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Chapter 1 : About The Student Leadership Challenge®

While the end of the book did provide some application and case studies to learn from, the book would have been better organized if personal applications were mixed in throughout all the chapters. In addition to lacking personal application, I felt the first few chapters were disorganized and jumped from one random topic to another random topic.

Welsh, III Greetings, fellow travelers. It is with a combination of sadness and hope for the future that Regent University is suspending production of the International Journal of Leadership Studies until further notice. This issue offers a broad variety of international leadership research and theory inquiries continuing to challenge the dominant leadership understanding discourse. This issue opens with a detailed Delphi study offering an amplification of twelve servant leadership primary characteristics. This is followed by an Indian perspective study of authentic leadership that simultaneously reinforces the critical distinction between management and leadership while concluding that authentic leadership leads to both effective management and leadership performance. This is followed, in turn, by a Norwegian study of multi- team leadership effects on collaboration and integration during inspection, maintenance, and repair operations in the North Sea. Our next article presents two separate models for the moderating effects of perceived leader motive altruistic vs. Donald Chandler and John W. Chandler address the questions of why some leaders are effective, ineffective, and only a few that are exceptional. They present a pragmatic argument for defining leadership, case studies of exemplary leaders, leadership skills, and ethical choices. This book is a beneficial resource for expanding knowledge and professional development for individuals that aspire to become leaders. Leadership for sustainability denotes a new and expanded understanding of leadership that signifies taking action based on sustainability values, leading from a living processes paradigm, and creating an inclusive, collaborative and reflective leadership process. This paper examines and weaves together literature on leadership, leadership development, and sustainability education to suggest best practices in leadership development. The study conducted a cluster analysis on the 4, participant scores of the seven scales and built 50 profiles with all seven ANOVA tests one per gift showing significance at the. The study proposes that the Romans 12 gift profiles might be useful in person-job fit analysis and suggests that future research be conducted to test the validity of this proposition. This study includes definitions of each of the seven Romans 12 gifts and includes a literature review of the gifts. It explores how especially middle managers employ self-leadership and express self-compassion when facing work-related hardship events. The empirical data consists of seven interviews of middle managers, which were analyzed using the grounded theory method. The study shows how middle managers generate leniency in leadership by beginning with emotional distress and ending with restored peace of mind. The results identify the self-leadership strategies employed to endure the experienced hardships. Work context and principles of acting regulate the formation of leniency in leadership. The means to lead oneself and to be kind to oneself interconnect in leniency in leadership, which is theorized as the interface of self-leadership strategies and self-compassion as a special form of self-directive behavior. Greenleaf clearly stated that in servant leadership, service comes before leadership. Because a servant leader serves first, we designated those characteristics of a servant as the primary characteristics of servant leadership. In order to serve first, a servant leader must first exhibit the primary characteristics and then aspire to lead. Over characteristics of servant leadership have been identified in the literature Sendjaya, , p. We conducted a Delphi study with scholars in the field of servant leadership and, after three rounds, 12 characteristics were identified as primary characteristics of servant leadership. It has been found that authentic leadership has been understood as a three dimensional, second order construct by Indian respondents. The study indicates that AL, as measured by the 16 items of the Authentic Leadership Questionnaire ALQ , leads to seven different dimensions of effective management and five different dimensions of effective leadership as measured by 42 variables. The paper concludes that AL leads to effective management and leadership performance. A review of the research that first transitioned this scale into other cultures shows a number of significant validity and

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reliability threats. Given that many more recent studies have based their validity and reliability on these earlier studies, it is important to understand the threats that existed so current research can strengthen the validity and reliability of this important scale across other cultures. Recommendations for various forms of validity and reliability are provided. The article contributes to the understanding of leadership as being too complex to be described as the strategies and behaviors of only one person. These leaders work in concert to be facilitating and contributing to flexibility and adaptation thus initiating collaboration between teams and individuals through interaction processes. This unique leadership model allows for and generates openness, transparency and the practice of basic values like respect and helpfulness. The challenge for the leaders in subsea operations, however, is to create or contribute to the creation of an overarching collective identity to facilitate the transformation of the organization from a diversified and more fragmented organization consisting of several individual sub teams to an executive force of one overarching team supervised by one leader. With shared mental models, there is a better chance of creating a collective flow of work. Openness and a short distance between leaders and subordinates also affect the ability of the organization to discover mistakes and rectify them earlier than otherwise possible. The challenge is as ever both individual and organizational: The ability to work together towards goal achievement. The paper introduces elements building a foundation for successful leading of complex multi-team operations. Also, transformational leadership TL has been documented as a leadership style that prompts employees to engage in prosocial voice. Recently, whether or not the effects of transformational leadership on prosocial voice have boundaries becomes a topic of interest to organizational researchers. We presented two separate models for the moderating effects of perceived leader motive altruistic vs. Data with employees at an auto maker in China were used and the analysis results provided support for the models. IJLS and its sponsors make no representations about the accuracy of the information contained in published manuscripts and disclaims any and all responsibility or liability resulting from the information contained in the IJLS.

