



Patterns of Leadership in the 21st Century Church

Leadership and Management in the Contemporary World

Exeter Diocese
Lee Abbey

22 March 2004

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An Example of Leadership

Luke 4 v 16 – 22

Jesus at the synagogue

Acknowledged as a leader

Knew His people

His people knew Him

Gave it to them straight

Was prepared to stick His neck
(and His arms) out for them

Faced conflict

Driven by love and compassion

Prayed and cared for them





In the Church

The small print

Leadership is predominantly about people NOT about tools or processes

People are all different so as you'd expect

- there are many different models and style of leadership
- all have their strengths and weaknesses

But all people need to be led, encouraged, corrected and developed so they can fulfil their true, and God given, potential

In the church we are often leading a 'volunteer dependent' organisation

- People who give up their time and effort for little material reward
- This needs to be recognised and rewarded as appropriate

Understanding some tools and processes can help us lead people

As we lead others, so we need to be led by God

Characteristics of Great Leaders



6 Characteristics of 'Good to Great' Leadership

- Level 5 Leadership – blend of personal humility and professional will
- First who, then what – get the right people, then get them in the right job
- Confront the brutal facts – totally objective, don't lose faith (big flywheel)
- The hedgehog concept – passion, excellence and funding (economics)
- Culture of discipline – not hierarchy or bureaucracy
- Technology Accelerators – pioneers in using carefully selected technologies

From: Jim Collins, Good to Great

Do we need Leaders or Managers?



MANAGER

- Is a copy
- Administers
- Maintains
- Focuses on systems and structure
- Relies on control
- Has short-range view
- Asks how and when
- Has his/her eye on the bottom line
- Accepts the status quo
- Is the classic good soldier
- Does things right

LEADER

- Is an original
- Innovates
- Develops
- Focuses on People
- Inspires trust
- Has long-range perspective
- Asks what and why
- Has his/her eye on the horizon
- Challenges the status quo
- Is his/her own person
- Does the right thing

Clearly we need both...

A Leader



- ❑ Defines what it means to be 'successful'
 - ❑ Delighted 'customers/clients'
 - ❑ Numerical metrics (absolute or market share)
 - ❑ Appropriate metrics
 - ❑ awareness of what is expected
 - ❑ understandable
 - ❑ planned
 - ❑ repeatable

- ❑ Inspires and enables people to be successful
 - ❑ gives them hope and belief

- ❑ Plans
 - ❑ Courage, passion and details will make the difference between a good and a great plan...

- ❑ Communicates, communicates, communicates, communicates...





Leaders

Are all about...

Vision – where are we going, are we motivated to get there

Strategy – how will we get there, what's my role

Execution – what do we need to do (and do it), can it be done

Communication – do people know what is happening

But the future ain't what it used to be...



Postmodernism – or the cultural logic of late capitalism*

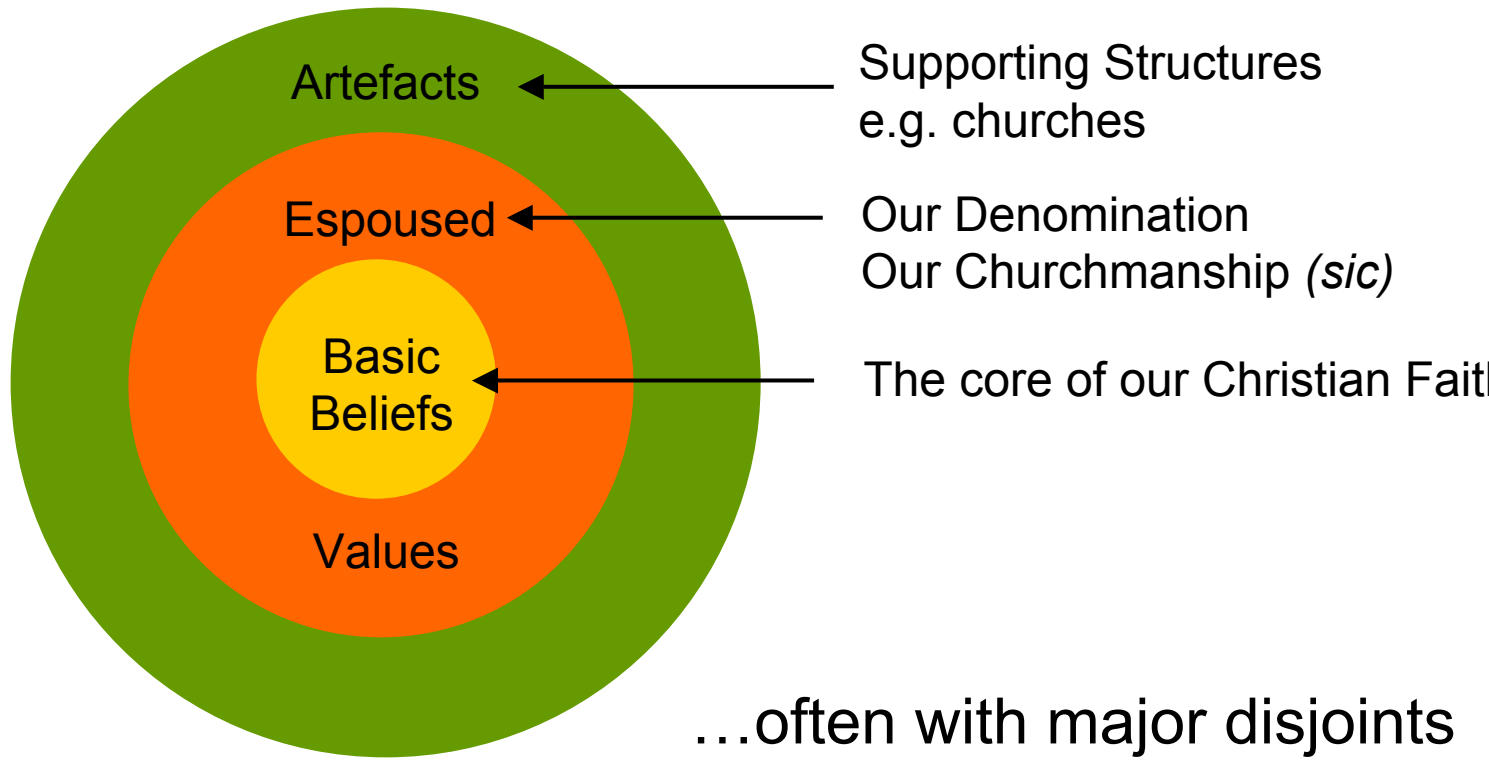
- New forms of business organisations (trans-nationals etc)
- New dynamic in international banking and stock exchanges
- New international division of labour (off shore, near shore, on shore)
- New forms of media interrelationships (TV, Video, Internet, e-mail)
- No longer a world based on social classes and (mass) production
- New forms and multiple models of culture and society

