

REIMAGINING
CHRISTIAN
LEADERSHIP
FOR THE
21ST
CENTURY



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Recent Thinking on Leadership

Leadership 1.0 (Susan Lang)

- Organizational—Think hierarchical organization flow-charts. A strong emphasis was placed on putting the correct structure in place.
- Centralized—Denominations were generally the central holders of resources and information, which they dispersed from a given location.
- Authority-based—Established authorities and expertise provided the answers to questions.
- Agenda-driven—Ministry grew out of a set agenda and often used a “command and control” model.

Leadership 2.0 (Susan Lang)

Leadership 2.0 is growing out of the post-Christendom and the Internet age. The shape of relational, networked leadership is still emerging and will be very contextual. Leadership 2.0 is:

- Relational—The focus is on developing and nurturing relationships and links.
- Decentralized—Resources are distributed throughout a networked congregation and ministry. Each person is recognized as a connector to his or her own resources and networks.
- Collaborative—Collaboration builds on conversations and recognizes that we are all teachers, we are all learners, and we are always stronger together than we are alone.
- Focused on emergence—Recognizes that discernment is important for leaders, because God’s presence and action among us emerge and often change over time.

The world is now changing at a rate at which the basic systems, structures, and cultures built over the past century cannot keep up with the demands being placed on them. Incremental adjustments to how you manage and strategize, no matter how clever, are not up to the job. You need something very new to stay ahead in a age of tumultuous change and growing uncertainties.

(John Kotter, *Accelerate: Building Strategic Agility for a Faster-Moving World*)



Operating System 1 – Hierarchy

With a well structured hierarchy and with managerial processes that are driven with skill, this mature organization can produce incredibly reliable and efficient results on a weekly, quarterly or annual basis. Such an operating system lets **people do what they know how to do exceptionally well**



Operating System 2 – Network

What we need is a second operation system, which is **organized like a network** next to the existing hierarchy. This network based operating system complements rather than overburdens the hierarchy, freeing the latter to do what it is optimized to do

Informal Networks of Change Agents



Operate under the hierarchical radar to make something new happen faster. The processes in this network look less like management and more like **mobilized leadership**

Dual System: Hierarchy and Network

The network organization contains no bureaucratic layers and command-and-control prohibitions. The network permits a level of individualism, creativity, and innovation that the hierarchical organization simply can not provide.



Management vs. Leadership

MANAGEMENT

- Planning
- Budgeting
- Organizing
- Staffing
- Measuring
- Problem-solving
- Doing what we know how to do exceptionally well
- Constantly producing reliable, dependable results

LEADERSHIP

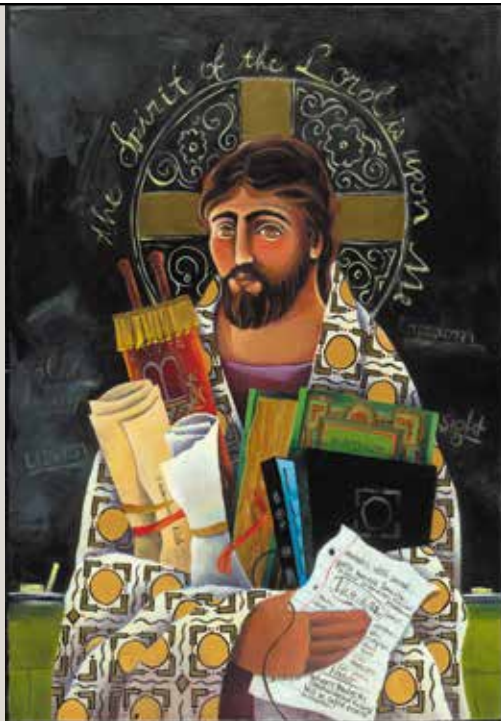
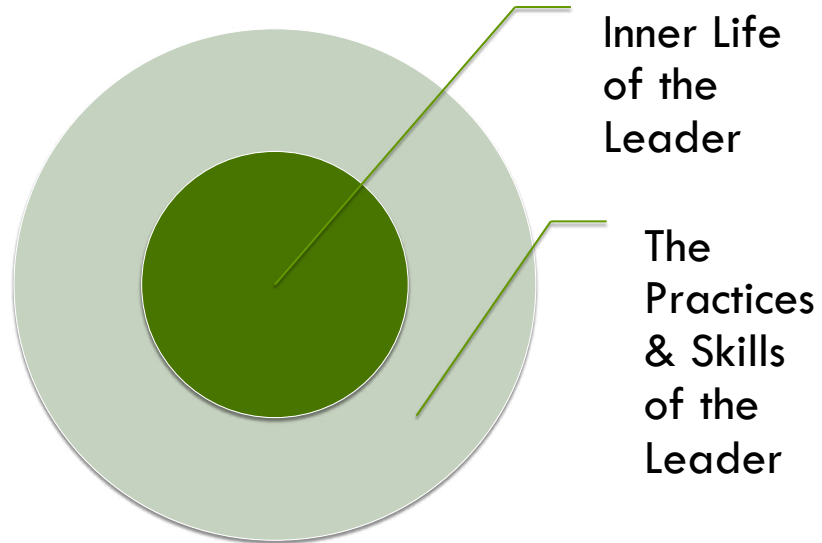
- Establishing direction
- Aligning people
- Motivating people
- Inspiring
- Mobilizing people to achieve astonishing results
- Propelling us into the future