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Chapter 2 : The Five Practices of Exemplary Leadership® Model

Team Leadership Case Studies Read each case study and determine what action you think would be most appropriate for the leader to take in the situation.

An Example for Others to Imitate Introduction With this first mark of maturity we come to a study of the qualities that describe what Christ-like maturity looks like. Since becoming Christ-like makes one an example to follow, we will begin here. A mature Christian is someone who is a model, a pacesetter; someone who influences others in positive ways according to biblical standards! Modeling Christian virtues, virtues of true spirituality, is crucial to effective ministry in the world. Without biblical and godly models we are cast into a restless sea that can only toss up refuse and mud. Students, sons, daughters, and the flock, tend to emulate their leaders, parents, guardians, teachers, or heroes. The tendency is for us to shy away from this responsibility and reality, but in order to be truly mature and a leader, one must accept this as a reality of leadership. Principles Related to Being Examples In regard to being examples to others, it is helpful to consider the following principles: Several passages dealing with this issue will be considered later in this study. Someone is going to follow us and be influenced by us. Do we know where we are going? Are we providing the kind of example that will enhance their lives, or are we like the blind leading the blind? The bad news is we are lost, but the good news is we are making good time. Activity in itself never means effectiveness. We can be like the cowboy who rushed into the coral, bridled and saddled his horse and rode off in all directions. We need quality lives with quality motion aimed in the right direction with specific, biblical objectives. Effective ministry to others is often equated with such things as dynamic personalities, with talent, giftedness, training, enthusiasm, and with charisma. But these things alone are inadequate, as is so evident by the leadership we have seen in the top government positions in our country the last few years. Much more is needed. In the Bible, the qualities that lead to effective ministry are found in the elements of spiritual character, in the character of Christ reproduced in us by the ministry of the Spirit see Eph. In his unique style, Dr. Hendricks used to tell the story of a student who came to him with a problem. The interchange went something like this as I recall: I have a bigger problem than that. Why did the Lord choose me? How would you like to launch a worldwide campaign with the likes of Peter and his compadres? Yet, with these common, average, uneducated men, the Lord launched a campaign that has spanned the globe and turned the world upside down. Was this because of their unique and imaginative methodology? It was because these common men knew the Lord and began to experience His life and His qualities of godliness. He took common men and made them into great men who became spiritual leaders because they were experiencing Him through the power of the Spirit of God. This is a constant theme of the Bible. This truth is strongly taught in 1 Thessalonians 2: This relates to the issue of living so we truly show that what we are, our character, is distinctively the result of knowing and walking with Christ. But, sometimes what Christians speak so loudly that it completely turns people off or puts them in reverse. If our lives are not what they should be, others not only will not want to follow us, they will become repelled by what we are. Unfortunately, the opposite is also true. Some people will follow us. In this case, not so much in what we say, but in the way we live—in our priorities, values, and attitudes as well as our actions. If our lives are not what they should be, we become inverted examples who take people away from the Lord and the life He has called them to. Or do we find every possible excuse to stay home? Do we consistently allow our family to engage in pursuits that keep us and our families away from church or fellowship with believers? This sets a model that says these other pursuits are more important than the Lord or the assembling together with the body of Christ for Bible Study, prayer, or worship. Actions speak so much louder than words! Do we teach our children the principles of being on time, of doing all things decently and in order? Then are we consistently late? Do our children often miss Sunday school or church because we are so disorganized that we are unable to make it? Again, Actions speak so much louder than words! By definition we mean giving a clear reason for the way we live or the clear

