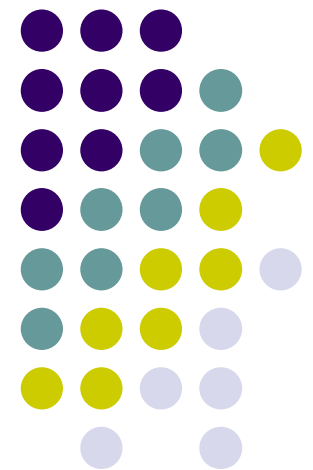


Much Christian leadership is exercised by people who do not know how to develop healthy, intimate relationships and have opted for power and control instead. Many Christian empire builders have been people unable to give and receive love.

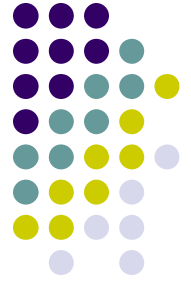
Henri Nouwen

# Leadership as a Relational Process

## Defining Leadership



# In 50 words or less define leadership.



- Now gather with three people and share your definition
- As a group write a definition of leadership



# How do you define leadership?

- **There are enough books with differing theories of leadership to fill a library.**
- **Must we explore leadership theory?  
Does a leadership definition provide a practical benefit to church leaders?**
- **Narrative - T. R.**

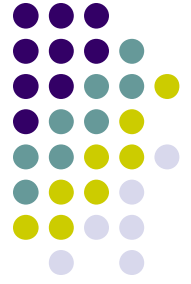
**It is not leadership from any one person that is required, it is an aspect of leadership each of us summons from within. In this respect, the same qualities we have sought in one person can be found distributed among many people who learn, in community, to exercise their "leadership" at appropriate moments. This occurs when people are vitally concerned about issues or when executing their responsibilities. Leadership thus becomes a rather fluid concept focusing on those behaviors which propel the work of the group forward.**

**J. Nirenberg**



# Bell and Dudley

## AUSS Fall 2002



- **Leadership Formation in Ministerial Education: Assessment and Analysis of Leadership Traits in Seventh-day Adventist Pastors in North America**
- **Does pastoral success correlate with leadership traits**
- **The Leadership Practices Inventory of Kouzes and Posner**
- **Established criteria for success**
- **Two sample groups formed**



**COMPARISONS OF “SUCCESSFUL” AND AVERAGE PASTORS  
ON FIVE LEADERSHIP PRACTICES**

| Leadership Practice           | Mean of Average Pastors | Mean of “Successful” Pastors |       |
|-------------------------------|-------------------------|------------------------------|-------|
| Challenging the Process       | 35.4 (59%)              | 43.0 (72%)                   | .001* |
| Inspiring a Shared Vision     | 37.7 (63%)              | 45.1 (75%)                   | .001* |
| Enabling Others to Act        | 41.5 (69%)              | 47.5 (79%)                   | .001* |
| Modeling the Way              | 39.7 (66%)              | 45.5 (76%)                   | .013* |
| Encouraging the Heart         | 38.7 (65%)              | 45.7 (76%)                   | .001* |
| Combined Leadership Practices | 190.3                   | 228.0                        | .001* |

\*Probability that the differences in the two samples results from chance. All numbers have been rounded to the nearest tenth of a percentage point.



# What Leadership Is Not

- **Contrasted With Management**
- **Contrasted with Administration**
- **Contrasted With Statesmanship**
- **Contrasted with Position**
- **Contrasted with Command**

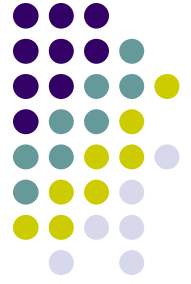




**“Control is not leadership, management is not leadership; *leadership* is leadership. If you seek to lead, invest at least 50% of your time leading yourself – your own purpose, ethics, principles, motivation, conduct. Invest at least 20% leading those with authority over you and 15% leading your peers. If you don’t understand that *you work for your mislabeled ‘subordinates’, then you know nothing of leadership. You know only tyranny.*” Dee Hock, 1997, founder of VISA Fast Company, No. 7, p.98**



**Leadership is about change.  
It is always about change.  
History is change.  
Without change, there will be  
no history.  
Without leadership, there will  
be no history.**



