

THE NATURE OF LEADERSHIP

FATHER

GENERAL

KING

TEACHER

PRIEST

PROPHET

SHAMAN

**CHARISMATIC
LEADER**

[types of leaders in different cultures?]

POWER IN LEADERSHIP

Which of these is most important in leadership?

- **Feared - coercion**
- **Respected - influence**
- **Liked - affection**

Which of these do we desire the most?

SERVANT LEADERSHIP

Intentional stewardship

- of one's influence**
- to enable and empower other people**
- to identify and achieve**
- the goals of the community**
- in the service of God.**

Executive Leadership Development Institute of the
Coalition of Christian Colleges and Universities, 1997.

AMERICAN LEADERSHIP

- power is to make significant decisions.
- power is used to achieve practical goals.
- value individualism and self-interest.
- relationships based on contracts.
- paternalism and nepotism are bad.

ASIAN LEADERSHIP STYLE

- power flows from moral superiority. Leaders command awe by grandeur in theater and ritual.
- power is used to maintain harmony in the society.
- relationships are based on patron-client hierarchy: father-son, king-subject.
- value group loyalties over individual interest
- paternalism and nepotism are good.

What misunderstandings and conflicts might arise when Asian style leaders work with American style leaders?

Do such misunderstandings and conflicts arise in World Vision?

LEADERSHIP STYLES

High

FORCING

- * do it my way
- * disagreement bad
- * power in position
- + speed, decisiveness
- impersonal, no buy in

COLLABORATING

- * I prefer but your opinion?
- * welcome differences
- * power in trust, skill
- + cooperation, creativity
- time-loss, over analyze

ASSERTIVENESS

COMPROMISING

- * bargain
- * something for everyone
- * power in reasoning
- + get going, calm
- mediocrity, no absolutes

Low

AVOIDING

- * withdraw, avoid
- * suppress emotions
- * power in calmness
- + preserve status quo
- periodic explosions

ACCOMODATING

- * agree, give in
- * placate
- * power in approval
- + least hassle
- frustration, stagnation

High

AFFIRMATION

Low

LEADERSHIP

1. Types:

BANYAN TREE

- control
- self-centered
- dictator
- suppress conflict
- inflict violence
-

BANANA TREE

- empower
- other centered
- servant
- use conflict to formulate consensus
- suffer violence

2. Metaphors–Jude:

- 2.1 Shepherds who feed only themselves. Bribery, corruption, spend on own glory
- 2.2 Clouds without rain. Big visions but no performance. Build empires, but don't feed the people, false promises.
- 2.3 Trees without fruit. Show and form, but no substance. Looks good, but no depth and substance, shallow roots.

3. John C. Maxwell: levels of leadership – need to move from bottom to top

PERSONHOOD	- great soul, mahatma, moral image
PERSONALITY	- charismatic leader
PRODUCTION	- visionary that attracts people to do the job
PERMISSION	- liked
POSITION	- office

4. Bases for Leadership:

RESPECT	- insider/outsider - loves and empowers people, listens, consensus formation - servant leader: leader but listens and teaches [Woodens] - leadership in a style of equality and dignity of all
FEAR	- outsider to the people. Leader vs. followers - hierarchy, power, control, suppress differences of opinion and conflict
LIKED	- insider. Swayed by the people's immediate wills, not a leader but a follower.

LEADERSHIP

1. Styles:

CONTROL [Banyon Tree Ldr.]

- dictator, big man
- control conflict
- control behavior
- public activities
- sacrifice morality
- inflict violence
- conflict leads to suppression

EMPOWER [Banana Tree Leader}

- servant, enabler
- tough love
- shape beliefs and behavior
- personal relationships
- integrity
- suffer violence
- conflict leads to seeking reconciliation, reflection

2. Jude:

- shepherds who feed only themselves: bribery and corruption. Vs. feeding the sheep.
- clouds without rain: show, talk great visions, but produce little. Vs. Rain for sake of others.
- trees with no fruit: flowers and show. Looks good, but no fruit. Shallow roots. Vs. bearing fruit quietly and consistently

3. John Maxwell: Levels of leadership—bottom is lowest, top is best. A process to reach the top.

Personhood - great person, soul, mahatma

Personality – lead by charisma

Production - visionary who draws followers. Good leader who has done something.

Permission - respected

Position

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-

LEADERSHIP STYLES

AMERICAN

ASIAN

BASIS OF POWER:

MAKE DECISIONS

MORAL SUPERIORITY

USE:

ACHIEVE PRACTICAL GOALS

MAINTAIN A STABLE HARMONIOUS SOCIETY

VALUE:

SELF INTEREST

GROUP SOLIDARITY

RELATIONS:

CONTRACTUAL BETWEEN AUTONOMOUS INDIVIDUALS

VERTICAL BETWEEN PARENT-CHILD KING - PEOPLE

NEUTRALITY:

BAD - CONFLICT OF INTERESTS

GOOD - CAN BE TRUSTED

PA-TOR?

TYPES OF LEADERS

BANYAN TREE

- big man
- control
- performance oriented
- public image
- suppress conflict

BANANA TREE

- servant
- empower
- person oriented
- personal relationships
- use conflict to build consensus