



# The Psychology of Leadership II

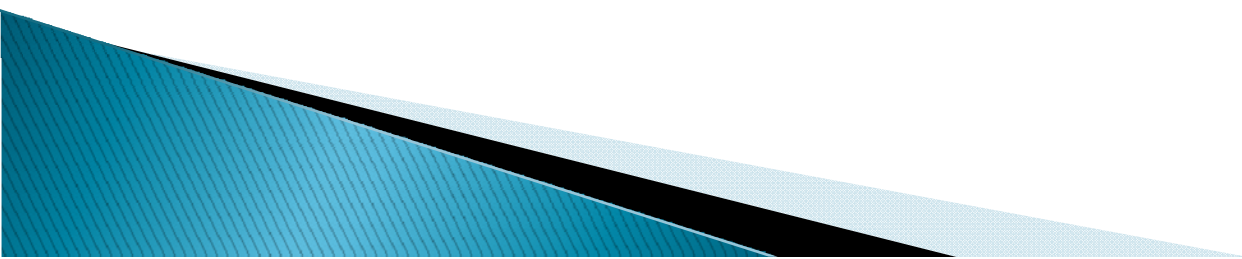
Applying the Research to the  
Parish

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# A Quick Summary of the Research

- Character Matters
- Good Leaders Need Better Followers
- The Goal of Leadership





# Character Matters

- Who I Am Will Influence How I Will Lead
- How I Lead Will Influence Who I Will Become
- Character and Leadership Style Are Interdependent

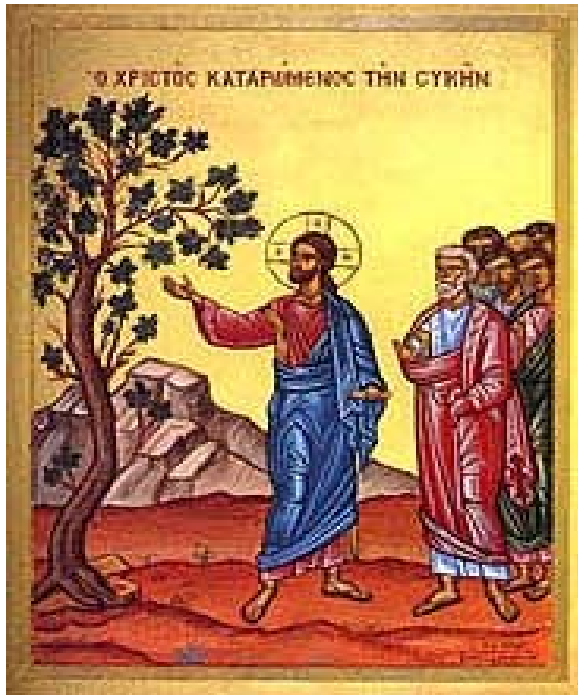


# Who I Am Will Influence How I Will Lead

- ▶ The personality of the leader affects the performance of the team: Who we are determines how we lead.
- ▶ Hogan, R., and Kaiser, R.B. (2005). “What We Know about Leadership,” *Review of General Psychology*. Vol 9(2), Jun 2005, 169–180.



# Who I Am Will Influence How I Will Lead



No good tree bears bad fruit, nor does a bad tree bear good fruit. Each tree is recognized by its own fruit.

► Lk 6:43



# How I Lead Will Influence Who I Am



It is wonderful how Virtue turns from dirty stockings; and how Vice, married to ribbons and a little gay attire, changes her name, as wedded ladies do, and becomes Romance.

► Charles Dickens, "The Author's Preface to the Third Edition," *Oliver Twist*, 1841