We live in an uncertain (pluriform) world and in an uncertain world people look for leadership and answers in many places. This drives a quest to find spirituality and the ultimate life force where answers are found in many places, through both absolutes and mystery. Paradoxically knowledge of the bible is poor and declining.



So just what is culture?

Culture is complex...

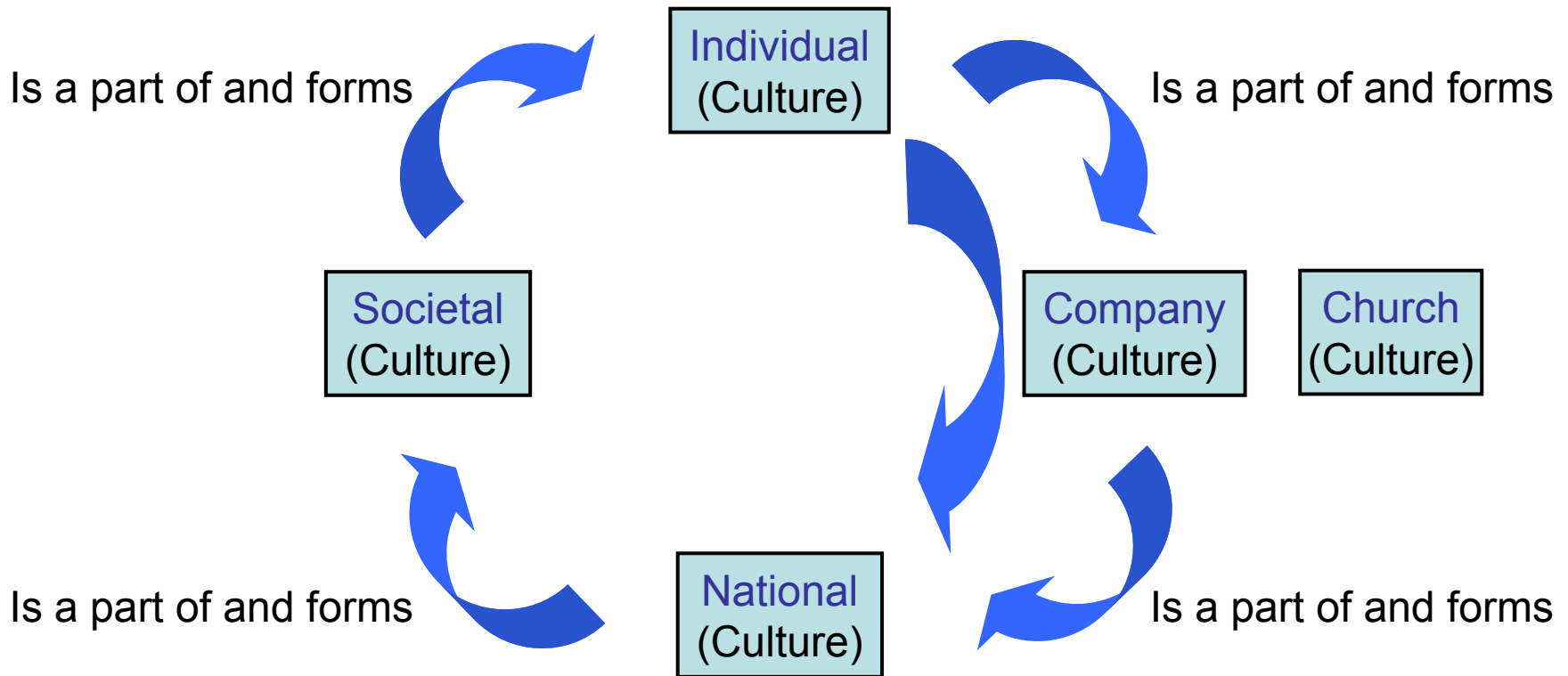


...often with major disjoints
across different generations



So just what is culture?

