

Leadership

For

Church and Non-profit Leaders

Leadership and Theology Cohorts

*Equipping & investing in Christian leaders
with church base resources*

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Leadership for Church and Non-Profit Leaders - I

Lessons

Lesson One	Leadership Approaches Since 1900
Lesson Two	Introduction to Self-Leadership (modeling)
Lesson Three	Introduction to Self-Leadership (Self Leadership practices & tools)
Lesson Four	Conceptualizing your organization in frames
Lesson Five	Transformational Leadership I (Intro)
Lesson Six	Transformational Leadership II (Developing Vision and Mission)
Lesson Seven	Transformational Leadership III (organizational dynamics)
Lesson Eight	Servant Leadership I (Follower-focus Concept)
Lesson Nine	Servant Leadership II (Individuality and Relational Skills)
Lesson Ten	Servant Leadership III (Communication with Clarity)
Lesson Eleven	Servant Leadership IV (Supporting & Resourcing / Providing Accountability)
Lesson Twelve	– Assessing your organization

Required Resources:

Irving, Justin Leadership in Christian Perspective 2019

Thompson, Healthy Leaders' Summit (www.pastormikethompson.org) (drop down on cohort link)

Articles will be posted on www.pastormikethompson.org in the “cohort” section

Facebook group invitation (if you don't use Facebook, you could get it just for this course and not use it for anything else)

Email: Send me an email letting me know you are taking the course. Include your name and contact information

Course Project: Using either a “Transformational Leadership” or “Servant Leadership” approach, write 5 to 10 pages on what could be done to improve your leadership, or your church (or organization). Make sure you stick with one of the approaches as you write. Don't write down random advice.

Examples:

Use the nine headings from Irving as a heading for your paper.

Use the 4 I-s from Transformational Leadership as headings in your paper.

Use the DICE + TP (McCloski) as headings for your paper

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Teaching Guide

Introduction Session

1. **Introductions / participants email their contact info to Matminconsult@gmail.com**
2. **Document Resources** are located at www.pastormikethompson.org in the cohort button
3. **Video Resources:** All sessions and videos used in this class will be available on the **Leadership Facebook group**
 - a. When you send me your email or Facebook request, I will invite you to the Facebook group where you can review all course sessions as well as videos that will be used in our classes
4. **Class overview and class goals**
5. **Discuss class time (6:00pm Tuesdays)** in person meeting and Facebook live options
6. **Show slides: “Introducing Empowering Leadership”** (Irving Slides 1-7)
(servant leadership is one of the models whose focus is empowering others)

--- END INTRO SESSION TEACHING & COMMUNICATION ---

Homework: Pre-session engagement (for Lesson One):

Read: “Leadership in the past hundred years” located in the introduction of *Leadership in Christian Perspective* p.6 kindle version (stop reading at “How This book is Organized” heading)

Watch Video: *Ten Leadership Theories in 5 Minutes* (summarized by Professor Michael Zigarelli) <https://www.youtube.com/watch?v=XKUPDUDOBVo>
(take notes you can refer to in our class discussion)

Watch Video: *What make a great leader?* By Peter Zenge
(identify difference between “management” and “Leadership”)
<https://www.youtube.com/watch?v=1aYaj2-GZqk>

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Lesson One

Leadership Approaches Since 1900

1. Watch Video: *Ten Leadership Theories in 5 Minutes* (summarized by Professor Michael Zigarelli) <https://www.youtube.com/watch?v=XKUPDUJOBVo>

Video Notes for Discussion

- 1) Great Man theory: Great leaders are born not made identify attributes great leaders have in common (but leadership can be learned)
 - 2) The Trait Theory of Leadership (downside = hard to identify)
 - 3) The Skills Theory = what skills should a leader learn (technical skills, people skills, conceptual skills are needed)
 - 4) The Style Theory (managerial grid with people and performance factors on a grid)
 - 5) Situational Leadership Theory (Leader must adapt to the situation they face)
 - 6) Contingency Theory (fit the right leader into the right situation)
 - 7) Transactional Leadership = reciprocity with leader / follower (find rewards and punishments)
 - 8) Transformational Leadership = Encourage, care and present transforming vision (follower focused approach)
 - 9) Leader-Member Exchange Theory = Fair exchange between leader and those led. (problem is this creates an “in group” and “out group” (like High School)
 - 10) Servant Leadership = If a leader meets a followers needs there is an environment of trust and higher performance (Jesus introduced this, and it was articulated by Greenleaf)
2. Slides: (Begin w/ slide 8) Slides from Irving
Slides are an intro to *Leadership in Christian Perspective*
File location / drop box / SLC Leadership Course
 3. Discuss: What are the differing leadership approaches mentioned in the slides?
 4. What type of work situation match the best use of the 4 leadership approaches?
 - a. Example: in certain emergency situations people want clear and directive approaches
 5. Have you observed leaders using the wrong approach with you or your work setting? Please elaborate.
 6. What is the best approach to use in a council vs staff vs support staff vs volunteers? Or can the same approach be used in all these settings?

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7. How can a leader maintain a sense of urgency when using an “follower-focused” leadership approach? What might be some challenges? When might you have to switch from follower focused leadership to a more directive approach?
8. How could we blend follower-oriented and directive approaches in our context?
9. Watch Video: *What make a great leader?* By Peter Zenge (identify difference between “management” and “Leadership”)
<https://www.youtube.com/watch?v=1aYaj2-GZqk>
10. What is the difference between “leadership and management”?
11. What are new insights and information you gained from this video?

