

Transforming Leadership

*A Christian Model for Leadership
Development*

Leadership and Management: Foundational Issues

■ *The *ship Exercise*

- List all of the words you can recall that end with “..ship.” Place those that describe a skill or craft in the left column. Place the “ship” words that describe a relational quality or act in the right column.

Craft or Skill

Relational Quality or Act

Which column lists “leadership” and why did you place it there?

Definition

- Leadership is a relational process involving two or more individuals who are freely associated in the pursuit of a common purpose. The gifts and skills of each contribute to the process of moving toward the common goal.

Leadership



Management

Distinctives of Leadership and Management

Leadership	Management
Driven by Relationships	Driven by Policy
Internal Controls	External Controls
Values-based Structures	Coercive Structures
Association by Choice	Association by Contract
Common-cause Motivation	Rewards Motivation
People Oriented	Task Oriented
Transformational	Transactional

Management Realities:

- Managers are not leaders by default
- Managers seek to minimize risk and maximize stability and growth for the organizations they serve
- Managers are governed by clear boundaries set by policy, law, and positional authority

Leadership Metamorphosis:

- Managers can intentionally choose to function as leaders.
 - Requires calculated risk
 - Dependent upon building of trust relationships with followers
 - Involves a redefinition of the manager's role

Leadership Metamorphosis:

- Manager adopts a leadership process
 - Subordinates empowered within defined boundaries
 - Authority decentralized
 - Management functions not abandoned
 - Task accomplishment through the development of people
 - High value placed upon healthy relationships
 - Open access to organizational information
 - Leadership development a priority for all