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distinctives of our lives. As Christians, if our lives are different, as they should be, and we never let others know why we are different, we may have still failed in being examples. Leaders and Christians as a whole are to be models for others to imitate. We are to be a picture of reality, a proof that Jesus Christ saves and changes lives so we can become a powerful magnet that draws others to Christ. You mean people are supposed to follow me? As this passage points out, the issue is who are WE following? How much are we allowing Jesus Christ to be the Lord of our lives? Are we in hot pursuit of knowing and experiencing the life of Christ as was the apostle Paul? It is a command. The present tense and the meaning of this verb reminds us this is a process, a target, a goal to set our sights on and pursue daily. None of us ever arriveâ€”but it should be a daily goal. This is not a superficial mimicry or a mere imitation. According to New Testament truth, this involves the process of reproduction. The Lord Jesus seeks to reproduce Himself in us as we appropriate His life by faith through the knowledge of the Word and the ministry of the Holy Spirit. The teaching and example of the missionaries though only for a few weeks and the afflictions they faced plus the ever-present ministry of the Spirit were the tools God used to produce spiritual growth and changed lives. As mentioned, our word imitate may lead to the wrong impression. Christian imitation has nothing to do with outward conformity where someone merely copies the actions, mannerisms, or speech of another. But, as the New Testament context makes clear, this is not merely a matter of external conformity, but change from the inside out by means of the Spirit and the application of biblical truth as seen in the life of the mature Christian model. In this context, it is the manner of life of the leader which has made him an example. It refers to the manner of the lives of their leaders that had been centered in the Word and the walk of faith. This had a specific outcomeâ€”Christlikeness or godliness. In other words, people are going to be watching us and to a certain degree, the example of our lives will affect the conclusions at which they arrive, not only about us, but about Jesus Christ and Christianity. In the context of this passage, one clear sign of maturity is the pursuit of holiness, a heart set on heavenly treasures and divine objectives see 3: We might note two things here: In this pursuit, one must have his course fixed on the right beacon or have his radio tuned in to the right frequency, or he will arrive at the wrong destination. In other words he needs the right example and standard. He needs those who stir him on to higher and higher standards. In this believers have a two-fold responsibility: But b they must also be on alert to the fact that there are those who are not walking after the pattern of godliness found in scripture as seen in the lives of Paul and his cohorts cf. Naturally, the Lord Jesus is our supreme example, goal, and authority, but Scripture does authorize the legitimacy of following godly people as examples. We need godly examples. Such people demonstrate the possibility and reality of following the Lord and of progress in Christ-like growth. They provide us with godly incentives. It is motivational to find men and women who have truly grown in their walk through the power of the Spirit of God. It recognizes that freedom does not mean license, but provides the power to serve God according to His standards through faith in a living Savior who has made us acceptable to God and provides us with the motivation and means for change 1 John 3: Understanding the finished work of Christ on the cross and our union with Him provides assurance of eternity. This reality of eternity should lead to an eternal perspective which in essence means a new set of values, controls, and pursuits cf. In essence, then, a proper grasp of the person and work of Christ should produce a personal reevaluation that leads to a denunciation of our old attitudes, values, and priorities see Phil. But what we need in the church are men and women who demonstrate this as examples to their families and others. Persevere in this, because by doing so you will save both yourself and those who listen to you. But young men and women can, through spiritual maturity in the Lord, overcome their typical, youthful behavior and become examples and models even for older people. Failure in one area can harm our ability to be an example. Since the context is dealing with our ministry to the body of Christ, the emphasis is on our need to be an example to fellow believers, but this in no way exempts us from the responsibility of being an example to unbelievers see Col. In 1 Timothy 4: Verses deal primarily with public ministry and the stewardship of his spiritual gifts. Obedience to these commands would allow Timothy to become an example to follow in public ministry when the church is assembled. Verses deal more with his private life and stresses the idea of dedication, diligence, endurance,

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and discipline, a fitting challenge against laziness and just going with the flow. In your teaching show integrity, dignity, 2: We should note that verse 7 flows out of the charge to encourage younger men to be self-controlled vs. Thus, in this passage, Peter warns of the tendency to lead by dominating others, a characteristic that is typical in the world, but that should not exist in the body of Christ. To be a biblical and Christ-like example a believer must have the character of one who leads as a servant Mark This is one of the distinctive characteristics of Christian leadership and will be discussed below.

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Chapter 3 : Beacons of Excellence: Case Studies of School Leadership

Leadership certification can help you emulate great leaders, like those who were at the helm of Southwest Airlines, Starbucks and Toro when these companies faced some of their most difficult crises. See Frequently Asked Questions for online requirements, accreditation, class schedule and more.

And when we first set out to discover what great leaders actually do when they are at their personal best, we collected thousands of stories from ordinary people—the experiences they recalled when asked to think of a peak leadership experience. In fact, we discovered that when leaders are at their personal best there are five core practices common to all: It turns the abstract concept of leadership into easy-to-grasp Practices and behaviors that can be taught and learned by anyone willing to step up and accept the challenge to lead. As measured and validated by the Leadership Practices Inventory LPI —one of the most widely used leadership assessment instruments in the world—ongoing studies consistently confirm that The Five Practices and our assessment tools are positively related to both the effectiveness of leaders and the level of commitment, engagement, and satisfaction of those that follow. Model the Way Leaders establish principles concerning the way people constituents, peers, colleagues, and customers alike should be treated and the way goals should be pursued. They create standards of excellence and then set an example for others to follow. Because the prospect of complex change can overwhelm people and stifle action, they set interim goals so that people can achieve small wins as they work toward larger objectives. They unravel bureaucracy when it impedes action; they put up signposts when people are unsure of where to go or how to get there; and they create opportunities for victory. Inspire a Shared Vision Leaders passionately believe that they can make a difference. They envision the future, creating an ideal and unique image of what the organization can become. Through their magnetism and quiet persuasion, leaders enlist others in their dreams. They breathe life into their visions and get people to see exciting possibilities for the future. Challenge the Process Leaders search for opportunities to change the status quo. They look for innovative ways to improve the organization. In doing so, they experiment and take risks. And because leaders know that risk taking involves mistakes and failures, they accept the inevitable disappointments as learning opportunities. Enable Others to Act Leaders foster collaboration and build spirited teams. They actively involve others. Leaders understand that mutual respect is what sustains extraordinary efforts; they strive to create an atmosphere of trust and human dignity. They strengthen others, making each person feel capable and powerful. Encourage the Heart Accomplishing extraordinary things in organizations is hard work. To keep hope and determination alive, leaders recognize contributions that individuals make. In every winning team, the members need to share in the rewards of their efforts, so leaders celebrate accomplishments. They make people feel like heroes.