...and culture is pluriform and multifaceted



...and changing with ever increasing speed

Culture and Society



3 Discernable Traits

Self oriented and atomic, questions
received wisdom and big stories
Migrating from truth to values
Values drama and experience over logic

Fosters individualism, pragmatism,
pluralism, multiculturalism and
consumerism in communities of time
and space not geography
Merges humans and technology

Collapses hierarchies and boundaries
of knowledge, taste and opinion
in the interest of individual & local
Values image above word and logic

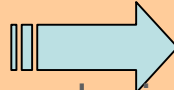
Culture and Society



3 Discernable Traits

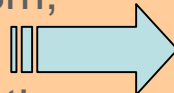
Examples

Self oriented and atomic, questions received wisdom and big stories
Migrating from truth to values
Values drama and experience over logic



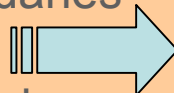
Legalistic 'my rights' culture
Disbelief in the 'big story' of the Bible
Euthanasia, abortion, homosexuality...
No right and wrong, superficial and sensual

Fosters individualism, pragmatism, pluralism, multiculturalism and consumerism in communities of time and space not geography
Merges humans and technology



Short termism 'the quick fix'
Fragmentation of institutions e.g. Church
Eating habits, hypermarkets and e-trading
Consume services/events not just goods
The Matrix, call centres, 'fly by wire'

Collapses hierarchies and boundaries of knowledge, taste and opinion in the interest of individual & local
Values image above word and logic



Male/female, body/soul, God/human
Time/space via internet e.g. chats & blogs
Mass personalisation nor mass customisation
Rap music, Twin Peaks, X-Files, The Simpsons

Social Philosophy would tell

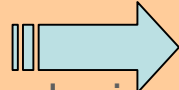
US...



3 Discernable Traits

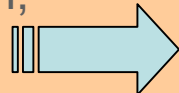
Postmodernist Terminology

Self oriented and atomic, questions
received wisdom and big stories
Migrating from truth to values
Values drama and experience over logic



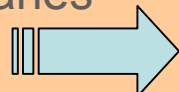
The end of meta-narratives
End of objectivity of knowledge
Descent into fragmentation
Existentialism -> Nihilism

Fosters individualism, pragmatism,
pluralism, multiculturalism and
consumerism in communities of time
and space not geography
Merges humans and technology



Self Understanding
'Cherished Pluralism'
Pragmatism
Rejection of foundationalism
(i.e. knowledge build on 'first principles')

Collapses hierarchies and boundaries
of knowledge, taste and opinion
in the interest of individual & local
Values image above word and logic



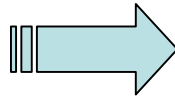
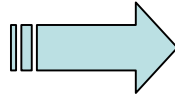
Egocentricity and Radical Relativism
'That may be true for you...'
Deconstructionism
(words have no inherent meaning)

Culture and Society



Modern

The real is logical
Unity / Centralisation
Wholes
Stability
Patterns
Power over, top down
Equality
People to fit jobs
Identity
Competition
Unbridled Technology
Mind
Rational
Answers
What is seen
Faith is illogical
Master Story
Truth
God the Father



Postmodern

Life is more than logic
Multiplicity / Decentralisation
Fragments
Change
Ruptures
Power with, participation
Uniqueness
Jobs to fit people
Difference
Cooperation
Appropriate technology
Body
Emotional and intuitive
Questions
What is unseen
Faith goes beyond knowledge
Stories
Truths
God the Holy Spirit

Culture and Society



And its not all bad news...

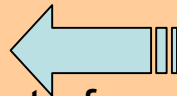
Postmodernist Terminology

Our relationship with God incarnate through Jesus is a personal story beyond objective logic and knowledge alone, 'we come to Christ as a child'



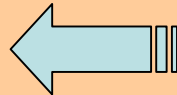
The end of meta-narratives
End of objectivity of knowledge
Descent into fragmentation
Existentialism -> Nihilism

We are called to reflect Christ in whatever geographic, extended or virtual community we are a part of and where our actions speak louder than empty words



'Cherished Pluralism'
Pragmatism
Deconstructionism
(words have no inherent meaning)
Truth is what works for you

Our relationship with God incarnate through Jesus is a spiritual and personal relationship where we 'work out our own salvation'



Egocentricity and Radical Relativism
'That may be true for you...'
Rejection of foundationalism
(knowledge build on 'first principles')

Therefore accept Post-modern culture but don't embrace it uncritically














See: Nomo Pomo – A Postmodern Rant

www.christianitytoday.com/leaders/newsletter/2003/cln30130.html

Theological Interlude



What they might have thought...

- Justyn Martyr  Jesus is the logos of God
- Tertullian  The rule of faith (tradition) is required to prevent false inter
- Augustine  De Civitate Dei is alive and well
- Anselm  Can't do theology without the context of philosophy and culture
- Thomas Aquinas  Don't accept new philosophy without putting it in Christian Context
- Luther  Theology takes place through God revealing Himself on the cross
- Calvin  Hermeneutics/context important but scripture the ultimate authority
- Schliermacher  Theology must be grounded in feeling and experience
- Kirkegaard  Faith is about individual ethical actions
- Bultmann  Faith is response to Kergyma, which is written in mytholog
- Barth  Can't base theology on human reason alone, God is 'wholly other'
- Tillich  Theology is not final, it moves towards God, what the world offers
- Pannenberg  Link theology to history to understand our relationship with God

Setting the Vision



‘Where there is no vision the people perish’ Jd 21 v 25

➡ Scenario planning – looking forward with 3 views

➡ Looking back with pride

➡ Picking up the weak signals

➡ Right place, right time (some would call this luck!)



‘What do you want to be famous for?’

So what does all that mean for Church Leadership?

