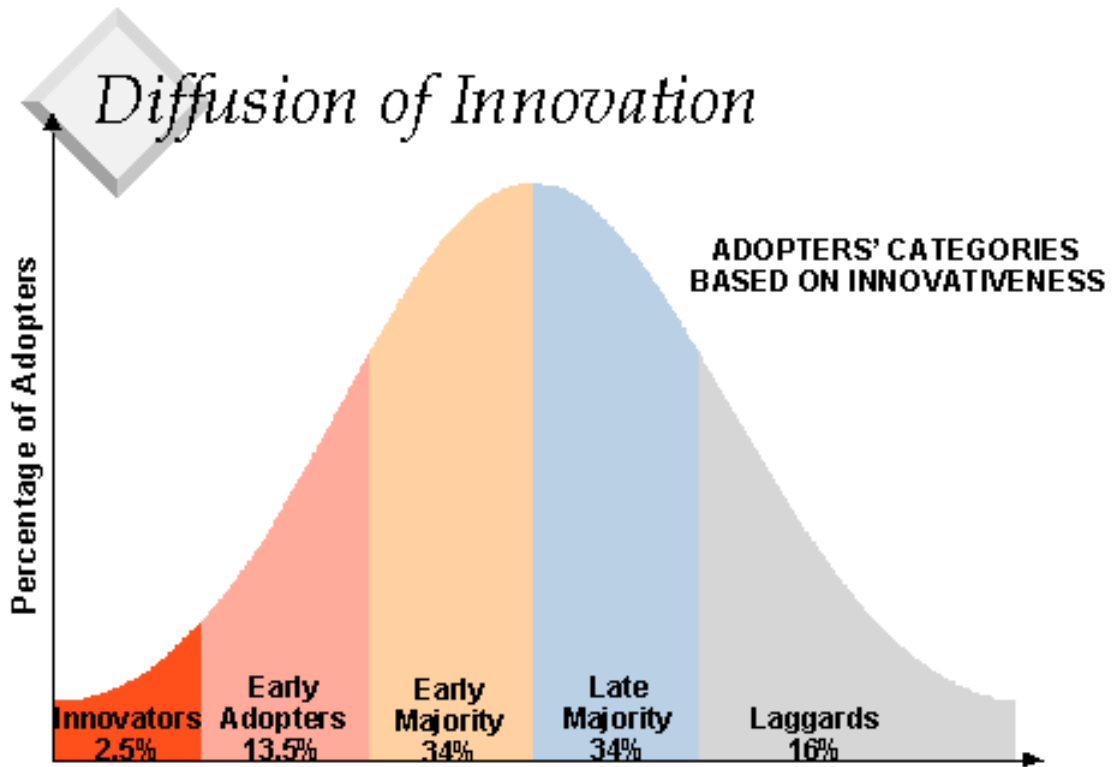
When organisms change significantly in size, they must also change in form

What happens between sizes – the “N” Curve?



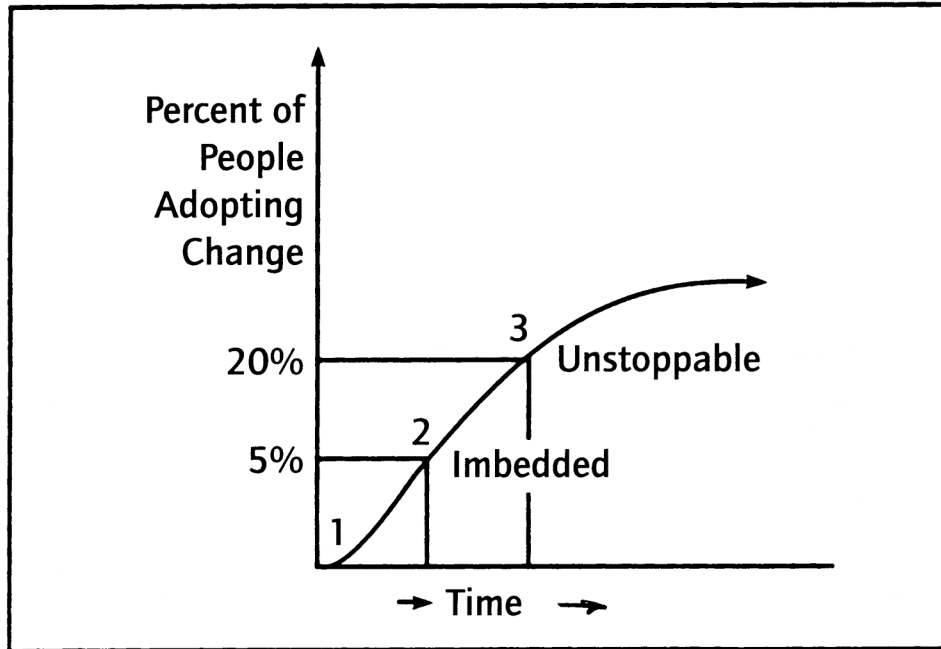


Gil Rendle's Rollercoaster of change



Everett Rogers' Change Theory

Change In Your Congregation



Change needed

Zone (1,2,or 3)

What Hinders Change?

What Supports Change?

Everett Rogers' Change Theory