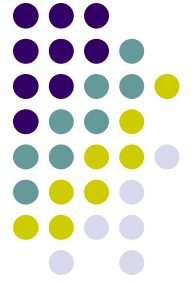
# A Leadership Definition

*Christian leadership is a dynamic relational process in which people, under the influence of the Holy Spirit, partner to achieve a common goal - it is serving others by leading and leading others by serving.*

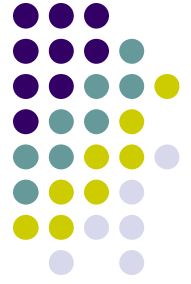


**Worldviews evolve beyond dominance, toward relational dialogue, and finally relational meaning-making**

# Leadership Development



- **It is more than training for administrative skills**
- **It is even more than developing leadership habits – what we call essentials**
- **It is first of all transforming**



# **Six Essentials of Transformational Leadership**

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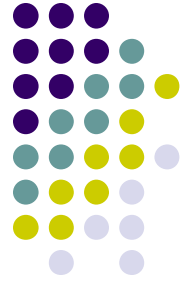
# **Fourteen Administrative Practices of Successful Church Leaders**

# Six Essentials



- **A God Given Passion Stirring Vision**
- **Demonstrating Faith Based Hope**
- **Exercising Solid Integrity**
- **Courage to Challenge the Status Quo**
- **Unswerving Belief in Empowering People**
- **Abundance mentality**

# The Fourteen Administrative Practices



- **Practice One: They Foster Participation**
- **Practice Two: They Facilitate Effective Planning**
- **Practice Three: They Emphasize Quality**
- **Practice Four: They Manage Resources Responsibly**
- **Practice Five: They Communicate Effectively**
- **Practice Six: They Build Effective Teams**



# The Fourteen Administrative Practices - 2



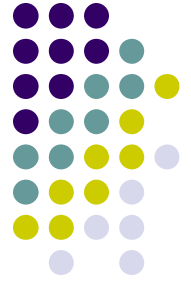
- **Practice Seven: They Affirm Others**
- **Practice Eight: They Manage Change Well**
- **Practice Nine: They Manage Conflict Effectively**
- **Practice Ten: They Evaluate**
- **Practice Eleven: They Confront**
- **Practice Twelve: They Follow Through**
- **Practice Thirteen: They Make Meetings Matter**
- **Practice Fourteen: They Mentor Others**



## “Relational Leadership”

Leadership is understood in terms of the “interaction” or “connection” among the people involved in the process.

# EXERCISE



- Describe a specific “group” of people you really enjoy being with – why do you enjoy them?
- Describe the relational dynamics in that group.
- How did the group come together?
- What do you do together?
- How does that group influence you?
- What do you learn about leadership from that group?

# The great commission text

## Matthew 28:19-20



- The church is growing!
- How do you lead a church of 30 million?
- For some control (lead?) becomes a “worry”
- How do you control 30 million?
- What is the implication of the word “with”



It is not leadership from any one person that is required, it is an aspect of leadership each of us summons from within. In this respect, the same qualities we have sought in one person can be found distributed among many people who learn, in community, to exercise their "leadership" at appropriate moments This occurs when people are vitally concerned about issues or when executing their responsibilities. Leadership thus becomes a rather fluid concept focusing on those behaviors which propel the work of the group forward.

J. Nirenberg

Most explanations of leadership have focused on a single person and his or her personal qualities and skills. Social scientists have tried to identify what abilities, traits, behaviors, or sources of power determine how effective a leader will be in influencing others.





Contrary to popular thinking, the term "leadership" is a relatively new word.



The concept of individual leadership (leader-centered view) yields to a new paradigm – leadership as relationship.





The post-industrial leadership paradigm, on the other hand, is characterized by collaboration, power-sharing facilitation and empowerment. This new view of the world is more complex and diverse, mutually shaping and spontaneously changing.

## CLC definition

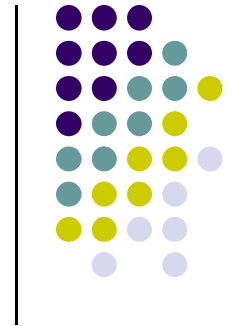
*Christian leadership is a dynamic relational process in which people, under the influence of the Holy Spirit, partner to achieve a common goal - it is serving others by leading and leading others by serving.*



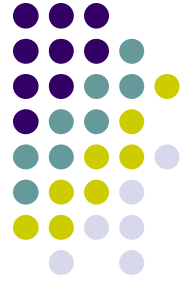
# Relational leadership is composed of four basic components



- **The relationship is based on influence**
- **People are leaders and followers in this relationship**
- **Leaders and followers intend real changes**
- **The changes the leaders and followers intend reflect their mutual purposes**



Relational skills that build community are vital to leadership.