Homework: Pre-Session engagement for Lesson 2

Read Irving Chapter One: *Modeling What Matters* p.17-p.35 kindle version.

Instructions: As you read this section (Modeling What Matters) write out brief answers to the **Discussion Starter Questions** in lesson two of this teaching guide. This will make our class discussions more interactive.

Note: *The Irving Article* (posted on the teaching web site) covers the same material as the book chapters, but does so in a few paragraphs for each subject. If you can't read the full chapter on a given week, at least read the paragraph in the article that relates to the chapter topic covered in class. (The headings in the article are the same as the book chapter headings).

Lesson Two

Introduction to Self-Leadership

Modeling

Discussion Starter Questions (to be used for our class discussion)

From: *Modeling what matters* heading in LICP (Irving p.17-34)

1. (from p.17) What would be the possible effect of this inspirational speech given to new military recruits (see quote below from LICP)?

Quote: "I can't promise you that I will bring you all home alive. But this I swear before you and before Almighty God: that when we go into battle, I will be the first to set foot on the field, and I will be the last to step off..."

How does this relate to leadership modeling?

2. (from p.18) What did you learn about leadership modeling from the bible passages listed? What are one or two things you can apply to your leadership modeling in ministry?
3. When facing false accusations, Paul answered with an appeal to the integrity he lived out among the Thessalonians. What might it look like for us to model integrity like the Apostle Paul?

4. (from p. 21) What are your thoughts on the following quote?

"For Paul, the good news of salvation is worth any amount of investment, whether time, money, or resources."

Q: How might our personal investment inspire others to buy into our ministry vision, mission, and the gospel?

5. (from p. 21) What biblical examples were used to make the point that modeling good leadership includes "reproducing yourself in others."

Q: Can you think of practical ways you can reproduce yourself in others?

Q: What are examples of ways we have reproduced ourselves in others?

6. (from p. 22) what are your thoughts on the following quote from Irving;

Quote: In my (Justin's) research on the topic, leaders who "practice the same behavior they expect from others" were a statistically significant predictor of effectiveness within teams and organizations.

7. (from p. 24) what does Blanchard mean by the following quote?

Quote: Blanchard and his associates write, "As a leader, once the vision and direction are set, you have to turn the hierarchical pyramid upside down and focus on engaging and developing your people so that they can live according to the vision."

Hint: It has to do with the way we employ an empowering (or developmental) leadership approach.

8. (from p. 25) What is the "leadership square?"

9. (from p. 26) What are the "Four I's" of Transformational Leadership? How would you summarize the "Transformational Approach" to leadership?

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10. (from p. 27) What do you make of this quote?

Quote: Peter Northouse expresses the change in the following manner:

"[Transformational leaders] attempt to raise the consciousness of individuals and to get them to transcend their own self-interests for the sake of others."

Q: How does this "transformation" happen?

11. (from p.32) How did you answer the "next steps" questions? What did you learn from these questions?

Homework: Pre-Session engagement for Lesson 3

Read Chapter 2 Irving; *Engaging in Honest Self-Evaluation* (beginning p.35 kindle version)

Read Discussion Starter Questions that go with Irving reading in Lesson 3 below

Read *Healthy Leaders' Summit – Session One* by Michael A Thompson (located at www.pastormikethompson.org) click the drop down box that appears when holding cursor over "cohort button"

Lesson Three

Introduction to Self-Leadership

Self-Evaluation

Discussion Starter Questions

- I. *Healthy Leadership Practices* Discussion; from Thompson Leadership Retreat
 1. From Thompson's "Healthy Leadership Summit – Lesson One"
Q: what did you learn about significance of emotional health?
Q: What possibilities and opportunities are leaders missing when they ignore emotional health?
Q: What can we do to become more emotionally healthy as leaders? Why does it matter?

- II. Self-Evaluation in Biblical Perspective (beginning p 35 Ch.2 Irving)
 1. What do you think Irving means by the following quote (related to Romans 12:3)?
"Paul calls for neither an overly exalted nor a degraded view of self, but rather one based on "sober judgment."
 2. (from p.38) When we self-evaluate, how should we consider both our fallen status (re humility) as well as the imago dei (God's great design of His image bearers).
Q: How can these two factors lead to both humility and confidence in leaders?
 3. (from p.39) What does Irving say about humility balanced with self-confidence? Do you agree?
 4. (from p.40) How are "Limits" a gift? What does this suggest about work and rest rhythms of leaders?

Q: What are challenges you have had with setting limits?
 5. (from p.41) What kind of mindset must we have in order to self-evaluate and be aware of our strengths and weaknesses?
 6. What did Jim Collins mean by the following quote?

"Level 5 leaders uniquely embody a blend of professional will and personal humility"
 7. (from p.43) What does Irving share about the value of "Leadership Authenticity"
 8. (from p.44) How does Irving define "Emotional Intelligence"?

Q: Why is emotional intelligence a significant factor for successful leadership?
 9. (from p.47) what is "self-differentiation"?
Q: Why is self-differentiation crucial to the success of leaders? Can you give an example of how a lack of self-differentiation led to a leader's failure or lack of effectiveness?