# How I Lead Will Influence Who I Am



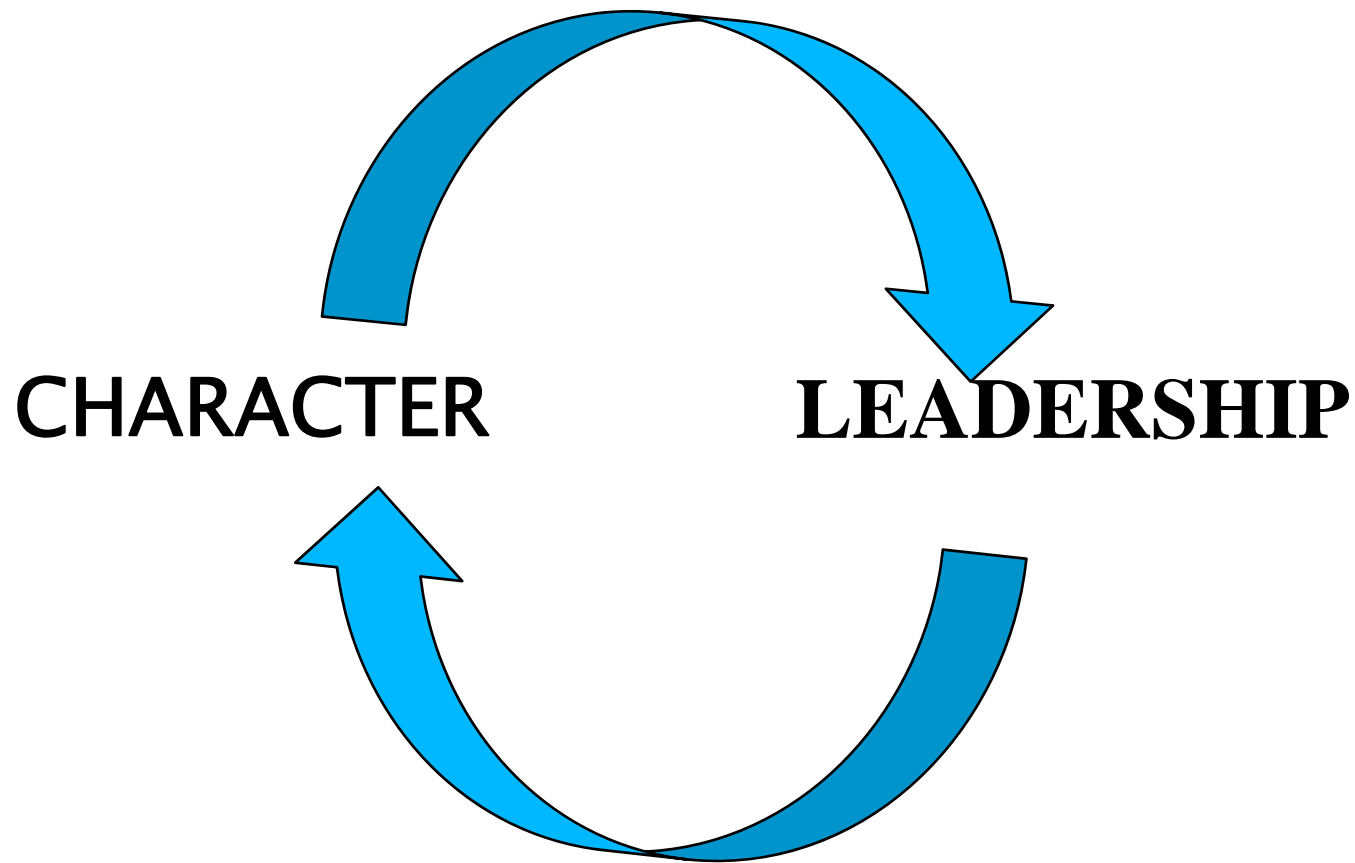
Duccio di Buoninsegna - Jesus Accused by the Pharisees.

"Woe to you, teachers of the law and Pharisees, you hypocrites! You are like whitewashed tombs, which look beautiful on the outside but on the inside are full of dead men's bones and everything unclean. In the same way, on the outside you appear to people as righteous but on the inside you are full of hypocrisy and wickedness.

► Mt 23:27-28`



# Character & Leadership Influence Each Other







# Good Leaders Need Better Followers

- ▶ Key aspect of creating followers:

**A reason to follow:** From coercive push to the pull of inspirational vision.

**Followers and Respect:** Both leader and solution are important.

**The Leader–Follower loop:** Leaders create followers create leaders.



# Good Leaders Need Better Followers

- ▶ Key aspect of creating followers:

Followers and Trust: I will follow someone I trust.

Followers and Liking: I will follow someone I like.