Summary - The traditional approach to leadership characterized by a top-down philosophy, where the leader is decisive, efficient, unemotional and in-control is no longer effective.

WHAT DO WE DO IN THIS AGE  
TO DEVELOP LEADERSHIP?



- **Stop concentrating on the leader**
- **Prepare people to use influence within noncoersive relationships**
- **Help people understand the nature of transformational change**
- **Reconstruct people's basic view toward a collaboration orientation**

WHAT DOES A “LEADERFUL”  
CHURCH (OR OTHER ORGANIZATION)  
LOOK LIKE?



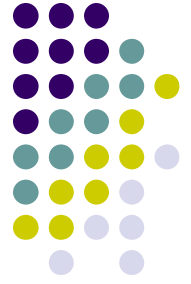
- **A community that visions together**
- **A community that leads together**
- **A community that learns together**
- **A community that acts together**
- **A community that communicates**
- **A community that builds together**



## Summary

Leadership development for the 21st century is holistic: it is centered in groups or organizations, rather than individuals, and engages the group in heart, mind, spirit, and energy.

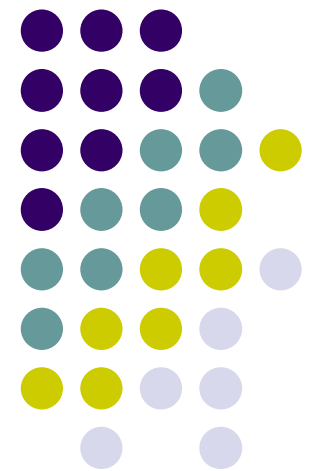




Worldviews evolve beyond dominance,  
toward relational dialogue or relational  
meaning-making

# Servant Leadership

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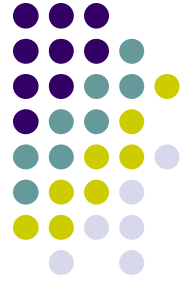




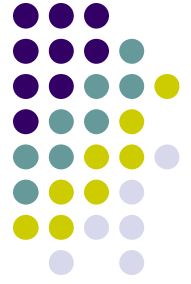
**Servant-Leadership is a practical philosophy demonstrated by people who choose to serve first, and then lead as a way of contributing to individuals and institutions.**



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



**“The servant-leader is servant first... It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. He or she is sharply different from the person who is leader first, perhaps because of the need to assuage an unusual power drive or to acquire material possessions. For such it will be a later choice to serve – after leadership is established. The leader-first and the servant-first are two extreme types. Between them there are shadings and blends that are part of the infinite variety of human nature.**



**The difference manifest itself in the care taken by the servant-first to make sure that other people’s highest priority needs are being served. The best test...is: do those served grow as persons; do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And, what is the effect on the least privileged in society; will they benefit, or, at least, will they not be further deprived?”**



**What distinguishes servant leadership is the motivation behind our actions as leaders.**



**Servant leadership means we also set aside personal gain, make sacrifices, and put the needs of others above the direction we may prefer for ourselves.**





**Servant leadership is not weak, it has a greater power and influence than leadership based on force, reward, or selfishness.**



**Servant leadership is in a deeper sense natural. It flows out of our life-long experience of spiritual formation.**



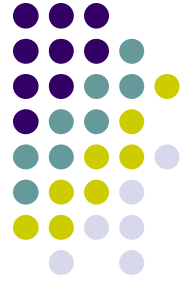
**“Thy will be done on Earth, as it is in Heaven...”**

**The call to servant leadership is a movement in the direction of being what God intends.**



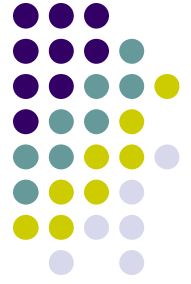
Christian leaders cannot simply be persons who have well informed opinions about the burning issues of our time. Their leadership must be rooted in the permanent, intimate relationship with the incarnate Word, Jesus.

Henri Nouwen



The long painful history of the Church is the history of people ever and again tempted to choose power over love, control over the cross, being a leader over being led.

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