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10. (from p.48) what did you learn about the importance of committing to personal growth?
Q: how might an ongoing commitment to personal growth positively affect his or her congregation?

11. (from p.53) How do mentors and coaches help us with effective self-leadership (and leadership of others?)

Homework: Pre-Session engagement for Lesson 4

Take 4 Frame Leadership Assessment (www.pastormikethompson.org) in “Cohort” button

Watch video <https://www.youtube.com/watch?v=XeaBA6Jgeik> by Jill Versteeg of R.C.A.

Read Irving Chapter 3 – Fostering Collaboration

Lesson Four

Conceptualizing Organizations in Frames

1. Discuss Chapter 3 Irving – *Fostering Collaboration*

Quote: (p.55 kindle version) McPherson stated

My reach and influence is tiny compared to the combined potential of all the people in our church. With a vision of pervasive hope, I had to become an empowerer...

He then goes on to state he needed to

make his mission to serve, energize, and enable the people in the congregation to proclaim hope wherever they go.

Q: What might be examples of ways we could “serve” “energize” and “enable” people to proclaim hope wherever they go?

Q: What percentage of your time do you currently spend “energizing, enabling and serving others (intentional discipleship) for the purpose of equipping them to share leadership of ministry and mission? (this could be any context no matter how large or small)

Q: How do the scriptures portray Paul as a collaborator? (p.56-57)

Q: How did the churches of Philippi and Corinth differ in terms of their “Partnering vs Competing?” (p58)

Q: How does “Collaboration Arise from Shared Vision? (p.58-59)

Hint: “Koinonia”

Q: What are specific ways that we could use consistent, regular, systematic vision casting by referring to a compelling faith building vision in sermons, announcements, personal discussion and marketing material. What are some examples that come to mind?

Q: What did Irvin write about the importance of building community around a shared vision? How might we empower our church community to own and enact the vision together?

Q: How does Collaboration result in greater effectiveness? (p.60)

Hint: “a sense of ownership and entrepreneurial spirit...”

Q: Briefly, what were Greenleaf’s considerations about leadership power? (in long quote on p 62)

Q: What are your thoughts and personal applications of Eisenhower’s quote; “It is better to have one person working with you than three people working for you.”

Q: What were the characteristics of “Humble team members?” (p.63)

Answer: 1 Quick to point out contributions of others / 2 Slow to seek attention / 3 Share Credit / 4 Emphasize team over self / 5 Define success collectively rather than individually

Q: How did Pastor Ridder (p.69) shepherd the forming of a shared vision with a high level of buy in from its members?

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2. Four Frames Concept Introduced

- a. Video: Church based overview of frame (only 3 used in this video with the “political frame” not included)
<https://www.youtube.com/watch?v=XeaBA6Jgeik>
- b. Video: (from: Randolph-Macon Office of Student Life) a sketch overview video of 4 frames https://www.youtube.com/watch?v=1H7HPEOPL_A
- c. Instruction: 4 frame model for churches and Christian NPOs (single page doc)
- d. Slideshow: (Four Frame Model – Slide Show)
- e. Discuss: how understanding 4 frames allows us to see the whole picture and address the right organizational issues
- f. Discuss: The 4-frame leadership style assessment participants took as homework
- g. Lecture: Mike’s experiences with churches and NPOs that relate to underdeveloped or ignored frames.

Questions / Exercise: What would you do if your staff members were unwilling to take on extra projects or willing to help with anything outside their narrow job description?

- a) Would you rewrite their job descriptions (a structural frame), or
- b) would you increase your efforts to create a more loyal staff with increase in mutual concern (human relations frame)?
- c) Perhaps you could provide more inspirational speech, reminded them of the biblical mission and vision (symbolic frame). What are your thoughts?

Homework

Watch Video: Leslie Hayes TED Talk: (17 min) (Leader owns the “why” team owns the “how”) (journey from hero to human)

<https://www.youtube.com/watch?v=n3sEybeRzZI>

Watch Video: Mind Tools Video: (3:30) **4 Steps** (1. Vision 2. Motivate your people using inspiring storytelling 3. Manage delivery of the vision 4. Built Trust Relationships by coaching, help with career goals and transparency)

<https://www.youtube.com/watch?v=788Rkb0EQA>

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Lesson Five

Transformational Leadership I

Introduction to Transformational Leadership

- I. Definitions and Mental Models
 - A. Discuss (Leader owns the “why” team owns the “how”) (17 min)
(journey from hero to human)
<https://www.youtube.com/watch?v=n3sEybeRzZI>
 - B. Discuss “Mind Tools” video (from homework assignment video) (3:30)
4 Steps
 - (1. Vision 2. Motivate your people using inspiring storytelling
 3. Manage delivery of the vision 4. Built Trust Relationships by coaching, help with career goals and transparency)
https://www.youtube.com/watch?v=_788Rkb0EQA
 - C. Basic definition of transformational leadership Video: Poor leaders, transactional leaders and transformational leaders (2:24)
<https://www.youtube.com/watch?v=60O2OH7mHys>
 - D. (4 I-s) Video by Jim Dittmar, PhD. (10min)
<https://www.youtube.com/watch?v=FtnFKLqgL-Y>
 - E. Mental models of transformational leadership (McCloski) 4 step process
- II. Biblical and Ministry Examples
 - A. 5 step process seen in Nehemiah
 - 1) Vision formation and vision casting
 - 2) Process for implementing the vision (this is the “how” conveyed in the mission)
 - 3) Align Resources (division of labor unified in effort to achieve the vision) (unity & diversity)
 - 4) Motivate People to continue in this work (inspiring speech, continuous vision casting)
 - 5) Evaluate and work the steps again for late joiners
 - B. Personal Traits of Effective Leaders (DICE + TP)
 - 1) **D**etermination
 - 2) **I**ntellectual Flexibility
 - 3) **C**haracter Soundness
 - 4) **E**mootional Health
 - 5) **T**eam Player
- III. The role of the word and The Holy Spirit in church transformation
 1. Whose vision drives our organization?
 - a. (Ours’, God’s, everyone’s own, or no-one’s?)
 2. Introduction to next week’s lesson on vision and mission formation from a Christian perspective

