

Handbook for Spiritual Leadership Training

Serving Power

Discussion Handout for Long Distance Learning

Week/Session 2 – The Expressions of Power

Resource: Read *Fundamentals of Serving Power*

Three aspects of power

Leader/Follower Orientation

Leader/Follower Orientation On a scale of 1-10, with 1 representing absolute autocratic leadership and 10 representing a leadership style where you serve to coalesce the thoughts, insights, concerns and visions of the people you lead (constituency), what number would you give yourself? Do you feel that style is working for you? For those you serve? Explain your answer.

1. Autocratic What are some adjectives describing an autocratic leader?

2. Constituency What are some adjectives describing a leader with focus on the constituency?

3. There are “catapult” and “catalyst” leaders. Describe what you see are differences in these terms in the use of autocratic and constituent power.

- Catapult leaders

- Catalyst leaders
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Keeping Order/Application

Keeping Order/Application On a scale of 1-10, with 1 representing a coercive, punitive style of leadership and 10 representing a constructive style how would you rate yourself? Where do you think others who on your ministry team would rate you? Is there a difference? How do you explain that?

4. Coercive What are some coercive “tools” used in organizational life?
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5. Constructive What are some constructive “tools” used in organizational life?
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Focus

Focus On a scale of 1-10, with 1 representing a “fort” style of internal focus where orientation is completely focused on discipleship and 10 representing orientation completely focus on the community you serve. Is the score consistent with your ministries mission/purpose statement? Is the score consistent with your leadership role/job description? If there are discrepancies, what can you do about it?

6. Internal An internal focus has more to do with managing than leading. What are some good reasons for an internal focus? When does too much of an internal focus interfere with effective ministry?
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7. External An external focus is oriented to who we serve. When is an external focus necessary for effectiveness? When does an external focus interfere with effective ministry?

Expressions of Power

8. Looking at the P1-8 Expressions of power, which “P” type are you? As a parent? As a ministry leader? Are you satisfied with your answer?

9. Do you think P1-Empowered Teams are most effective for ministry? Why? What additional characteristics and qualities beyond the aspects of power must a P1 team possess in order to be most effective?

10. When would a P2-High Performance Team be most effective in ministry? Least effective? Where else would P2 teams do well?

11. What are some examples of P3 Special Interest Groups in Christian ministry? In your mind, are they effective?

12. What are some examples of P4-High Intensity Groups in Christian ministry? Why do they have a tendency to unravel or become cults?

13. Many ministries have traditionally been lead by P5 Leaders. Why was that so common for so many centuries? Is it still effective to have P5 Leader Directed Teams? Why?

14. P6-Benevolent Dictatorship groups are still common in many ministries. Why is that? What are the downsides of a P6 ministry?

15. Is there any place in Christian ministry where P7-Authoritarian Oligarchy power has validity?

16. What are some examples of P8-Tyranny power in our Church history? What is the primary force or element behind the power?

	EXPRESSIONS OF POWER							
	P1 – Empowered Teams	P2 – High Performance Teams	P3 – Special Interest Group	P4 – High Intensity Group	P5– Leader Directed Team	P6 – Benevolent Dictatorship	P7 – Authoritarian Oligarchy	P8 – Tyranny
Aspects of Power	Constituency Constructive External	Constituency Constructive Internal	Constituency Coercive External	Constituency Coercive Internal	Autocratic Constructive External	Autocratic Constructive Internal	Autocratic Coercive External	Autocratic Coercive Internal
Examples of Power	Homeowners association, lobbying group, most highly successful and growing churches, ideal of U.S. Govt., ideal Body of Christ, small group ministries	High performance teams, ministry teams, some highly successful businesses	Some labor unions, some lobbying groups, grass roots terrorists, revolutionary movements, boycott groups, mobs, advocacy protest movements	Doctrine driven cults, counseling groups, traditional idealistic Communist Party cell, some athletic teams where winning is everything, intensive and unbalanced businesses	Most elected offices, diplomacy, traditional, hierarchically organized evangelical ministries	Benevolent dictatorships, many traditional churches, most traditional businesses and organizations	Law enforcement and regulatory enforcement, military/necessity of war, matured dictatorships, boards of directors,	Inquisition, abusive relationships, personality driven cults, some Christian churches, some unions, repressive dictatorships, 1,600 years of the leadership of the Christian church (Abt. 1000 to 1700)
Sources of Power	Human-constituency, influence and selfless concern	Human-constituency, resource, information, influence & focused interdependency	Institutional; Human-constituency, resource, influence, & selfish synergy	Institutional; Human & ideological conformity	Institutional; Human-constituency, resource, information, legitimate, influence & cultural conformity	Institutional; Human-influence & doctrinal authoritarianism	Natural;, Institutional; Human-legitimacy	Natural; Human-resource & coercive personality

EXPRESSIONS OF POWER

	P1 – Empowered Teams	P2 – High Performance Teams	P3 – Special Interest Group	P4 – High Intensity Group	P6 – Leader Directed Team	P5 – Benevolent Dictatorship	P7 – Authoritarian Oligarchy	P8 – Tyranny
Relationship to T2E (Transactional to Empowering Process Model)	Empowering process	Second half of transformational process	Misplaced enthusiasm moving to fanaticism	Something went seriously wrong	First half of transformational process	Any positive transactional process	Transactional orientation – defines who is in authority, communicates vision, and extracts a commitment. Initial ministry team orientation process	Transactional in the ultimate. This is the most corrupt form of the use of power.
When to Use the Power Expression	When team has matured – both leader and follower	When team has high skills and specific task to accomplish	Avoid at all costs	Toxic	When team is forming and group process skills are being built	When group is forming and indoctrination is taking place	As group initially forms or when a new member joins a team	Never
Leader to follower Orientation	Empowerer	Inculcation	Manipulative control through emotions	Manipulative control through emotions	Instruction/ Inoculation	Indoctrination	Orientation	Chaos/Oppression
Common Relationships as a Result of Power	Teams	Teams	Crowds, Self-serving membership	Charismic leader, unquestioning follower	Strong visionary leader, enthusiastic or fanatic follower	Strong task-oriented leader, dutiful follower	Strong control-oriented leader, subservient follower	Strong self-serving leader, captive follower