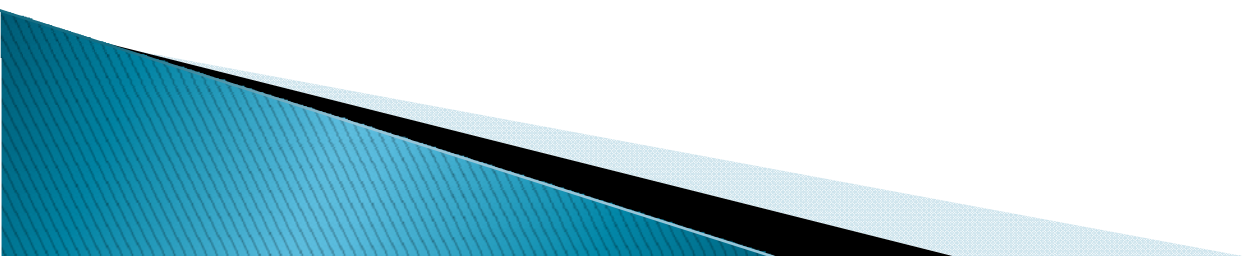
Followers and Support: I will follow someone who supports me.

Followers and Ideas: I will follow ideas, not objectives.



# Goal of Leadership

- A leadership position is **NOT** the goal.
- Power & authority are not ends in themselves.
- A leadership position, power and authority are all means to an end





# The Goal of Leadership



And Jesus came and spoke to them, saying, "All authority has been given to Me in heaven and on earth. Go therefore and make disciples of all the nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, teaching them to observe all things that I have commanded you; and lo, I am with you always, even to the end of the age." Amen.

► (Matthew 28:18–20, NKJV)



# The Goal of Leadership

- Evangelism
- Liturgy
- Catechesis



# The Goal of Leadership



- ▶ Evangelism telling or announcing the Good News (Gospel).





# The Goal of Leadership

- ▶ **Liturgy** a public work undertaken on behalf of the common good.





# The Goal of Leadership



- ▶ **Catechesis**, to teach; religious education or church school.



# The Goal of Leadership

Sitting down, Jesus called the Twelve and said, "If anyone wants to be first, he must be the very last, and the servant of all."

▶ Mk 9.35

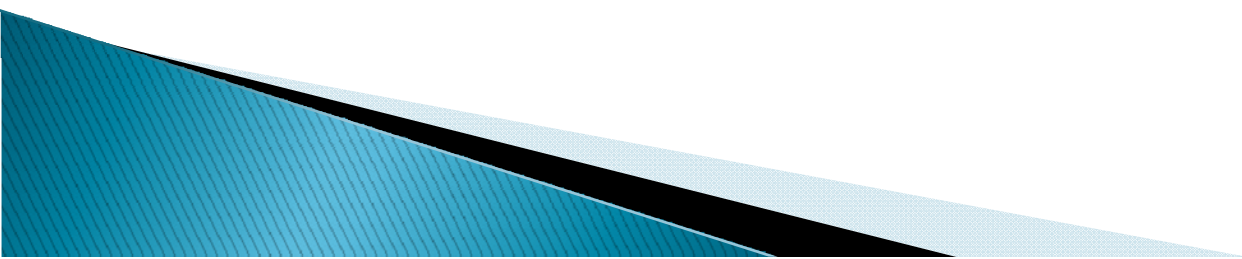




# The Goal of Leadership

“Through the teaching, support, sacrifice, worship and commitment of the church, utterly ordinary people are enabled to do some rather extraordinary, even heroic acts, not on the basis of their own gifts and abilities, but rather by having a community capable of sustaining Christian virtue. The church enables us to be better people than we could have been if left to our own devices.”

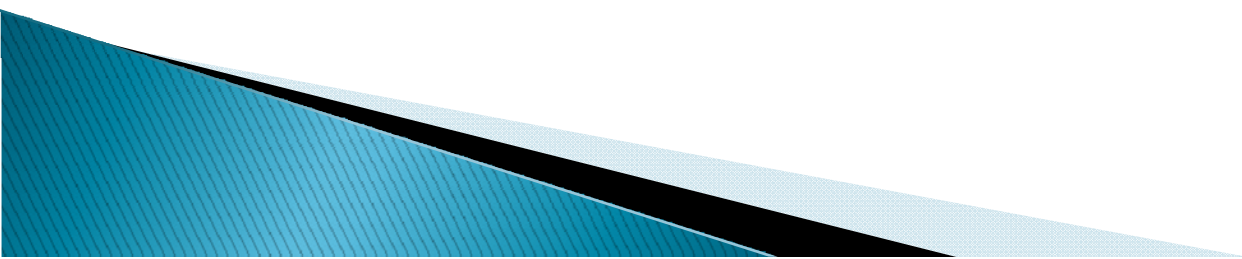
Stanley Hauerwas and William Willimon,  
*Resident Aliens: Life in the Christian Colony*





# So, How Do We Do All This?

- ▶ What will look at now are three practical ways of putting the research into practice in our respective communities?