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Homework

Watch Videos:

1. (Creating a vision statement) by Virtual Strategist) (3:47)
<https://www.youtube.com/watch?v=7yBUBmciQBk>
2. (how to create a mission statement and vision statement by SME Strategy Consulting) (19min) <https://www.youtube.com/watch?v=pu40g1XN-U4>
3. Find the passages in Nehemiah in which he implemented the 5-step process outlined in this lesson (lesson 5)

Read Online Article

1. 17 Truly Inspiring Company Vision and Mission Statements written by Lindsay Kolowich <https://blog.hubspot.com/marketing/inspiring-company-mission-statements>

Read:

1. Vision and Mission worksheet (by Mike Thompson) located on teaching web site.

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Lesson Six

Transformational Leadership II

Introduction to Developing Vision and Mission Statements and Vision and Missional Leadership Processes

I. VISION AND MISSION DEFINITION AND DEVELOPMENT

A. Examples of compelling vision, mission and values (& process and models)

- 1) Discuss: Vision and Mission worksheet (by Mike Thompson) located on teaching web site.

Q: How do we define “vision”?

Q: Why does vision matter?

- 2) Review in Class:

Video Examples of Vision and Mission

- <https://www.youtube.com/watch?v=7yBUBmciQBk> (Creating a vision statement) by virtual strategist) (3:47)
- <https://www.youtube.com/watch?v=pu40g1XN-U4> (how to create a mission statement and vision statement by SME Strategy Consulting) (19min)

Web Sites & Blogs Vision and Mission

- 30 Examples Vision Statement: from topnonprofits.com <https://topnonprofits.com/examples/vision-statements/>
- 17 Truly Inspiring Company Vision and Mission Statements written by Lindsay Kolowich <https://blog.hubspot.com/marketing/inspiring-company-mission-statements>
- Project Manager Site: see “Best Practices for Writing a Vision Statement” in the pages body: from projectmanager.com <https://www.projectmanager.com/blog/guide-writing-perfect-vision-statement-examples>
- Writing a good vision statement section in article’s body: from yourdictionary.com <https://examples.yourdictionary.com/best-examples-of-a-vision-statement.html>

B. Discuss:

The use of yearly or two-year focus statements presented in a motivating visionary manner

C. Teach:

Addressing competing visions and missions within an organization?
Instruction: Michael Thompson

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II. INTRODUCING VISION AND MISSION TO YOUR CHURCH OR NPO

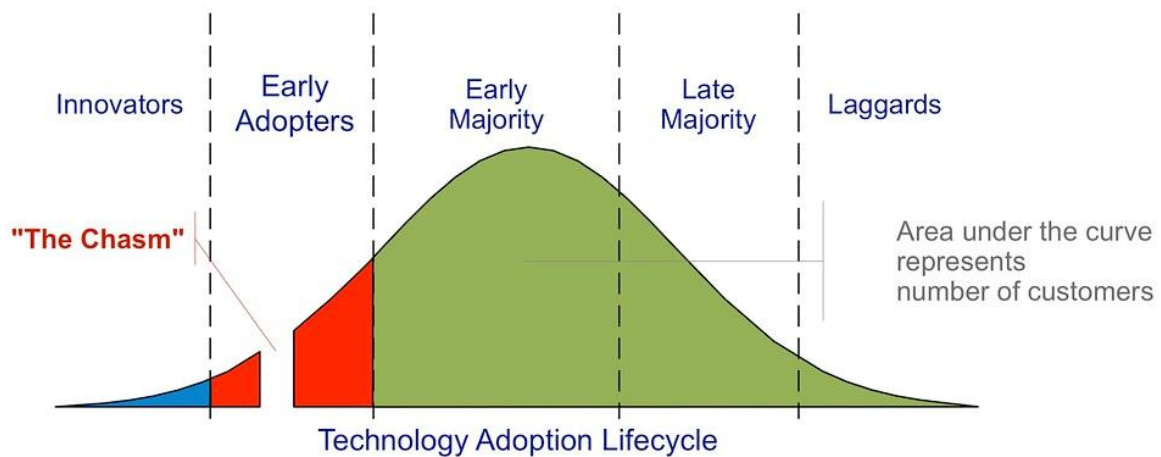
A. Applying the 5 Step model of Nehemiah to your context?

