



**NEXT GENERATION
LEADERSHIP PROGRAMME**

Creating servant leaders for the African Church

**MODULE 2
THE SHIFTING PARADIGM OF LEADERSHIP**

Learning Leader Guide

**Servant Leadership Programme
for Alumni**

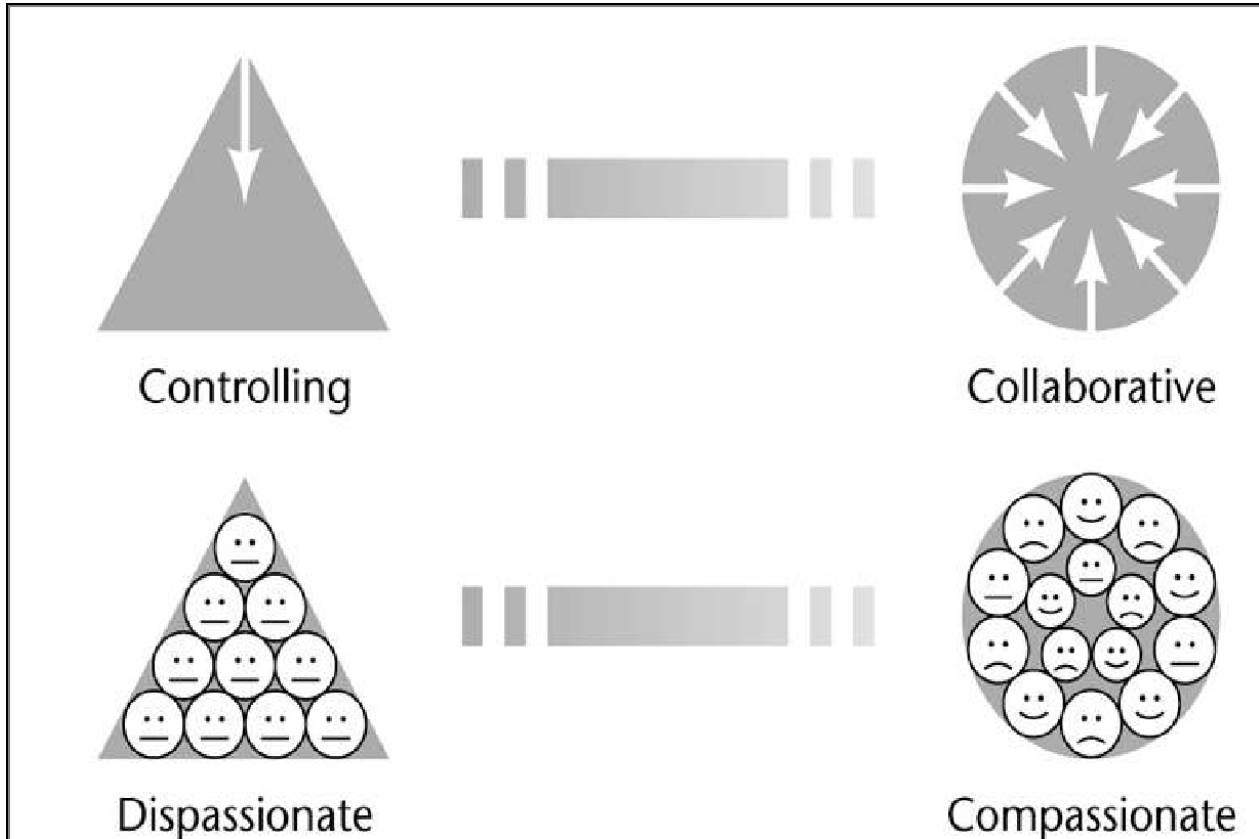
The Shifting Paradigm of Leadership

Leadership Themes Over Time

1920's	<p>The ability to impress the leader's will on those led, to induce:</p> <ul style="list-style-type: none"> - Obedience, Respect, Loyalty Cooperation - Emphasis on control and centralization of power
1930's	<p>Influencing people to cooperate in the achievement of common goals</p> <ul style="list-style-type: none"> - Use of emotional appeal, rather than authority - Recognition of different personality traits
1940's	<p>Leadership function is a dynamic relationship</p> <ul style="list-style-type: none"> - Persuading, Influencing - Interaction involving behavior by and toward the individual "lifted" a person to a leader role by others
1950's	<p>Leaders move the group toward its goals</p> <ul style="list-style-type: none"> - Directing activities of the group - Inducing a subordinate to behave in a desired manner - Directing, guiding, influencing, or controlling the thoughts, feelings, or behaviors of others
1960's	<p>Exercising influence over others</p> <ul style="list-style-type: none"> - Cue-ing the behavior of others to conform to leader's objectives - Ability to influence the decisions and actions of others; therefore, exercising power over the decision-making process - Higher degree of personal initiative and risk than the executive
1970's	<p>Ability to influence others and to influence organizational policy and practice</p> <ul style="list-style-type: none"> - Leader exhibits behavior and shares information so that others are convinced that to follow the leader's suggestions will lead to better outcomes - An emotional relationship at least as much as it is a juridical one - Requires the cooperation of others <p>Greenleaf introduces the concept of servant leadership.</p>
1980's	<p>Leaders are agents of change</p> <ul style="list-style-type: none"> - Ability to mobilize others and to set constraints - Communicating the what and how of a job; Motivating others to do it - One person attempts to construct the social world for others - Relationship between individuals that is oriented toward social visions and change
1990's	<p>Leadership is an influence relationship among leaders and followers who intend real changes that reflect their mutual purposes.</p> <ul style="list-style-type: none"> - The relationship is based on influence. - Leaders and followers are the people in this relationship. - Leaders and followers intend real changes. - Leaders and followers develop mutual purposes.
2000's	<p>Leaders co-create a vision of the future</p> <ul style="list-style-type: none"> - Leaders know their people, seek to understand their concerns, address their needs, and help people to grow and develop in their potential - Committed to the growth of individual and collective; community builder - Leaders foster and create environments of psychological safety and experimentation