# ***But First, A Quick Survey.***

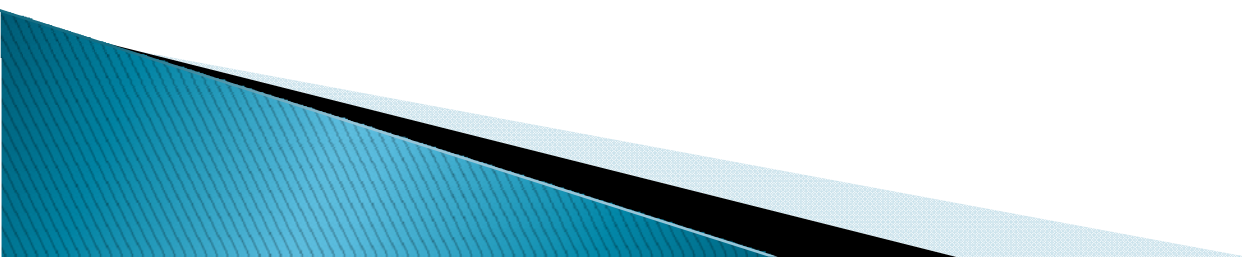






# Keys To Effective Leadership

- A Collaborative Style
- An Appreciative Style
- A Strength Based Approach





# A Collaborative Style

- ▶ So what do I mean by a collaborative style of leadership?
- ▶ Well, for example...
  - Wikipedia
  - Open Source Software
  - Liturgy



# A Collaborative Style

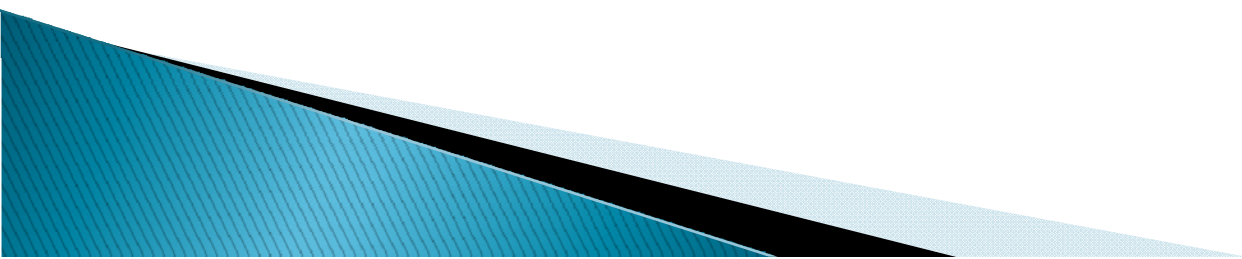
- ▶ So What is Collaborative Leadership?
  - Willingness to take risks
  - Eager listening
  - Passion [*eros* not *pathos*] for the cause
  - Optimistic [hope] about the future
  - Able to share knowledge, power and credit

Madeleine Carter, Center for Effective Public Policy



# A Collaborative Style

- Find the *personal* motive for working together
- Find ways of simplifying complex situations for your people
- Prepare for how you are going to handle conflict well in advance
- Recognize that there are some people or organizations you just can't partner with
- Have the courage to act for the long term





# A Collaborative Style

- Actively manage the tension between focusing on delivery and on building relationships
- Invest in strong personal relationships at all levels
- Inject energy, passion and drive into your leadership style
- Have the confidence to share the credit generously
- Continually develop your interpersonal skills, in particular: empathy, patience, tenacity, holding difficult conversations, and coalition building.