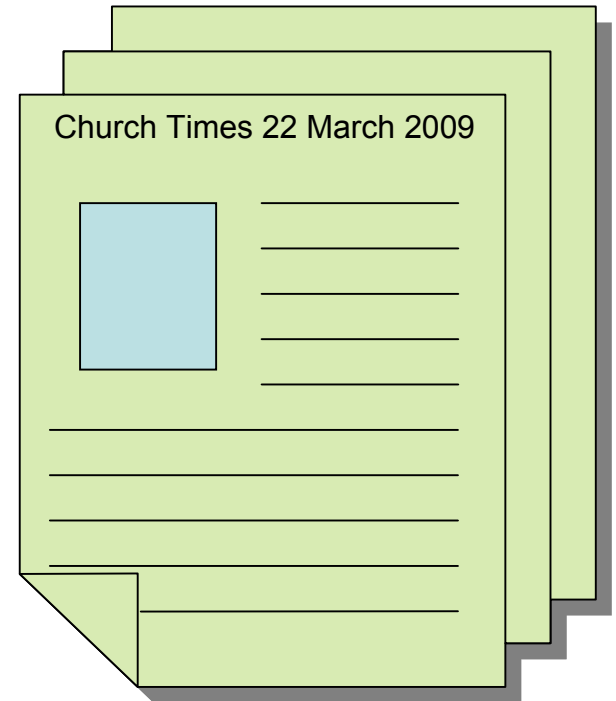


Vision

Church Times 22 March 2009

Over to you

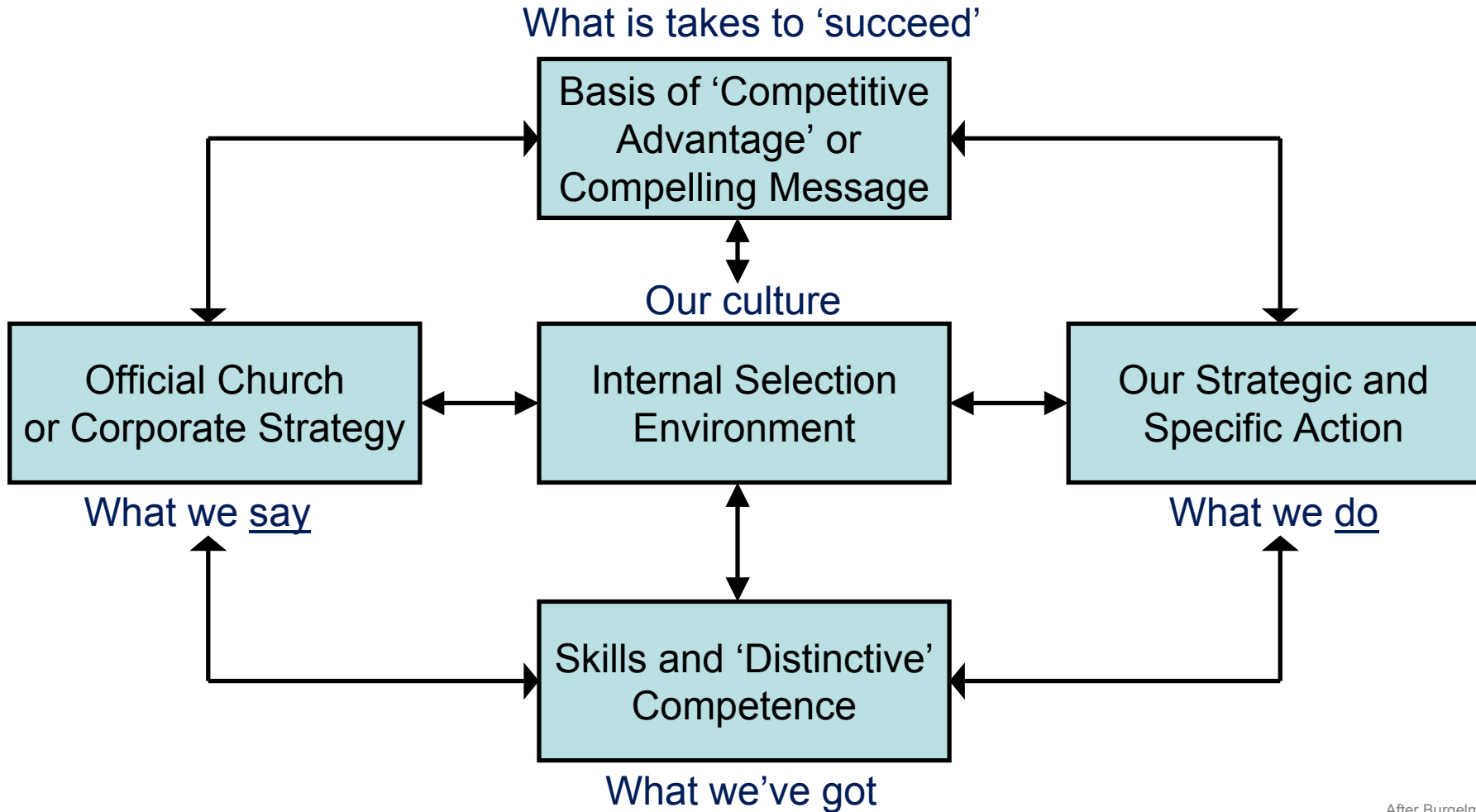
What does the Headline Read...





Defining Strategy

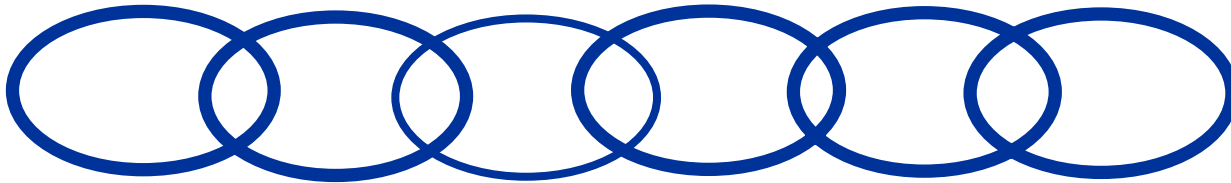
So how are we going to get there?



Defining the Strategy



What is the weakest link – a constraints approach



Strengthen the weakest link leads to immediate improvement
Strengthen any others, little improvement, waste of resources

The weakest link is not always the most obvious...
...question what is the root cause

Defining the Strategy



Take all the inputs, understand strengths and weaknesses

...and then...