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Chapter 4 : Mark #1: An Example for Others to Imitate | www.nxgvision.com

A project of the Christian Reformed Church in North America Grand Rapids, Michigan Effective Leadership in the Church A training tool to help congregations, pastors, and other church.

Unlike many other popular leadership books, the goal for this book is not to give leadership techniques or plans but rather to look at the historical, cultural and religious backgrounds for leadership. The authors of this book approach the subject of leadership from a biblical worldview and seek to help other Christians learn and grow in their leadership abilities. After defining leadership and explaining the differences between leadership and management, the authors go on to give biblical, historical and contemporary perspectives on leadership. Most of the scripture that is explored comes from the writings and life of Paul; however, there is an explanation of how leadership has been modeled in different faith traditions. In looking at the writings of Paul and the different faith traditions, the authors point out that all spiritual leadership have the following characteristics: These characteristics lay the foundation for spiritual leadership. As the book comes to a close, the authors take the foundation that has been laid out in the previous chapters and begins to show how leadership practices can be lived out. These practices are lived out through faithfulness, integrity and service. The authors note that these three attributes are best exhibited in the life of Jesus, who was the perfect model of leadership. Therefore, it is important to note that leadership is less about what a person does and more about who they are as a person. If true biblical leadership is going to exist, then it first must be about following Jesus: I have read a number of books on the subject, and until recently, I have always viewed a leader as someone who is out in front of the people, inviting them to follow. However, over the past year, through a ministry called 3DM and classes that I have taken at Liberty University, God is starting to reveal to me the flaws in the idea that the leader is always the one out in front and ahead of the people. While the concept of an out-front leader might have some purpose and value, it limits new leaders from being formed in the life of the organization. I believe that many modern day churches are struggling with developing new leaders that can extend the kingdom of God in this world. While they might be growing numerically in attendance, they are struggling to make disciples who can make disciples, because the primary leadership in the church comes from the person speaking from the stage. While not intentionally, I have limited other people in our church from leading because I am always the one up front for everyone to see. I believe this leadership style has limited our church from growing the way God has intended and has not allowed us to reproduce new leaders. Reflection I felt that Reviewing Leadership provided good insight into Christian leadership and brought to light many concepts that have made me reconsider how I am leading in my present context. However, I feel like the book, especially in the first few chapters, had a difficult time holding my attention. In exploring the historical, cultural, and religious thoughts on leadership, it lacked personal application. While the end of the book did provide some application and case studies to learn from, the book would have been better organized if personal applications were mixed in throughout all the chapters. In addition to lacking personal application, I felt the first few chapters were disorganized and jumped from one random topic to another random topic with no sense of order. The book could have been simplified and shorter shortened to present the information in a more organized and concise manner. I think this book could have benefitted from a strong introduction that described why leadership is necessary and important in the world in which we find ourselves today. This introduction would have provided some much needed tension and a framework for the rest of the book. My leadership context is in the church world, as I am a pastor of a church. In reading through this book, I would have liked to see more examples and illustrations used that related to pastoral leadership in the church. While the authors did share a great story about Gordon Cosby, they failed to provide specifics on how Gordon decentralized power in his ministry. I would like to have read more specifics instead of vague ideas and concepts; this would have allowed me to not only have an idea about how a ministry can operate, but about how I could move my church toward a similar model. Action Earlier in this paper, I stated that I have always

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been a student of leadership. I have read a number of different books, attended a multitude of conferences and listened to an abundance of podcasts, all on the subject of leadership. While some of these training tools have been developed for the Christian leader, a good number of these resources have been dedicated to the secular business world. While I do believe that all truth ultimately comes from God, in reading this book, I was convicted that I do not do an adequate job making sure that these resources line up with the biblical leadership principles that are discussed in scripture. I want people to look at my life and see me as a man full of character, integrity, humility, faith and love. This book has prompted me to put less of a focus on the cultural ideas of leadership and make biblical concepts and ideas the priority in my leadership. If I am living a godly life and leading people in a godly way, I believe that I will naturally become a strong, competent, influential leader. The second action step that I need to take in my life after reading this book, is being intentional about leading from behind the scenes. I have already been able to implement this into my ministry this past Sunday by asking one of the men in our church to fill in and preach the Sunday morning sermon. Although he had no real experience with preaching, he was willing and did a great job. I was able to coach him before and after the service on how he could improve in preaching, and it let other people in our church see that ministry and leadership does not revolve around one person. In the future, I need to start delegating more tasks to empower others to do the works of ministry while I disciple them from the behind the scenes. On Sunday mornings, I would like for another lay individual to be doing the welcome, announcements, and at times, the sermon. Having people other than myself on the platform would inspire people to step up and lead in new and different ways. One person found this helpful Search.