Drawn from Joseph C. Rost, *Leadership for the Twenty-first Century*





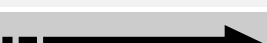

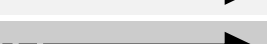
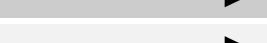
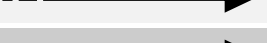

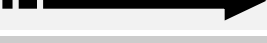



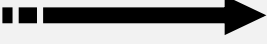

Emerging Leadership Styles and Theories



Individually Oriented	Collectively Oriented
Personal Drive to Achieve	Desire to Serve Others
Dispassionate	Compassionate
Controls Information to Maintain Power	Shares and Distributes Power – Leader Among Equals
Value Comes from Individual Talent	Value Comes from Collaboration
Ethnocentric	Pluralistic
Focused on Immediate	Focused on Immediate and Long-Term Vision

The Leadership Paradigm Shift

Phil Hunsaker and Tony Allesandra in their book, *The New Art of Managing People* (Free Press, 2008) describe the shift from technical management and leadership to integrative management and leadership.

<i>Technical Management and Leadership</i>		<i>Integrative Management and Leadership</i>
Blind faith on the Leader		Generate and sustain trust
Catching someone doing wrong		Catching someone doing right
Controlling leadership		Collaborative leadership
Ethnocentric leadership		Cross-cultural leadership
Exclusive authority		Democratic participation
Exercising control		Providing support
Giving commands		Communicating meanings
Hierarchical leadership		Participatory leadership
Idealistic mission statements		Shared mission practices
Individual focus		Collective focus
Leader first		Servant first
Leaders are born		Leaders are made
Leading by command		Leading by example
Local / national context		Global / international context
Maximizing personal profit		Fostering social justice
Performing leadership		Developing leadership
Power		Empowerment
Self-focused		Other-focused
Short-term planning		Visionary leadership



Individual Reflection

What are your shifting leadership **paradigms**? What initial thoughts do you have for how to make this **shift**?






Synodal Reflection

A core tenet of synodality is **COURAGE**.

Take a moment to reflect, in any way you like (journaling, silent prayer or meditation) on how the Holy Spirit might be asking you to have courage.

Additional Resources for Leading and Learning

	<p>Articles and Online Resources</p> <ul style="list-style-type: none">• Scripture Based Leadership• Servant Leadership: How to Lead with Heart TEDx with Liz Theophille
	<p>Self-Assessments</p> <ul style="list-style-type: none">• Servant Leadership Self-Assessment• Servant Leadership 360 Feedback
	<p>Lessons and Activities</p> <ul style="list-style-type: none">• Introduction to Servant Leadership – eLearning lesson produced by the Next Generation Leadership Program for the Scholar SLP Programme• Building the Learning Community Guide (NGLP)