B. Factors in transforming organizations

- 1) The age of the organization
- 2) The primary customer of the organization
- 3) The culture of the organization and exiting patters and norms

C. How do I establish and maintaining momentum and vision “buy-in”?

D. Introduce mental model of “early adopters.” (Covered in detail in next lesson)



III. DEALING WITH CHANGE RESISTENCE

1. How can we change a system and survive to tell about it?

2. What are major hindrances to transformation

3. How might we understand the effect of Systemic Change Resistance in our visionary process?

4. What is the most helpful leadership demeanor in transforming opportunities (non-anxious presence)?

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Homework

Watch Video: Answer questions related to videos (located in lesson 7)

Becoming a Transformational Leader (Ken Cochrum) **(14 min)**

<https://www.youtube.com/watch?v=dhkok-4LN74&feature=youtu.be>

John Kotter – Evolution of 21st Century Organizations **(6 min)**

<https://www.youtube.com/watch?v=Pc7EVXnF2al&feature=youtu.be>

Founders Mentality from Bain & Co. (Founders optional video) (18 min)

<https://www.youtube.com/watch?v=Rp4RCIfX66l&feature=youtu.be>

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Lesson Seven

Transformational Leadership III Introduction to Organizational Dynamics and Refocusing

Becoming a Transformational Leader (Ken Cochrum) (14 min)

<https://www.youtube.com/watch?v=dhkok-4LN74&feature=youtu.be>

Q: What is leadership according to Cochrum?

Q: What is spiritual leadership?

Answer = "Moving people onto God's agenda"

Q: What did Cochrum share about the "Time and Numbers" spectrum

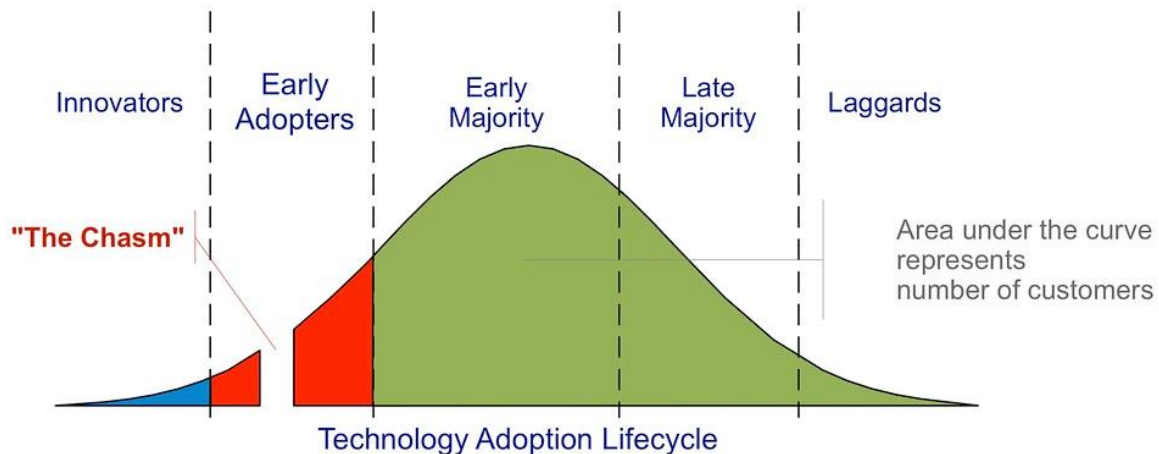
Q: What does it mean to Lead 360 degrees?

Answer = (we think up and down but must engage laterally as well to align)

Note: Up and down inside / Left is outside organization / Right is peers inside

Q: What might this look like specifically for you?

Q: What did Rogers share about *Early and late adaptors* to change



Q: Describe what it looks like in your context to move "early adapters" over the chasm toward "early majority"

Q: What is our role of leaders in assisting people with Individual Transitions (emotional responses) on the journey of the transformation Journey (see emotional reaction spectrum in video)

Answer = Help people on left side get ready for exploration to a new beginning

John Kotter – Evolution of 21st Century Organizations (6 min)

<https://www.youtube.com/watch?v=Pc7EVXnF2al&feature=youtu.be>

Video Notes:

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- Organizations begin with innovation but eventually get bogged down by structure
- The solution is to have both a culture of innovation (Spirit led people with permission) to exist and have a voice alongside the structural mechanisms that provide steadiness and consistency.
- Innovators need two things: 1 Responsibility 2 Authority

Founders Mentality from Bain & Co. (Founders optional video) (18 min)

<https://www.youtube.com/watch?v=Rp4RCIfX66I&feature=youtu.be>

Q: What is the problem with organizations that “move away from the markets and focus on organizational complexities”

Q: What does that look like in the life of a church?

Q: What examples do you have of “Conversations move from the mission and markets toward talk about numbers”?

Q: What is the result of conversations, focus and decision making based on numbers rather than mission and the mission field?

Note: For a church, the founder’s mentality is a church planting and missional movement

Q: How does “Incumbency kill momentum” in a church setting?

Q: How does the “Owner Mindset” and “death of mission and risk taking” take place in organizations and in ministries?

Q: Front line: Who is the customer of a church or NPO?

Answer: Is it the mission field or those already reached?

Q: what is the danger of focusing too much of either the “mission field” or the “already reached” at the expense of the other?

Q: What is the usual pattern in the lifecycle of a church or NPO?