# A Collaborative Style

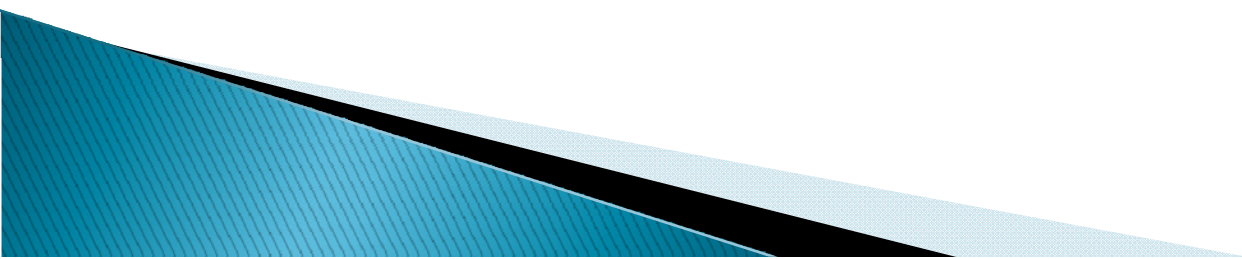
Being a collaborative leader requires from me three personal commitments:

The acknowledgement that:

I can't do it all,

I can't know it all.

I don't have to know it all or do it all.







# A Collaborative Style

- ▶ And when I'm not collaborative?
- ▶ STRESS
- ▶ BURNOUT



# A Collaborative Style



Having then gifts differing according to the grace that is given to us, let us use them. . .

▶ Rms 12.6 (NKJV)

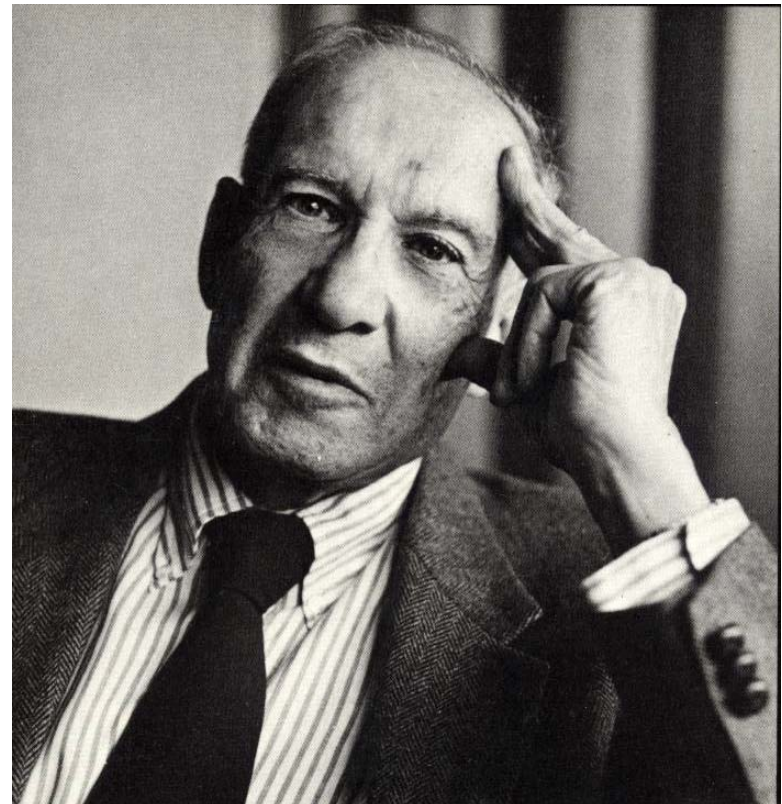




# Appreciative Leadership

*“The task of leadership is to create an alignment of strengths, making our weaknesses irrelevant”.*

Peter Drucker





# Appreciative Leadership

## **APPRECIATIVE**

1.valuing; the act of recognizing the best in people or the world around us; affirming past and present strengths, successes, and potentials; to perceive those things that give life (health, vitality, excellence) to living systems

2. to increase in value, e.g. the economy has appreciated in value.

Synonyms: VALUING, PRIZING, ESTEEMING, and HONORING.





# Appreciative Leadership

## ▶ PROBLEM SOLVING APPROACH

- Identify Problem.
- Conduct Root Cause Analysis.
- Brainstorm Solutions & Analyze.
- Develop Action Plans.
- *Metaphor: Organizations & communities are problems to be solved.*

## ▶ APPRECIATIVE APPROACH

- Appreciate “What is” (What gives life?).
- Imagine “What Might Be.”
- Determine “What Should Be.”
- Create “What Will Be”.
- *Metaphor: Organizations & communities are solutions/mysteries to be embraced.*



# Strength Based Leadership

- ▶ What is a strength based approach?
- ▶ From social work theory (Bertha Reynolds)
- ▶ An alternative to a reductionistic view of the person  
e.g., psychoanalysis, DSM IV–R, moralism
- ▶ Basically, a rejection of "You're broke, I'm here to fix you."