DEFINE THE PLAN!

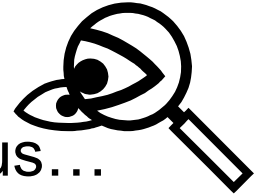
**Including focus
and timescales**





Executing the Plan

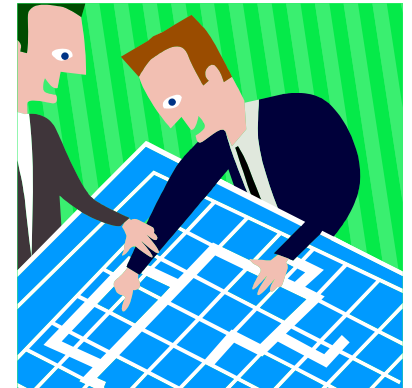
A vision without a plan is like a castle in the air
A plan without a vision is just hard work



Focus, focus, focus, focus, focus, focus, focus, focus...

...and then focus some more

- Have a clear, simple, flexible plan e.g. Hoshin
- Leverage the skills and competencies you have at your disposal
- Do what you say, unequivocally
- Make a decision and make it work
- Make and meet commitments
- Hold others to their commitments
- Be ruthless (but compassionate) with failure



Simplified Hoshin Type Planning



Situation Analysis:		
Vision:		
Strategy:	Action:	Measure:
1	1	1
2	2	2
3	3	3
4	4	4