10 Truths about Leadership (Kouzes & Posner)

1. You can make a difference.
2. Credibility is the foundational of leadership.
3. Values drive commitment.
4. Focusing on the future sets leaders apart.
5. You can't do it alone.
6. Trust rules.
7. Challenge is the crucible for greatness.
8. You either leader by example or you don't lead at all.
9. The best leaders are the best learners.
10. Leadership is an affair of the heart.

Leading from Within

Leading from the Inside - Out



Inner Life: Mission: Luke 4

Leading from Within (Parker Palmer)

“A leader is someone with the power to project either shadow or light upon some part of the world, and upon the lives of people who dwell there. A leader shapes the ethos in which others must live, an ethos as light-filled as heaven or as shadowy as hell. A *good* leader has high awareness of the interplay of inner shadow and light, lest the act of leadership do more harm than good.”

Leading from Within (Parker Palmer)

Out of the shadows, into the light:

1. Insecurity about identity and worth
2. The belief that the universe is a battleground, hostile to human interests
3. “Functional atheism” – the belief that the ultimate responsibility for everything rest with us
4. Fear – especially our fear of the natural chaos of life
5. Denial of death itself – all things must die in due course – and the fear of failure

Leading from Within (Parker Palmer)

“Leaders need not only the technical skills to manage the external world—they need the spiritual skills to journey inward toward the source of both shadow and light.”

Sustaining Our Inner (Spiritual) Life

Personal

- Prayer
- Bible reading
- Spiritual practices
- Journaling
- Lectio Divina
- Retreat
- Spiritual direction/mentoring

How can I develop my inner life?

Organizational

- Pray together
- Caring conversations
- Practice the presence of God in meetings
- Retreats for leaders
- Corporate worship
- Bible study together
- Days of prayer and fasting