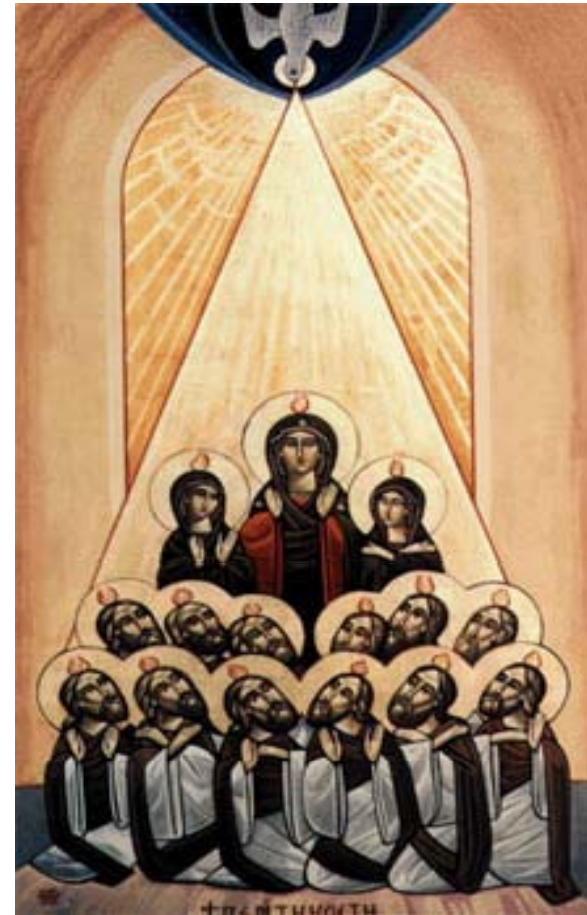




# Strength Based Leadership

There are diversities of gifts, but the same Spirit. There are differences of ministries, but the same Lord. And there are diversities of activities, but it is the same God who works all in all. But the manifestation of the Spirit is given to each one for the profit of all. . .

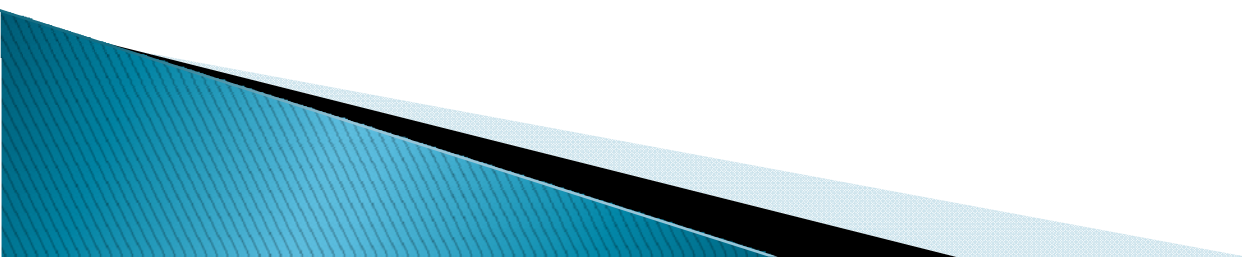
1 Cor 12.4–7





# Strength Based Leadership

In baptism/chrismation we receive gifts not only for our salvation but also the building up of the Body of Christ.

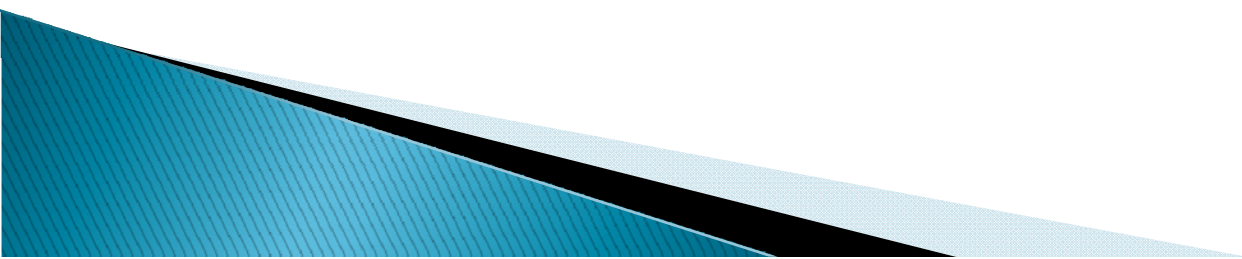




# Strength Based Leadership

In this model the focus of the Church's ministry in the parish, the diocese and the national Church is on personal and communal spiritual formation.