Leveraging Cross Cultural Competence



Universalism

Rules, codes, laws, generalisations

Individualism

Personal freedom, human rights, competitiveness

Specificity

Atomisation, reductive, objective

Achieved Status

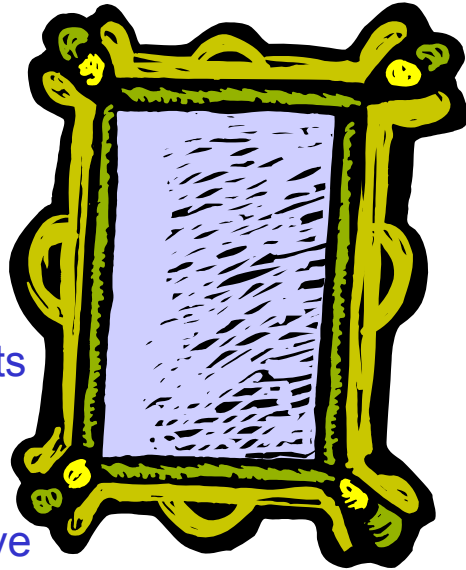
What you've done, Track Record

Inner Direction

Conscience and inner convictions are located inside

Sequential Time

Time is a race along a set course



Particularism

Exceptions, special circumstances, unique relations

Communitarianism

Social responsibility, harmonious relations, co-operation

Diffusion

Holistic, elaborative, relational

Ascribed Status

Who you are, connections, potential

Outer Direction

Examples and influences are located outside

Synchronous Time

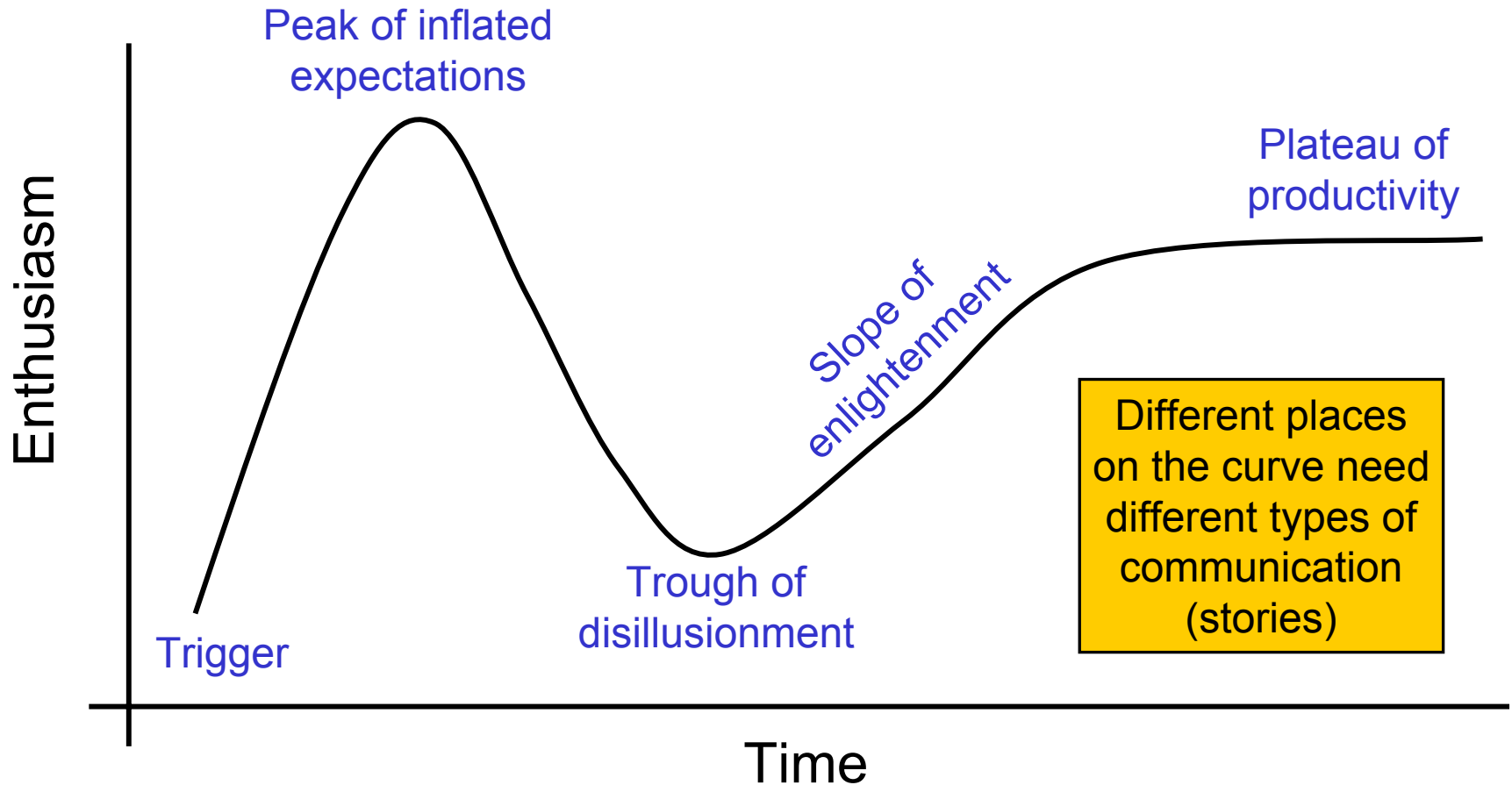
Time is a dance of fine co-ordination

In people, cultures, nations, churches, home groups...

Systemic Communication



The Gartner curve, where are you in your execution?



Communication – Let me Tell You a Story



Why Stories?

- Provide structure to make sense of facts and help us learn
- Provide a plot to link together context and content – Mind Mapping
- Great at capturing and explaining paradox – Do you *always* tell the truth
- Inherent power through personal experience and relationships
- Often reflect our own reality and therefore ‘plausibility structures’
- We often use stories but call them illustrations, Jesus called them parables

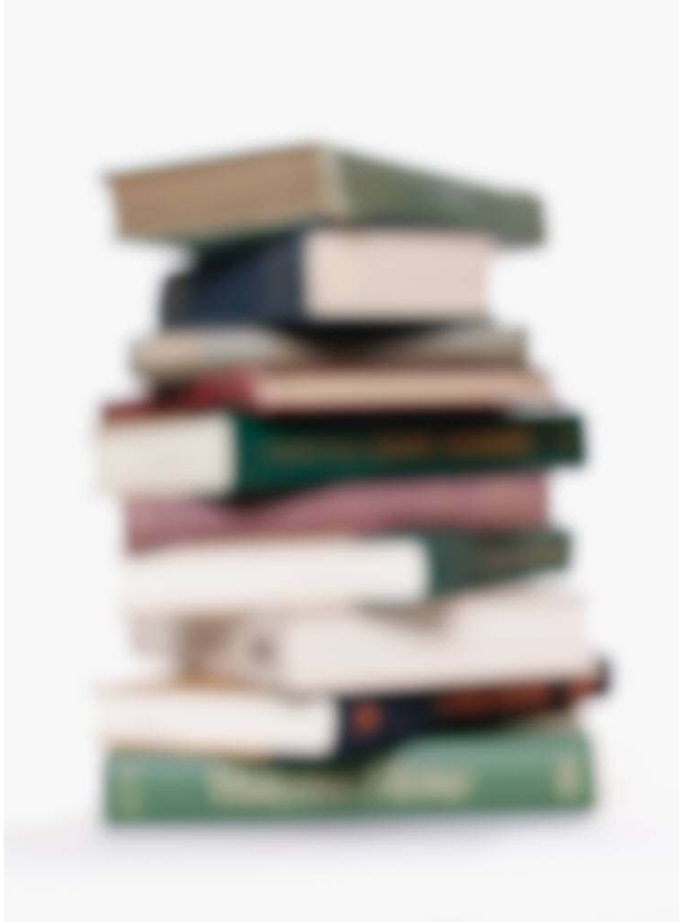
Good Stories (like good sermons) have...

- | | |
|-------------|---------------------|
| A beginning | A captivating start |
| A middle | The Central truth |
| An end | The crucial close |

NOT...

- | | |
|-----------------|--|
| A beginning | A rambling start |
| A muddle
end | Something unclear but supposed to link the beginning and the end |
| And a tail off | ‘...er, I think that’s all I planned to say...’ |

By the way...



Tall stories tend not to work...



...short ones do

Communicating the story



6 Good stories to know

1. Who I am Stories – important when talking to new audience
2. Why I am here Stories – also important when talking to new audience
3. The Vision Story – how do we motivate people to change
4. Teaching Stories – e.g. parables, when did you last write a new one?
5. Value in action Stories – how do we engender and make real our values
6. I know what you are thinking Stories – useful if with sceptical audience

Good for communicating to those outside the church

Communicating the story



7 High Value forms of Storytelling

Objective	Need a story that...	Story need to...	Actions required..	Use/inspire phrases like...	Result if successful...
Communicate complex idea	Identifiable person, is true	Told in minimalist fashion	Frame story Give guide rails	Just think.. Imagine if...	Idea understood Action stimulated
Get people working together	Is moving, has listeners stories	Told with the context (why)	Have open agenda and plan	That reminds me	Collaborative working
Share info and knowledge	Include problem and solution	Reflect multiple perspectives	Check story is true	We'd better watch for that	Understand how and why
Tame the grapevine	Reveal humour or incongruity	Be amusing or satirical & caring	Tell the truth Check gossip	I'd never thought of it like that	Gossip neutralised
Communicate who you are	Reveals strength or vulnerability	Told in context	Ensure audience listens (has time)	How interesting I didn't know that	Known as person
Transmit values	Exemplifies relevant values	Consistent with actions	Context relevant	We should do that all the time	How and why things are done
Lead people into the future	Clear, positive outcome of future	Evocative with little detail	Take account of past and present	When do we start Let's do it	Know where we are heading

Good for communicating to those inside the church

Leadership and Management



Know your strengths...