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Chapter 5 : The Four Cs of Christian Leadership | Regent University Business School

Future research may include grounded theory about these four Cs as well as case studies of exemplary leaders who demonstrate the four Cs and subsequently, after more detailed operationalization of the concepts instruments, may be developed to measure a leader's attainment of each of the four Cs.

The paper draws from both Old Testament and New Testament examples of success based on each of the four Cs. The premise of the paper is that with each successful level of the four Cs, greater success happens. Then, developing leaders can receive counseling and education to increase their confidence and finally, developing leaders can be coached, measured, critiqued, and developed in character traits. It was during a hour automobile drive with my spouse that the answer began to emerge. The same word occurs eight times in the Gospel of John: However, it is not clear from the verses above how one knows the calling of God. We gain some insight into how one might know the will of God from 1Samuel 3: Now Joseph had been taken down to Egypt; and Potiphar, an Egyptian officer of Pharaoh, the captain of the bodyguard, bought him from the Ishmaelites, who had taken him down there. And he was in the house of his master, the Egyptian. So Joseph found favor in his sight and became his personal servant; and he made him overseer over his house, and all that he owned he put in his charge. Now Joseph was handsome in form and appearance. Competence Anecdotal evidence from invited speakers on entrepreneurship at Regent University indicates that those entrepreneurs who went into business as a call from God but who did not know how to do business did well although the entrepreneurs indicate that they made a lot of mistakes. Through their mistakes, these uneducated entrepreneurs say that God took care of them and the problems always seemed to be corrected after initial losses and errors. In contrast, anecdotal evidence from entrepreneurs who also went into business because of a call from God, but who had an education in business indicated that they were successful. In comparing the two groups, the anecdotal evidence shows that doing what you do well competence leads to a higher level of performance. From the Old Testament beginning in Genesis and moving through the books, the following verses seem to support a need for competence. The land of Egypt is at your disposal; settle your father and your brothers in the best of the land, let them live in the land of Goshen; and if you know any capable men among them, then put them in charge of my livestock. Continuing on in Exodus NAS We see in 1Kings 7: So he came to King Solomon and performed all his work. From 1 Chronicles As for the Hebronites, Hashabiah and his relatives, 1, capable men, had charge of the affairs of Israel west of the Jordan, for all the work of the LORD and the service of the king. And King David made them overseers of the Reubenites, the Gadites and the half-tribe of the Manassites concerning all the affairs of God and of the king. Continuing with evidence from the Old Testament, we find in 2 Chronicles 2: Do you see a man skilled in his work? He will stand before kings; He will not stand before obscure men. Some of the sons of Israel and some of the priests, the Levites, the singers, the gatekeepers and the temple servants went up to Jerusalem in the seventh year of King Artaxerxes. He came to Jerusalem in the fifth month, which was in the seventh year of the king. NAS Competence does not always align with doing what is good but can, as we see in Ezekiel I will pour out My indignation on you; I will blow on you with the fire of My wrath, and I will give you into the hand of brutal men, skilled in destruction. Whatever you do, work at it with all your heart, as working for the Lord, not for men, since you know that you will receive an inheritance from the Lord as a reward. It is the Lord Christ you are serving. In summary, the verses presented above all refer to the need to be good at what we do. While from the prior section on calling it is clear that calling without competence can still lead to success “calling with confidence should lead to greater success. Confidence Even with calling and competence, success may not occur to the level that it could if the leader lacks confidence. The notion of confidence is similar to the concept of self-efficacy Bandura, in that people perceive their ability to do or not do something. The focus here is on self-perception, rather than reality. While it is possible and probable that perception matches reality, it is perception that drives this concept. Successes and failures contribute to a perception of self-efficacy, although when faced with unfamiliar situations,