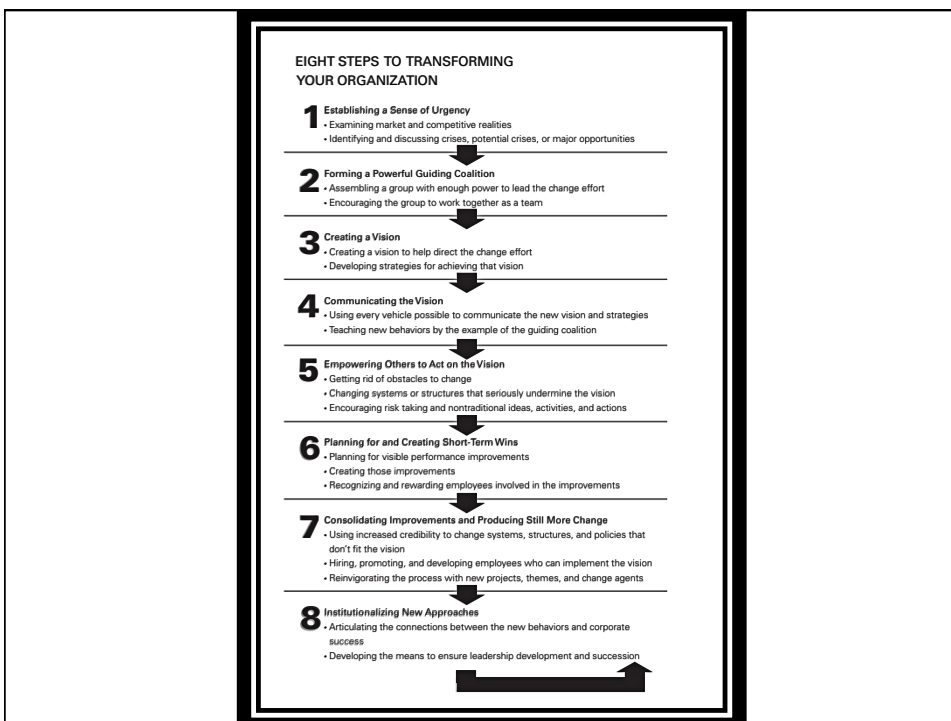
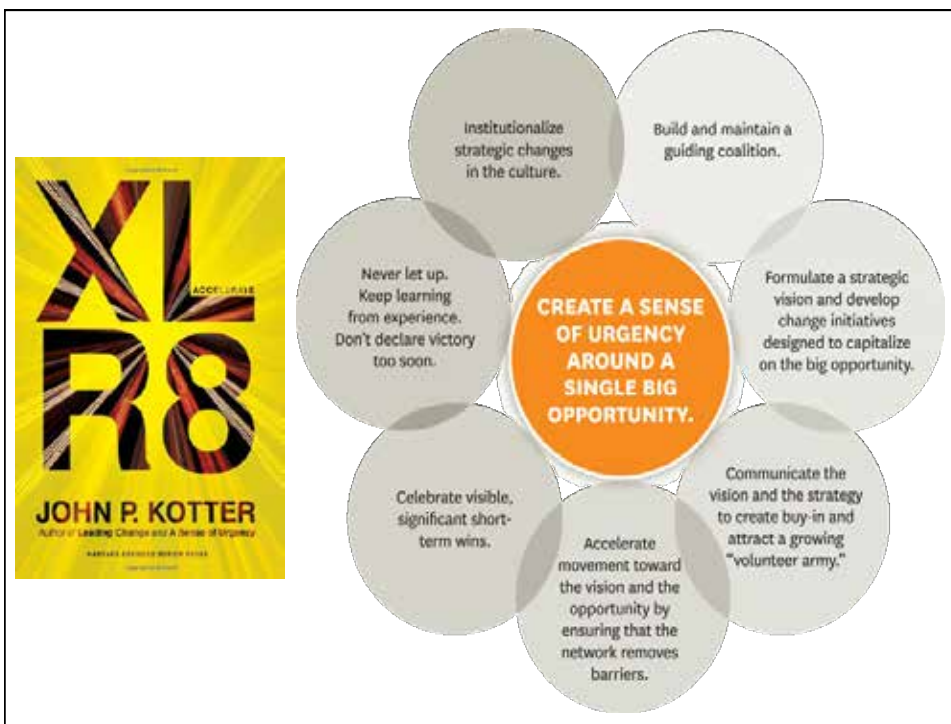
How can I develop our corporate life?

Facilitating Change

How People Change

People change what they do less because they are given **analysis** that shifts their **thinking** than because they are shown a **truth** that influences their **feelings**.

(John Kotter)



Anchoring Change in the Culture

Culture changes only after you have successfully altered people's actions, after the new behavior produces some group benefit for a period of time, and after people see the connection between the new actions and the performance improvement.