But what does this mean?





# Strength Based Leadership

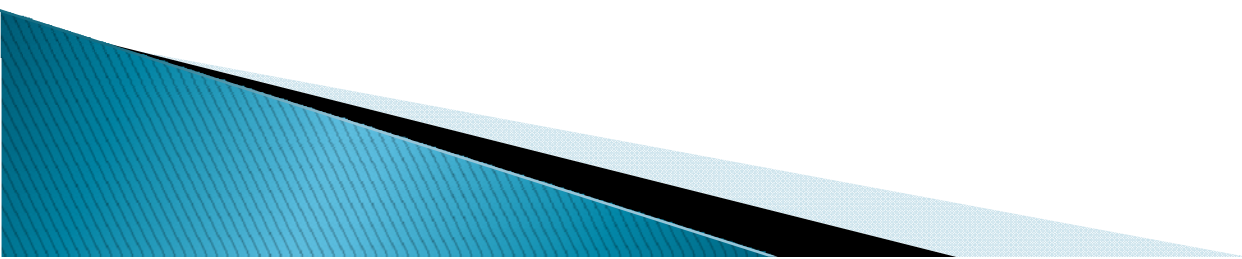
Leadership, whether clerical or lay, is about helping people

- discover and embody their gifts.
- discover and faithfully live out their personal vocation.



# Strength Based Leadership

- ▶ How do is this done?
- ▶ How do we help people discover their gifts and live out faithfully their vocations?





# Strength Based Leadership

I must be a disciple of Jesus Christ. This means that to lead I must first

- I must be myself a person of virtue, especially faith, hope love
- Must surrender my desire for power & control
- Be living a life of regular personal and liturgical prayer
- Adequate knowledge of theology/ascetical & liturgical tradition \ Self-knowledge AND knowledge of those I lead

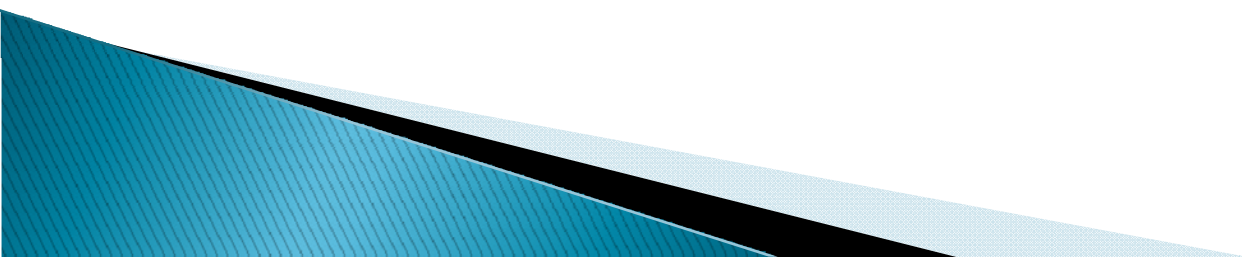




# Strength Based Leadership

## **IDEOLOGY ISN'T FAITH**

In addition to my personal work, I must trust that God has blessed the community I serve with the gifts necessary for the work He would have them do.





# Strength Based Leadership

Leadership is not about conformity but mentorship; of nurturing the seminal presence of Christ in the life of the person and/or community.





# What Is Leadership About?

Elder Joseph of Mount Athos writes:

“Whoever is afraid of knowing himself remains far from knowledge, and he doesn't love anything except seeing faults in others and judging them.





# What Is Leadership About?



He doesn't see gifts in other people, but only shortcomings. And he doesn't see his own shortcomings, but only his gifts.



# What Is Leadership About?

This is truly the sickness  
that plagues us . . . :  
we fail to recognize one  
another's gifts.







# What Is Leadership About?



One person may lack many things, but many people together have everything. (*Monastic Wisdom*, p. 50)