

Handbook for Spiritual Leadership Training

Serving Power

SL Coach's Training Guide for Long Distance Learning

Week/Session 2 – The Expressions of Power

Resources:

- *Serving Power-Fundamentals of Serving Power: The Expressions of Power*
- *Discussion Handout – Week/Session 2 (pdf)*
- *Power Points – Week/Session 2 (pdf or slides)*



Before the Training: Have your SL Learner read the last portion of Fundamentals of Serving Power with particular emphasis on the portion, Three Aspects of Institutional and Human Power and Eight Expression of Power *and complete the DiscussionHandout questions prior to the coaching session.*

Be sure the SL Learner has reviewed the matrix on the last two pages of their DiscussionHandout.

Purpose of the Training: Through discussion to assure your SL Learner has a sense of what each power expression looks and feels like.

Begin:

What were some “ahah”s that came out of your reading?

What specific area in the reading was either confusing or you didn't understand?

Questions for Conversation

Leader/Follower Orientation – Exercising power in the range of autocratic to constituency

On the scale of **Leader/Follower Orientation** do you see yourself as more autocratic or constituency focused? What was your number? If your most severe critic would rate you, what do you think their score would be? Why?

What are some adjectives describing an autocratic leader?

Despotic, tyrannical, repressive, oppressive, domineering, inflexible, transactional are some. Not all of autocratic is negative. Authoritative, decisive, focused and shepherd would be some positive adjectives.

What are some adjectives that come to mind that would describe a leader with focus on the constituency? What would that look like?

Team leader, leader among equals, empowerer, servant, and shepherd would be some. A shepherd could be both depending on the level of threat.

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 attack, use their power to break down obstacles, are singular, intend to hurt, get things accomplished through force, get used up in the process.

Catalyst leaders cause things to happen, lower the energy required to make things happen, don't get consumed in the process, facilitate, use the power of other elements.

Keeping Order/Application – Exercising power in the range of coercive to constructive

*On the scale of **Keeping Order/Application** do you feel your style is more coercive or constructive in the way you maintain your power base? What was your number? If your most trusted team mate/colleague/ministry partner would rate you, what do you think their score would be? Why?*

What are some coercive “tools” used in organizations to keep order?

Threats, humiliation, punishment, banishment, withholding rewards and recognition, micromanage, take all the credit, cast all the blame

What are some constructive “tools” available for you to use in organizational life?

Affirmation, using people in their gift-mix, opportunity to take risks, recognition, independence, inclusion, accountability

Focus – Determining which direction you are pointed

*On the scale of **Focus**—somewhere between complete internal and complete external, is your focal point. What was your number? What is happening in your ministry that pushes it to that number? Are you satisfied with the number? Why, why not?*

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?

Good reasons – exercises your leadership and oversight responsibilities, gives you specific information for affirmation and growth, shows you care, allows you to contribute.

Ineffective reasons – focuses on accomplishment rather than who we exist to serve, micromanages and demotivates, no fresh ideas, causes the leader to manage rather than lead.

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?

Good reasons – keeps us aware of why we exist, keeps the ministry relevant, attracts new people and new ideas, keeps us flexible.

Ineffective reasons – can lose our roots; fail to take care of those who minister.

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 – Bureaucracy	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 therapy 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 and regulatory enforcement	Law enforcement, military/necessity of war, matured dictatorships	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	Institutional; Human-legitimacy	Natural; Human-resource & coercive personality

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	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	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	Extreme depersonalized transactional relationships
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	Incorporation	Inculcation	Indoctrination	Intimidation	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

Expressions of Power

Looking at the P1-8 Expressions of power, which "P" type best reflects you? What about as a parent? As a ministry leader? Are you satisfied with your answer? What would your ministry team members say where you are?

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?

Emotional and skill maturity are crucial overlaid with trust. Given those three characteristics along with a humble servant's heart and a P1 team can conquer just about anything.

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

Short-term projects, high intensity projects. On an on-going basis, the team members will probably either burn out or begin to resist the intensity.

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

Single focus ministries who will take rude and belligerent actions to demonstrate their concerns regarding an intense issue (ex. abortion, gay marriage, etc.)

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

Ministries using extreme measures to assure conformity. P3 groups are on the edge of losing their identity as truly Christian in heart rather than just in name.

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?

Almost every organization has been lead, at some time, by autocratic leaders. Why this was so in Christian history is an interesting topic for extensive discussion since the principle of a servant leader seems to be in contradiction to an autocratic leader regardless of how constructive he/she keeps order. Spiritual leaders must continually find the balance between being a teacher/defender of the doctrine and a practitioner of those same principles.

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

The focus of a benevolent dictatorship is to keep everything internally in order. It is too easy and too hard at the same time for a benevolent dictator to micromanage the internal aspects of ministry and still be the principle identity to the world outside the ministry. Something usually gives. It's either the leader who burns out or bursts from an overinflated ego; the ministry team who becomes completely frustrated or demotivated; or the people outside the ministry who are put off by the authoritarian model.

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

A board of directors/elders/deacons may have some of that responsibility legitimately. So would an ordination/discipline body such as a presbytery or national ministry headquarters.

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

Some aspects of the Christian Church in the 1400s through the 1600s. The Spanish Inquisition, the Puritan revolt of England, the KKK in the U.S.

For the Next Training:

Have your SL Learner read the section on Scriptural Principles of Serving Power and complete the questions on the Discussion Handout worksheet prior to the scheduled conversation.

Set your next training date and time.

Ask if there is anything you can agree in prayer for.

Conclude with prayer.

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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
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