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experience is replaced with self-beliefs of the individual. In 1 Kings 18 we find Elijah engaging the Priests and challenging them to a contest in which the priests of Baal would call upon their god to bring fire down and light the sacrificial fire. After the priests of Baal failed, Elijah took his turn and increased the difficulty by soaking the wood and the offering with water. Filled with confidence, Elijah prayed and fire came from Heaven and consumed not only the wood and the offering but the entire altar. Then the fire of the LORD fell and consumed the burnt offering and the wood and the stones and the dust, and licked up the water that was in the trench. Following this success, the account in 1 Kings 18 says that Elijah then killed the prophets of Baal. This is a demonstration of calling, competence, and confidence. In this account, we see a lack of confidence from Elijah in that while he faced and killed prophets, he now is ready to give up when faced with one woman. Now Ahab told Jezebel all that Elijah had done, and how he had killed all the prophets with the sword. However, we do find a passage in Matthew I brought him to Your disciples, and they could not cure him. How long shall I put up with you? Bring him here to Me. Although this may imply that confidence has more impact than competence, we know from Luke 9: And He called the twelve together, and gave them power and authority over all the demons and to heal diseases. And He sent them out to proclaim the kingdom of God and to perform healing. Whatever house you enter, stay there until you leave that city. And as for those who do not receive you, as you go out from that city, shake the dust off your feet as a testimony against them. It seems the disciples were successful with healing competence and some confidence, but with more confidence, the disciples could have been more successful. Then when he arrived and witnessed the grace of God, he rejoiced and began to encourage them all with resolute heart to remain true to the Lord; for he was a good man, and full of the Holy Spirit and of faith. And considerable numbers were brought to the Lord. In summary, the verses cited above show that confidence has a contribution to success. From calling comes a large measure of success followed then by competence and then confidence. While each is sufficient, it seems to build as the elements are added together. Character In addition to the prior elements of calling, competence, and confidence, character is a key element of Christian biblical leadership as evidenced in the passages of Psalms 1 and 15; The Beatitudes, Philemon, 1 Peter, and 2 Peter 1: Character, although in the fourth position of the four Cs, has a significant amount of material since it seems that there is a general sense that character is the most important. This is not borne out though when one looks at the character of Moses when he killed the Egyptian Exodus 2: Are you intending to kill me as you killed the Egyptian? Although there was a severe penalty later in this life, he continued to be successful for quite some time. So David sent and inquired about the woman. The historical accounts of Ahab indicate that he was successful in that his 11 to 19 year reign, depending on which historical account you read [http:](http://) Thus, from the verses above, we can see that character is not the determinant for success. While Ahab did not show calling or character, he did show competence and confidence, the other referents above showed both calling, competence, and confidence in what they did. The sections that follow show both character and behavior in which the behavior is the outgrowth of the character. How blessed is the man who does not walk in the counsel of the wicked, nor stand in the path of sinners, nor sit in the seat of scoffers! He will be like a tree firmly planted by streams of water, which yields its fruit in its season and its leaf does not wither; and in whatever he does, he prospers. The wicked are not so, but they are like chaff which the wind drives away. Therefore the wicked will not stand in the judgment, nor sinners in the assembly of the righteous. For the LORD knows the way of the righteous, but the way of the wicked will perish. While Psalm 1 begins with what not to do and then moves into what to do, Psalm 15 begins with what to do and then moves into what not to do. Who may dwell on Your holy hill? He who walks with integrity, and works righteousness, and speaks truth in his heart. The Hebrew that we translate as walk is *halak halak* means to abide and dwell. From this, it would seem that characteristics of a biblical leader would include integrity and to seek what is right this will be found again in the section on the beatitudes. He does not slander with his tongue, nor does evil to his neighbor, nor takes up a reproach against his friend; This concern voiced by the psalmist is not contradictory to the notion of telling the truth, but focuses on righteousness. If one is to confront the problems of another, then one may need to speak to the person about noted problems, but the

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focus of this has to be from the inner character on helping the person. This does not imply that every problem noted has to be spoken. Discretion is, many times, a part of righteousness. If someone needs to hear the truth, then do so with integrity and righteousness. The psalmist says that the one who wishes to be with God will not do ill to a neighbor but, instead, will do what is good. Note that the Hebrew [רעה] used in Psalm 15. The psalmist, after explaining what to do and what not to do moves on to attitudes toward others and self. In whose eyes a reprobate is despised, but who honors those who fear the LORD; he swears to his own hurt and does not change. At Regent University, we nominate and select the employee of the month. Through Psalm 15 we see that in our organizations where we work, where we attend church, where we live, and in the government that oversees our lives, we need to recognize those who live their lives as a good citizen of the Holy Hill and to see the work that is done as an outgrowth of the right values. Thus, we honor those who demonstrate the values but do not recognize the work. Likewise, we should not honor those people who make a lot of money or achieve a lot of significance, but who do so by means, methods, and for purposes that are not aligned with the values of the Holy Hill. According to Williams, the psalmist implies that the resident of the Holy Hill does not seek to make immoral gain. Rather, the borrower made a pledge to repay note the tie to the prior verse about swearing an oath. Williams points out, however, that Hebrews could lend money to non-Hebrews and collect interest. The psalmist uses a concluding remark to show the underlying value of being a good citizen of the Holy Hill.

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Chapter 6 : "A Case Study of Two Exemplary Black Cultural Centers in Higher Educati" by Demetrius D. R

banks and ledbetter case studies reviewing leadership religious dimensions spiritual and religious biblical historical approaches to leadership contemporary perspectives bernice ledbetter historical and contemporary exemplary case faith-based approaches christian leadership faithfulness integrity current approaches leadership in action.