Watch and discuss if time permits

**Long Debates About Math vs Founders Mentality from Bain & Co. (5 min)
(Not included in homework)**

Strategic Issues / Align Resources

<https://www.youtube.com/watch?v=lmsTqoTUs4w&feature=youtu.be>

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Homework

Watch Videos:

Servant Leadership from Coach Alex Lyon (good contrast with traditional vs servant leadership) (5 minutes) <https://www.youtube.com/watch?v=XaixQOh3iqQ>

Six Dimensions of Servant Leadership Monash business school (2.29 min)
<https://www.youtube.com/watch?v=o8VAGh3pVL0>

Ken Blanchard on servant leadership (3 minutes)
<https://www.youtube.com/watch?v=ctZHSa4Qhd4>

Read:

“Valuing and Appreciating” section from Irving Article (on teaching web site)

Write down significant points from this chapter (or article) that you want to share with the class.

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Lesson Eight

Servant Leadership I

Concept of “follower focus”

Question: What concepts from the Irving Article made an impact on you?

I. The Concept of “Follower Focused Leadership”

A. Which frame does this most affect (see 4 frame Bolman and Deal image)?

Four Frame Model For Christian Organizations

	Structural	Human Relations	Partnerships (political)	Faith Building (Symbolical)
Metaphor	Machine	Family	Sports - Free Agency, or Jungle	Temple
Concepts	Rules, Policy & Process	Worker Needs & Strong Relationships	Competition, Power, Conflict	Ceremony, Stories
Leadership Challenge	Align organizational goals through task	Align organization and human needs	Develop Alliances (power base)	Encourage Faith & Meaning
Ethic Emphasis	Excellence & Credit	Care & Love	Justice through power	Faith & Significance
Result	Reputation & Consistency	Increase Capacity & Loyalty	Advance Our Cause	Work is Worship God is Glorified

B. **Servant Leadership** from Coach Alex Lyon (good contrast with traditional vs servant leadership) 5 minutes

<https://www.youtube.com/watch?v=XajxQOh3iqQ>

Q: How does your philosophy of leadership affect the way you act as a leader?

Q: How does Alex contrast traditional leadership with servant leadership?

Hints: Boss centered, control centered,

Q: How is the Victorian era mansion a picture of traditional top-down leadership approaches?

Hint: Servants lived below those they served (their bosses)

Q: How does servant leadership flip this script on its head?

Hint: Quote from Jesus “don’t Lord it over them” / benefiting those under our care

Q: How does being “responsible” for the well-being of those you lead affect work relationships?

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Q: What is Alex's Win-Win premise:

Answer: If you invest in people, they will help you build a better organization.

C. Six Dimensions of Servant Leadership Monash business school 2.29 min
<https://www.youtube.com/watch?v=o8VAGh3pVL0>

Q: What does it mean that servant leadership is an approach that focuses on followers?

Q: What might that look like in your leadership context in contrast with other leadership approaches?

Q: How does a focus on followers help the bottom line and mission accomplishment?

Hint: Think in context of the 4-frames / mission buy in and employee motivation

Q: What are the 6 Dimensions of Servant Leadership according to Sendjaya?

Q: What is meant by "Voluntary Subordination"?

Q: What is meant by "Authentic Self"?

Q: What is "Responsible Morality"?

Q: What are "Covenantal Relationships" in a leadership context?

Q: (I don't like the term transcendental spirituality but...) what is meant by this term?

Hint: Our actions have a larger consequence

Q: How does "Transforming Influence" impact followers?

Q: What do you make of his quote: "if serving is below them, leadership is beyond them?"

D. Ken Blanchard on servant leadership 3 minutes (London Business Forum)
<https://www.youtube.com/watch?v=ctZHSa4Qhd4>

1. Notes: Most effect leaders are:

Good human beings who;

- a) Care about people
- b) Listen more than talk
- c) Want to help people win

Q: How do "Caring, Listening and helping people win" make an effective leader?

2. 3 key aspects of servant leadership are

- a) Clear goals (what are we trying to accomplish)
- b) Catch people doing something right
- c) 1 Minute re-direct / what can I do to help you get on track

3. Begin day with intention / how do I want to spend my time today?

Journal End of Day

- a) What went well?
- b) What would I like to replay (redirect self)?
- c) Intentional about behavior

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Q: How might journaling or reflecting on your effectiveness and daily use of time affect the way you lead and manage?

Quote: Rat race...if you win you are still a rat

Focus: Status and power to get self-worth is a trap and not focused on “significance”

Opposite of power and status is loving relationships

Q: How does this reflect our biblical values and biblical examples of leadership?

Homework

Read:

Irving Book Chapters

- Read “*Creating a Place for Individuality*” section in the Irving **article**.
- Read Chapter 6 in Irving **book** “*Understanding Relational Skills*”

(Advanced Recommended Reading)

Read and Take Notes on: Irving **Book** – Chapter Five and Six

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Lesson Nine

Servant Leadership II

I. Class Discussion of Reading Assignment

Creating a Place for Individuality

(the following content is pasted from the Irving article)

Rather than followers being viewed as simple cogs in a larger organizational machine, servant leaders help in *creating a place for individuality*.

Irving Quote

While outcomes matter in organizations and holding followers accountable around key outcomes is consistent with servant leadership practice—a point raised below—outcomes are not necessarily achieved in uniform follower behaviors.

In contrast, this leadership behavior emphasizes both allowing for individuality of style and expression in followers as well as accepting followers for who they are as individuals.

Q: How can “allowing the individuality of style and expression” and “accepting followers for who they are” strengthen an organization or ministry?