...and believe

...and your weaknesses

So what does all that mean for Church Leadership?



Society

Society might be postmodern

- the Church still has some way to go

People are looking for leadership

- the Church has many attractive strengths to offer

- morals

- sense of justice, fairness and strong principles

- sense of black and white or holy mystery

- Sense of holiness (not just mystery and spirituality)

So what does all that mean for Church Leadership?

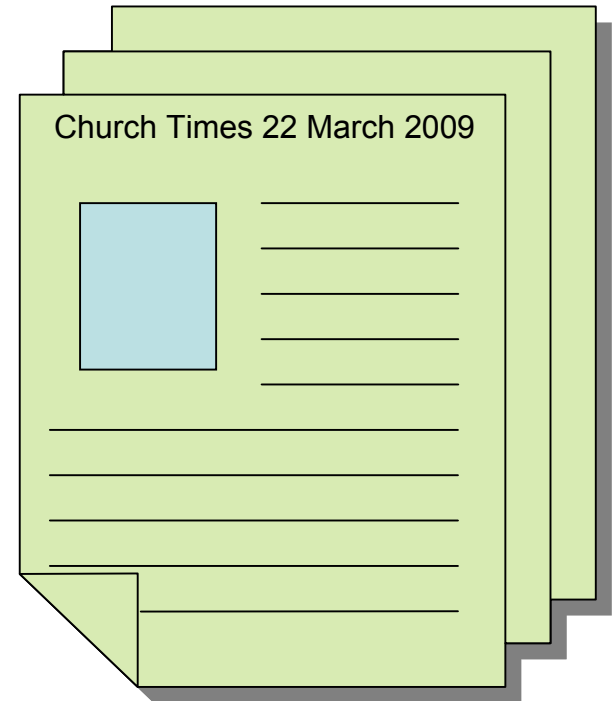


Vision

Church Times 22 March 2009

Over to you

What does the Headline Read...



So what does all that mean for Church Leadership?



Vision

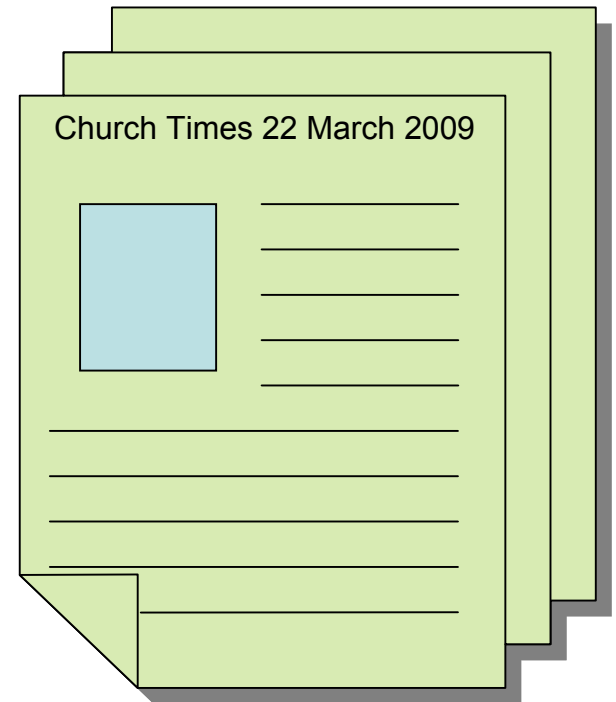
Church Times 22 March 2009

Over to you

What does the Headline Read...

Now write your vision for your church in 10 words

What might be the weak signals the church needs to hear?



So what does all that mean for Church Leadership?



Strategy

What are our plans for our churches?



Do you have a plan, are you drifting?

Do we need a plan?

If so, does everybody know their role?