American Airlines offers more than 3, flights each day, serving cities across 50 countries. Without strong, motivational leaders, American cannot deliver the high-quality customer experience that passengers expect. Therefore, American Airlines has placed a high priority on leadership development. Two related issues had emerged: Groups such as the Airport Services organization were concerned about building a suitable bench to fill director roles as well as manager roles below director. Likewise, those managers needed to develop frontline people with leadership potential who would be ready to fill front-manager and supervisor roles. Due to their role, the managing directors "about in all" were first in line for development. Assess Systems adjusted the workshop to meet our needs and also selected coaches who would have a good understanding of our people and could easily relate to them. We appreciated the customization. Airport frontline customer service managers, who oversee ticket agents, baggage clerks and so on, had learned to perform job functions, not lead. An American Airlines vice president or managing director opened and closed each workshop. After the general managers finished the sessions, high-potentials were selected as keynote speakers for the remaining plus frontline manager workshops. The feedback was overwhelmingly positive. The average rating was 4. Each table has a personal coach selected from Assess Systems broad network of coaches and psychologists, so the coach-to-individual ratio is excellent. The coaches guide conversations, encourage interactions and discussions, challenge participants on certain topics, help explain assessment results and facilitate peer coaching. The first day focuses on the leaders, leadership principles and feedback on the assessments and s. Assess Systems did a good job of leading people to the point where they could accept their feedback and then explaining what was in the report. We had consistent feedback from the airport services managers that every single coach was really good. When the day ends, each participant has a written action philosophy. In a co-coaching arrangement, Assess Systems facilitates and provides most of the coaches, and American Airlines supplies an internal coach. The leadership workshops fit nicely into that framework. I really like collaborating with the people. They just bring a good, caring attitude and concern for the leaders.

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Chapter 7 : Followership - Wikipedia

Leadership Case Study ≠ *Inspires and Motivates Others to High Performance Possible Answers and Leadership Considerations Following* are some of the possible answers and leadership considerations surrounding Sally's leadership challenges.

Followership in organizations[edit] In the military[edit] Military perspectives on good followership includes behaviors such as: Army has produced a new military doctrine called mission command that highlights the role of followers. In order to exercise mission command appropriately, commanders must embrace the principles of followership to succeed. Current leaders and educators must share and promote the vision of enlightened followership if nursing is to achieve its potential. Undergraduate and graduate students have been resistant to the idea of followership and followership has been interpreted as leadership poorly enacted or as settling for a lesser position. In recent years, attitudes have begun to change and students have noted that following is an expected, healthy part of a reciprocal relationship in social media and that it did not carry negative connotations. Given that outstanding classroom contributions have been ignored, yet play such a vital role, it is the responsibility of the college admissions system to find a way to identify them. It has been suggested that incorporating followership into training and education in intentional, purposeful ways could assist operations in hospitality and tourism. It is the first such academic or practice community devoted to the study of followership. Kelley identified two underlying behavioral dimensions that distinguish types of followers. The first behavioral dimension is the degree to which the individual is an independent, critical thinker. The second dimension is the degree to which the individual is active or passive. Depending on where a person falls on these two dimensions, there are five different follower types: The Sheep low independence, passive: These individuals require external motivation and constant supervision. The Yes-People low independence, active: They do not question the decisions or actions of the leader. The Pragmatics average on both dimensions: These individuals are not trail-blazers; they will not stand behind controversial or unique ideas until the majority of the group has expressed their support and often prefer to stay in the background. The Alienated high independence, passive: These individuals are negative and often attempt to stall or bring the group down by constantly questioning the decisions and actions of the leader. The Star Followers high independence, active: These exemplary followers are positive, active, and independent thinkers. Star followers will not blindly accept the decisions or actions of a leader until they have evaluated them completely but can be trusted to get the job done. The dimensions of courageous followership are: They assume responsibility for themselves and the organization. They do not expect the leader or organization to provide for their security and growth, or need permission to act. Courageous followers discover and create opportunities to fulfill their potential and maximize their value to the organization. Courageous followers are unafraid of the hard work required to serve a leader. Courageous followers stand up for their leader and the tough decisions a leader must make if the organization is to achieve its purpose. They are as passionate as the leader in pursuing the common purpose. Courageous followers give voice to the discomfort they feel when the behaviors or policies of the leader or group conflict with their sense of what is right. They are willing to stand up, to stand out, to risk rejection, to initiate conflict in order to examine the actions of the leader and group when appropriate. They are willing to deal with the emotions their challenge evokes in the leader and group. Courageous followers value organizational harmony and their relationship with the leader, but not at the expense of the common purpose and their integrity. To participate in transformation: Courageous followers champion the need for change and stay with the leader and group while they mutually struggle with the difficulty of real change. They examine their own need for transformation and become full participants in the change process as appropriate. To take moral action: These and other forms of moral action involve personal risk, but service to the common purpose justifies and sometimes demands acting. If attempts to redress the morally objectionable situation fail, a follower faces the more difficult prospect of whether to become a whistleblower. Isolates are