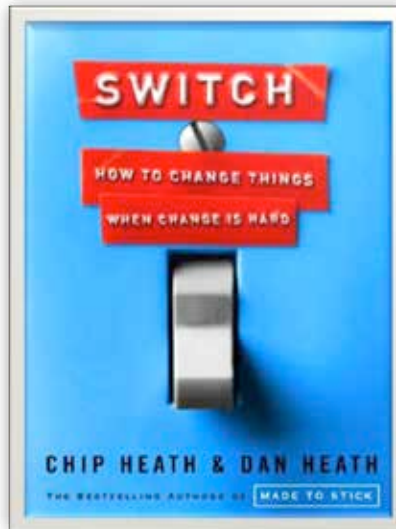
(John Kotter)

Anchoring Change in the Culture

Whenever you let up before the job is done, critical momentum can be lost and regression may follow.

(John Kotter)

Switch: How to Change Things When Change is Hard



A Framework for Change

Direct the Rider (the conscious mind), eliminating what looks like resistance but is more often a lack of clarity by providing crystal-clear direction.

1. Following the bright spots: investigate what's working and clone it.
2. Script the critical moves: don't think big picture, think in terms of specific behaviors.
3. Point to the destination: change is easier when you know where you're going and why it's worth it.

A Framework for Change

Motivate the Elephant (the subconscious), eliminating what looks like laziness but is more often exhaustion by engaging emotions to get people on the same path as you.

1. Find the feeling: knowing something isn't enough to cause change. Make people feel something.
2. Shrink the change: break down the change until it no longer spooks the Elephant.
3. Grow your people: cultivate a sense of identity and instill the growth mindset.

A Framework for Change

Shape the Path (the situation), eliminating what looks like a people problem but is more often a situation problem, by making the environment more conducive to the change you seek.

1. Tweak the environment: when the situation changes, the behavior changes. So change the situation.
2. Build habits: when behavior is habitual, it's "free"—it doesn't tax the Rider. Look for ways to encourage habits.
3. Rally the herd: behavior is contagious. Help it spread

Things to Remember

1. **Follow the bright spots:** investigate what's working and clone it.
2. **Script the critical moves:** don't think big picture, think in terms of specific behaviors. Shrink the change.
3. **Point to the destination:** change is easier when you know where you're going and why it's worth it.
4. **Find the feeling:** knowing something isn't enough to cause change. Make people feel something. Build an emotional and rational case for change.

Others can better write about Nelson Mandela's impact on the world stage, on how he stood up for the dignity of all people and on how he changed our world.

For those that seek to make a change in the world, whether global or local, one lesson of his life is this:

You can.

You can make a difference.

You can stand up to insurmountable forces.

You can put up with far more than you think you can.

Your lever is far longer than you imagine it is, if you choose to use it.

If you don't require the journey to be easy or comfortable or safe, you can change the world.

Gracious God, make our lives holy.

- ✦ Grant each of us the gifts of your Spirit: love, joy, peace, patience, kindness, faithfulness, and courage.
- ✦ Send your Spirit into our lives that we may proclaim your Word and be your servants in the world.
- ✦ Send your comforting Spirit to all who are in trouble and distress.
- ✦ Send your healing Spirit to all who are victims of injustice.
- ✦ Send your peace-filled Spirit to keep all nations from hatred and war.
- ✦ Send your liberating Spirit that we may be peacemakers, justice advocates, healers, and prophets in our world today

Gracious God, give us the courage to be signs of hope for all your people. Amen.

Lord my God, to you and to your service I devote myself, body, soul and spirit.

Fill my memory with the record of your mighty works;
enlighten our understanding with the light of your Holy Spirit;
and may all the desires of my heart and will
center in what you would have me do.

Make me an instrument of your salvation for the people
entrusted to my care, and grant that by my life and teaching I
may set forth your true and living Word.

Be always with me in carrying out the duties of my faith.
in prayer, quicken my devotion;
in praises, heighten my love and gratitude;
in conversation, give me readiness of thought and expression;
and grant that, by the clearness and brightness of your holy
Word, all the world may be drawn into your blessed kingdom
All this I ask for the sake of your Son our Savior Jesus Christ.
Amen.