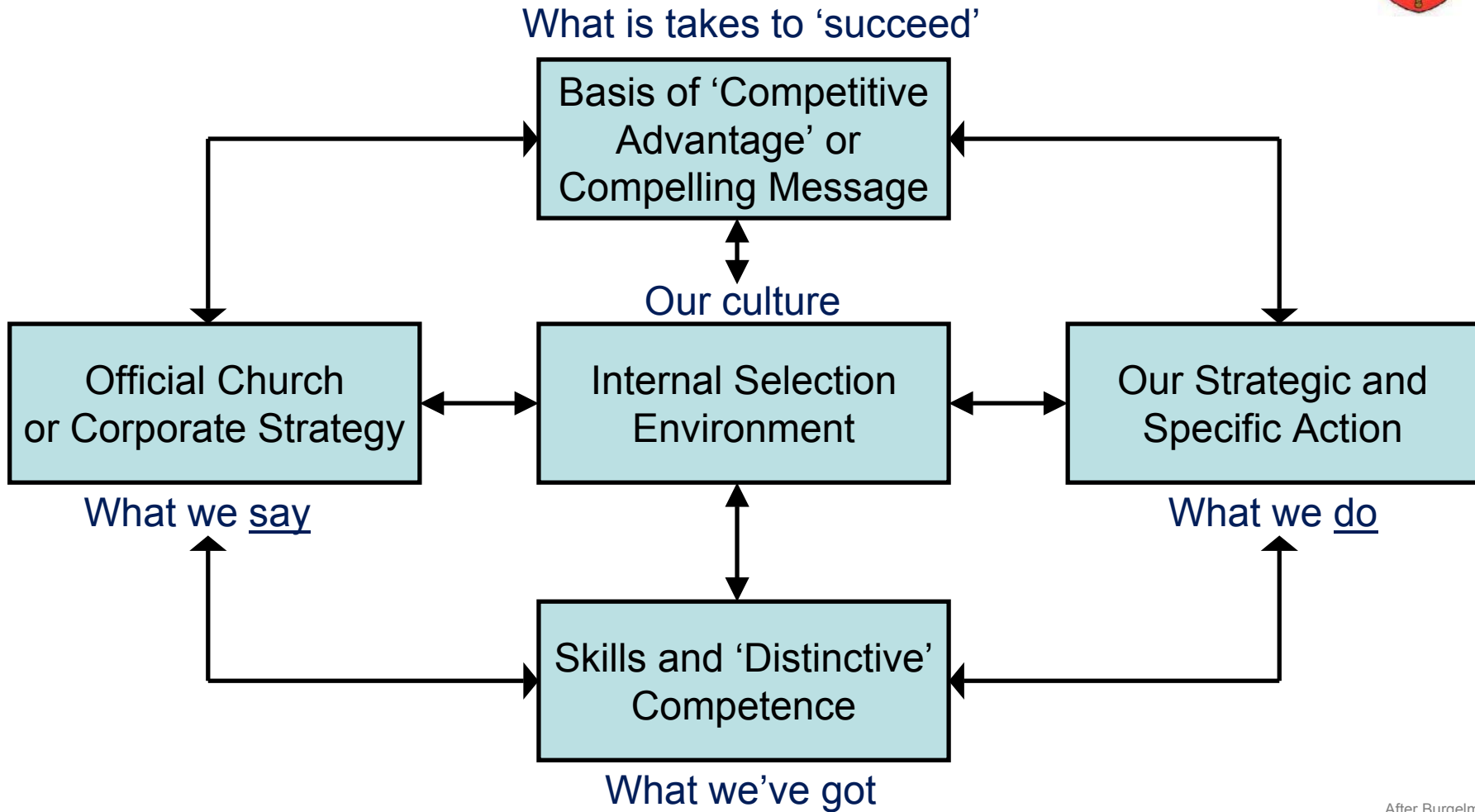
What's the timescale?

Is it realistic?

Is it compelling?



Defining Strategy



After Burgelman

Are there things we say but our actions are not consistent with our words?

So what does all that mean for Church Leadership?



Execution

Execution and the PCC...
Make a decision,
any decision

What decision are you
struggling with, how
can you move it
forward?



Remember inner circles

So what does all that mean for Church Leadership?



Communication



Technology can support our face to face communication never replace it completely

Who are we trying to communicate with?

- Web sites
- Chat Rooms
- E-mails
- Blogs and Wiki

Visualisation Technology (Powerpoint)

Radio, TV, Video, DVD

Stories

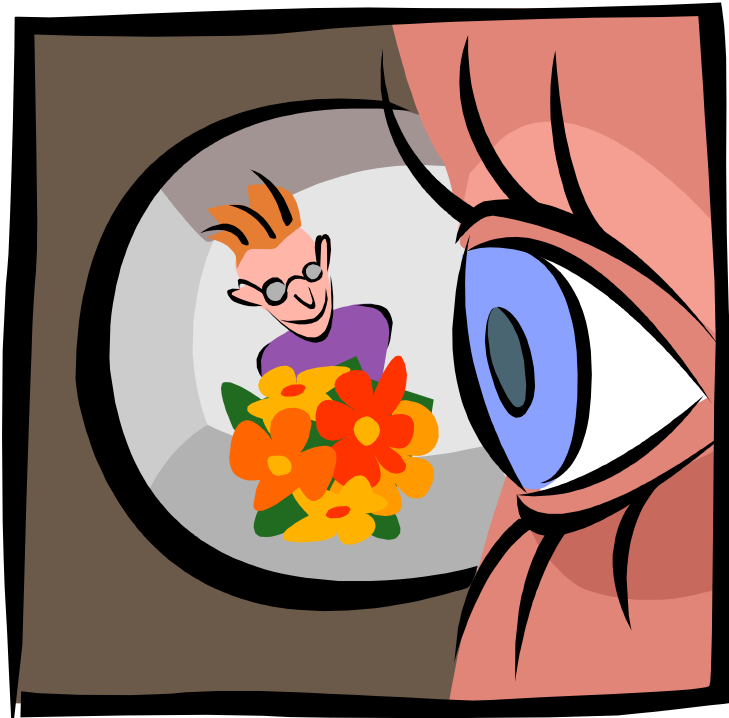
and the written word on paper

So what does all that mean for Church Leadership?



Communication

Newspaper advertisements
Street cards, welcome packs



Visual aids – like Disney,
not just for kids

- Joshua tree – can be big
- Pearl necklace – can be small
- Shrek
- Painting
- Psalm 23
- A polo and psalm 90
- Bible in 50 words

So what does all that mean for Church Leadership?



Leadership

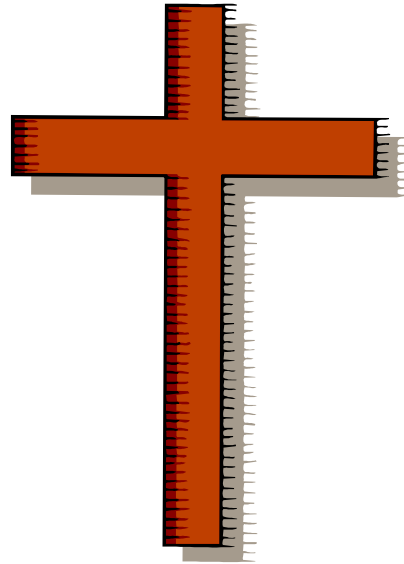
If we had to make 3 changes to the ways we lead

- The people inside the church
- The people outside the church

What would we do?



So what does all that mean for Church Leadership?



An awesome responsibility
and a privileged position