Leadership Development
Theory, Self-Awareness and Skills
Mission Statement for the RMS:

... to connect, equip, and accompany congregations, ministries, and leaders so that together we proclaim and embody God’s unconditional love for the sake of the world.
Our purpose today:

Deepen the conversation among rostered leaders about leadership development.

- Find common language
- Share ideas
- Inspire personal growth and mutual accountability
“Those who turn good into great are motivated by a deep creative urge and an inner compulsion for sheer unadulterated excellence for its own sake. Those who perpetuate mediocrity, in contrast, are motivated more by fear of being left behind.”
“Excellent pastors are gifted at calling laity to vital discipleship and helping them live their vocations faithfully in the world, in educating their congregations through theological leadership in worship and teaching, and in shaping a vision for a way of life that reaches beyond the walls of the church.”
Self-Awareness

Theory

Methods and skills
A grasp of theory is a significant tool in broadening our choices as leaders.

- Organizational theory
- Family Systems
- Group dynamics
- Emotional intelligence
- Adaptive leadership
- Conflict theory
Awareness of the impact of our behavior on others, understanding our own communication styles, and attending to our spiritual lives increase our capacity to be effective leaders.
Methods and skills become more natural with time spent practicing the skills and using the tools necessary to lead people toward a life giving vision.

Critical skills are:
• giving and receiving feedback,
• group facilitation,
• observing and listening
• strategic planning.
Character

“For no one does more harm in the Church than he [sic], who having the title or rank of holiness, acts evilly.”

Saint Gregory the Great,
Pope of the Roman Catholic Church from 590 - 604

*Pastoral Care*
Accountability with one another

“Holy friends are those who, over time, get to know us well enough that they can challenge sins we have come to love, affirm gifts we are afraid to claim, and dream dreams about how we can bear witness to God’s kingdom that we otherwise would not have dreamed.”
Going Deeper
Building a life, not a program.
Self Awareness

Living the Christian life not as individuals, but as a people, must start with me. I must be willing, interested and actively engaged in transformation. We need one another as support and resource.
Your competence and commitment, your emotional and spiritual maturity, is the most important thing you bring to proclaiming the Gospel for the sake of the world.

Increasing your understanding of the impact of your behavior on others; experimenting with changes in behavior will improve the congruence between intentions and people’s experience of you.
Specific tools for self-awareness:

- Mentoring
- Coaching
- Therapy
- Spiritual direction
- Accountability groups

- Prayer and spiritual practices
- Engaging in intentional community and team building
- Family-systems theory
- Personality preferences
- Emotional intelligence
- Myers-Briggs Type Inventory
- Enneagram
- Brene Brown’s work on vulnerability
- Trust development and conflict preferences
- Understanding generational differences
- Self-differentiation and managing anxiety
- The Ladder of Inference
- The Johari Window
- Use of Self – Self Assessment
- Social intelligence
- Polarity management
- Managing relationships
- Strength Finders
Theory

Engaging our intellect in thinking about organizational development from a sociological and a spiritual framework. Create a common language of skills, knowledge, attitudes and values for congregational development.
The total system:

Those aspects that are easily seen (the tip of the iceberg) and those that are often hidden (below the tip of the iceberg).
The Fifth Discipline
by Peter Senge

Learning organizations:

Systems thinking
Personal mastery
Mental models
Building shared vision
Team learning
Helpful resources:

- Healthy Congregations by Pete Steinke
- Community: the Structures of Belonging by Peter Block
- The Tipping Point: How Little Things can make a Big Difference by M. Gladwell
- Organizational Development and Change by Cummings and Worley
- The Practice of Adaptive Leadership by Ron Heifitz
- Lombard Mennonite Peace Center workshops
- Mission Shaped Parish by Bayes, Sledge, Holbrook, Ryands and Seeley
- Resurrecting Excellence by Armstrong and Jones
- Sizing up a Congregation by Arlin Rothauge
- Doing Justice by Dennis Jacobsen
- Good to Great by Jim Collins
- Theory U by Otto Sharma
Methods and skills

The best learning happens in communities that create safe space to practice the methods and skills needed for healthy relationships. Congregations ought to be places where we practice good leadership in an open, non-defensive climate for the sake of the world.
Practicing shared leadership:

**Task** – The group needs to accomplish some task, it needs to engage in behaviors that help accomplish that task.

**Relationships** – The group is a network of relationships; attending to relationship needs allows for both a more effective and more satisfying experience.

**Individual needs and wants** – Each member of the group brings with them their own needs for acceptance, influence and intimacy.
Criteria for Constructive Feedback

- Descriptive – simply stating perception and the other is free to use or not use.

- Specific – referring to actual words and actions.

- Usable – directed toward behavior, something which the receiver can change.

- Requested – solicited rather than imposed.

- Timely – most useful at the earliest opportunity, depending on the person’s readiness to hear it.

- Accurate – important to check in with others, or just your impression.
Healthy group dynamics

- Trust development
- Shared leadership
- Facilitation skills
- Managing resistance to change
- Goal setting
- Self directed ministry teams

For the sake of the World!