Q: How can we avoid *laissez faire* leadership while allowing individuality/

Irving Quote

In contrast to the overly mechanized systems encouraged in some twentieth-century managerial models, Irving and Longbotham’s 24 analysis challenges twenty-first century leaders to remember the individual and create space for individuality in work performance.

Q: What does this say about tailoring ministry work toward spiritual gifts and temperament strengths?

Q: What are the challenges inherent to this approach?

Note from Mike: We can tailor some of follower’s work toward their gifts and individuality but everyone has to do a number of tasks that do not align with their preferences. For example, all counselors have to make case and session notes even if they do not prefer paperwork tasks.

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Irving Quote

Research participants note the importance of simple expressions of individuality such as work styles, clothing, and office hours, and that flexibility for follower expressions of individuality are best supported through the avoidance of micromanaging leadership behaviors.

Q: What are other expressions of individuality that are helpful for employee moral?

Irving Quote

One participant notes, “Set strategic goals, but allow individuals to engage in creative processes to get there.”

Q: Give an example of setting strategic goals while allowing individuals to engage in the creative process.

Irving Quote

On the theme of how follower individuality coincides with organizational unity, participants noted commonality at the level of mission, vision, goals, and values provides “the glue that holds the organization together,” and that “under this umbrella there is ample room for individuality.”

Q: How might this work in your setting?

Irving Quote

Arguing that great leaders find ways to meld the needs of individuals with the needs of an organization, one participant argues that this “requires the leader to take an active interest in the capacity of those under their leadership,” and assigning responsibility and delegating authority “based on the giftedness of the follower in alignment with the project or task to be completed.”

Q: How might this work in your setting?

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Understanding Relational Skills

(the following content is pasted from the Irving article)

This second cluster, which is focused on understanding the priority of people, ends with the servant leadership practice of *understanding relational skills*.

Irving Quote

The intrapersonal and interpersonal intelligences put forward by Gardner formed the basis for Goleman's treatment of emotional intelligence as a key for understanding what makes a leader. Arguably, Goleman's emphasis on factors such as empathy and social skills, premised on self-awareness, provide a basis for effective relational skills.

Q: How might emotional intelligence affect relationship skills

Irving Quote

Other participants emphasized the importance of authentic listening, the importance of a commitment to fairness and equality, the ability to tolerate and accept appropriate differences, the importance of knowing oneself well in order to relate authentically with others, and the embodiment of confidence blended with the ability to see future possibilities and communicate the most appropriate path to get there.

Q: How does “authentic listening, fairness and tolerating appropriate differences” impact followers and team cohesion?

Homework

Read Chapter 7 in Irving's **book:** *Leadership in Christian Perspective* that relate to “Communicating with Clarity.”

(or)

Read Carefully: “Communicating with Clarity” in the Irving **Article** to help summarize and articulate the full chapter reading.

Read Article Review: “Lead Like Jesus.” Blanchard & Hodges Reviewed by Alexa Gordon

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Lesson Ten – Servant Leadership III

Communicating with Clarity

Class Discussion

Discuss: “*Lead Like Jesus*” Review by Alexa Gordon

Blanchard and Hodges focused on “4 things that are necessary to be a true servant leader.” Discuss there “4 things” and provide your thoughts? Are they missing anything? How do these 4 areas provide a road map for you to grow as a servant leader?

First: The heart of a leader defines how we view the world and ultimately how we act.

Second: The head of a leader “contains someone’s perspective and visions.” A servant leader must have vision with three parts;

- 1 Purpose
- 2 A picture of the future
- 3 Values

Third: There is a focus on internal leadership which translates into external leadership

Fourth: We must develop habits like Jesus (Q: What habits? How does this help?)

Chapter 7 Irving - Communicating with Clarity

Question: What points and concepts were most significant to you in the book chapter?

Communicating with Clarity (Irving Article)

Q: What do you make of the quote: “Although all effective communicators are not necessarily leaders, it is arguable that all effective leaders must be effective communicators.”

Q: Which of the communication features noted by research participants particularly seem crucial to leadership communication? How might these apply to your leadership context?

Honesty, transparency, authenticity, clarity, listening, timeliness, confidence without arrogance, conciseness, regularly & appropriately repetitious, congruence of verbal and non-verbal messages, use of word pictures, saying what you mean and meaning what you say, no use of overly emotional volatile overtones.

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Leaders who learn to communicate effectively in a variety of contexts and through a variety of communication pathways are **helping followers and their organizations**

Q: How does effective communication through multiple means “helping followers and their organizations?”

Teaching Presentation:

Hindrances to Clear and Healthy Communication and Trust Building

- Triangulation
- Alliances
- Picking up someone else’s baggage / cause without invitation
- Speaking in codes
- Rushing to speak rather than beginning with listening
- Assuming motives and swallowing or making unsupported claims
- Taking action before discussing and consensus building

Homework

Read or skim Chapters Eight and Nine in Irving’s book:

Leadership in Christian Perspective that relate to “Providing Accountability,” and “Supporting and Resourcing”

(or)

Read carefully the Irving article on the same subjects.

Lesson Eleven

Supporting and Resourcing Providing Accountability

Class Discussion

Chapter Eight Providing Accountability

Chapter Nine Supporting and Resourcing

Discussion:

Supporting and Resourcing

In addition to clear communication, followers also need their servant leaders to practice *supporting and resourcing*.

Q: How does it impact followers when leaders provide followers with the support and resources they need to meet their goals?

Q: Which of Bolman and Deal's frames does it most impact when "leaders provide followers with the support and resources they need to meet their goals?"

Irving Quote

Rather than leaders viewing their primary role as driving followers toward production, a commitment to supporting and resourcing allows leaders to focus on serving followers toward their success and being responsive to their needs as they work toward organizational goals.

Q: How does this challenge our usual idea of leadership

Q: What challenges might be face when switching to this leadership posture?

Q: What are the pay-offs of taking this approach?

Irving Quote:

On this theme, research participants emphasized the importance of removing barriers, and one participant noted the special importance of being active in the identification of needs, noting that the leader "should be the first to ask 'what do we need to get the job done'

...versus being passive, waiting for requests to come to him/her and then trying to put the requests off as long as possible."

Q: How would proactivity resourcing followers impact your work culture? At what cost?

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Irving Quote

Other participants add that because leaders are in the position to see the best allocation of resources and to draw out the gifting of human resources so that followers are fulfilled in their work, it is important that leaders share explanations with followers regarding how resources are apportioned and when resources are not available for certain needs.

Q: How might giving followers explanations impact those you lead?

Q: What frame(s) might be most impacted by sharing info about allocations of resources?

Mike's thoughts: It could impact the **Political Frame** because an organization must build healthy alliances on an immediate focus. If followers understand the justification for ignoring their pet project in the short term it could help them get over negative feelings and resistance toward leadership initiatives.

It may also impact the **HR frame** in that people feel like insiders when they have access to information usually entrusted only to the elites.

Irving mentions releasing “power and resources to members to accomplish critical and expected initiatives.”

Q: What might be the effects of withholding either “responsibility” or “authority” from followers?

Q: What might be the effect of not focusing resources into the hands of followers when they have critical initiatives?

Q: What does this say about focusing our resources and people on mission and vision critical work?

Providing Accountability

The final servant leadership practice included in this model is the leadership behavior of *providing accountability*. Rather than servant leadership being a weak form of leadership that is disinterested in results, this leadership behavior identified in Irving and Longbotham's analyses affirms the vital role of holding people accountable for reaching their goals.

Irving Quote

Arguing the importance of mission accomplishment, Patterson argues that pursuing "a mission does not mean . . . that organizations with servant leaders are unsuccessful; quite the contrary is true." Although servant leadership begins with a focus on followers, a commitment to providing accountability is consistent with a commitment to valuing and developing followers.

Q: What are some of the ways we can hold followers to account while maintaining a Servant Leadership approach?

Hint: It may have to do with coaching underperforming followers and helping them see how their underperformance hinders them from getting what they want in their career and life goals.

Irving Quote

Another participant notes that "leaders inspect what they expect," and this is arguably consistent with the leader-love that characterizes a servant leader' commitment to serving the needs of the follower over the needs of the leader.

Q: How can we be servant leaders and still "inspect what we expect?"

Irving Quote

Engaging in direct and honest conversation with followers around outcomes that are important to followers and the organization provides an opportunity for follower development, a tangible factor associated with valuing and developing people.

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Q: What might be an example of direct and honest conversations “providing an opportunity for follower development?”

Homework

Finish reading Irving’s Book and post noteworthy quotes and important concepts on the Facebook group.

Watch Video: Annie Purdue Olson interview of Michael Thompson

<https://youtu.be/87h-p8t9wCk>

Lesson Twelve

Assessing Your Church or NPO

CATALYST CHURCH CONSULTING

ASSESSMENT FEEDBACK REPORT

Michael A Thompson

I. Structural (Is structure set up in a way that makes ministry easier?)

(Structural) Category 1: Administration tools

Scores and Notes:

(Structural) Category 2: Risk Prevention

Scores and Notes:

(Structural) Category 3: Communication / Marketing Systems

Scores and Notes:

Category 4: Physical Plant

Scores and Notes:

Category 5: Strategic Planning / Church Health

Scores and Notes:

II. Human Resources (Is the ministry forming a 'family feel')

H.R. Category 1: Employee and Volunteer Culture

Scores and Notes:

H.R. Category 2: Employee and Volunteer Needs and Rights

Scores and Notes:

III. Kingdom Partnering, Collaborating, Community Influence

**(partnerships accessing limited resources / collaborating with
likeminded organizations)**

Scores and Notes:

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IV. Symbols, Faith & Culture (Faith Strengthening & macro-culture)

Scores and Notes:

V. Worship Services

W.S. 1: Teaching / Preaching

Scores and Notes:

W.S. 2: Communion

Scores and Notes:

W.S. 3: Baptisms

Scores and Notes:

W.S. 4: Music

Scores and Notes:

W.S. 5: Announcements

Scores and Notes:

W.S. 6: Prayer

Scores and Notes:

W.S. 7: Youth & Children

Scores and Notes:

W.S. 8: Environment and Culture

Scores and Notes:

W.S. 9: Shared Meals

Scores and Notes:

W.S. 10: Hand-Offs and Fumbles

Scores and Notes:

W.S. 11: Overall Design, flow and effectiveness of the service event

Scores and Notes:

VI Small Group and Body Life Assimilation

Scores and Notes:

VII. Elders and The Visionary Leader(s)

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Scores and Notes:

IIX. Culture

Scores and Notes:

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