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completely detached. They do not care about their leaders, know anything about them, or respond to them in any way. Their alienation is, nevertheless, of consequence. Bystanders observe but do not participate. They make a deliberate decision to stand aside, to disengage from their leaders and from whatever is the group dynamic. Participants are engaged in some way. They either clearly favor or oppose their leaders, groups, and organizations of which they are members. In either case, they invest resources to try and make an impact. Activists feel strongly about their leaders and act accordingly. They are eager, energetic, and engaged. Because they are heavily invested in people and processes, they work hard either on behalf of their leaders or to undermine and even unseat them. Diehards are, as their name implies, prepared to die if necessary for their cause, whether it is an individual, an idea, or both. Diehards are deeply devoted to their leaders; or, in contrast, they are ready to remove them from positions of power, authority, and influence by any means necessary. In either case, Diehards are defined by their dedication including their willingness to risk life and limb. Being a Diehard is all-consuming. The guiding principles are at the core of every partnership, team, and organization, providing a framework on which the skills are used. The skills come in matched pairs: The behaviors could be considered best practice, but are better considered adaptive and adaptable. Hurwitz and Hurwitz described these five skills of good followership: Adding value to decision making when it is not your decision to make. Taking initiative for your own engagement, development, and on-the-job performance. Aligning and thriving within the broader organization including being able to adapt to the norms of different subunits. Keeping your partner well informed and stimulating the right leadership action. Developing rapport, trust, and an understanding of how to work best with leadership

The five complementary areas of leadership skill are: Creating an environment and process that optimizes collaboration and decision quality. Ensuring an environment of purpose, progress, and positivity. Helping to guide others on how best to navigate and operate organizationally. Keeping team members informed and stimulating the right followership initiative. Creating a comfortable, professional, equitable environment for each team member. Followers as recipients of leadership: According to this view followers do not play an active role in the leadership process. Followers as moderators of leadership impact: Followers as substitutes for leadership: There are certain conditions that can neutralize or negate the need for leadership. Followers as constructors of leadership: A much more central and explicit role is given to followers in theories that present leadership as cognitively or socially constructed by followers. Followers as leaders

shared leadership: This perspective questions the usefulness of the distinction between leaders and followers. He wrote that being a follower is an active role requiring a great deal of creativity, personal initiative, and the ability to execute tasks with excellence. The process begins with identifying a leader worth following. Rather, he proposes that followers have skills, ideas, and energies that complement those of the leader. By helping students do this, teachers are helping the future working generation of Americans develop skills critical not only to the workplace but to our society as a whole. Engagement is concerned with the level of effort people put forth at work. Based on these two dimensions followers are then categorized into four groups: Slackers low critical thinking, low engagement , Brown-nosers low critical thinking, high engagement , Criticizers high critical thinking, low engagement and Self-starters high critical thinking, high engagement. The authors stress a situational nature of the model. Not only were many of her ideas rejected in the 1950s and 1960s, later theorists also paid limited recognition to her work. They proposed that the qualities associated with leadership and followership were interdependent. In the 1970s. Participants included researchers and practitioners mentioned in this article including Robert Kelley, Barbara Kellerman and others. In addition to focusing on the elevating aspects of followership, research was introduced on the problematic aspects of followership including the work of Thomas Blass on the famous Stanley Milgram experiments on obedience and by Jean Lipman-Blumen on why we follow toxic leaders. Both of these entities are continuing with this work. Additional areas of followership that have been studied include: Upwards impression management

influencing management through persuasion and other tactics, [45] Organizational citizenship behaviors

examples of this include civic virtue, sportsmanship, or helping others, [46] Proactive personality theory

the idea that people can influence and shape their own

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environment, [47] Leader-member exchange or LMX “the interchange and relationships between a leader and follower. Distributes responsibility for constructing leadership and its outcomes to all players in the leadership process. Focuses us on identifying more and less effective followership behaviors. Embeds context within the leadership process. Recognizes that leadership can flow in all directions, e.

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Chapter 8 : Movies with Leadership Insights

fill, and retain corporate leadership talent, companies need leadership development programs focused on hiring strategies, employee development, and career and succession planning. Currently companies are not well prepared to fill vacancies in their leadership roles.

In this section we recommend a number of movies that provide insights into some superb exemplars of leadership. Although for most black South Africans the team known as the Springboks had been a symbol of Apartheid, Mandela saw rugby as a way to bring all South Africans together. When the crisis started, President Kennedy found himself surrounded by military and cabinet leaders whose advice nearly boxed him into a path that would have almost certainly led to all-out nuclear war. Kennedy stayed true to his core objectives get the Soviets to remove the missiles from Cuba without starting a nuclear war and forced his team to develop options that would keep open the possibility of de-escalation. A gripping story and great case study. He inherits a ship sorely lacking in discipline and tries to restore order. When his erratic behavior endangers the ship, his senior officers relieve him of command. This is a wonderful study of an insecure leader. Includes many lessons about followership, loyalty, integrity, trust, and leadership in a crisis. The story revolves around a cowardly baker-turned-soldier who just wants to survive the war and a brilliant General who has trouble getting some key officers to buy in to his strategy for defending the island against a much larger American force. Provides many great insights about the importance of communicating a vision, building loyalty, and understanding your adversary. This is a remarkable story of leadership both great and terrible and courage. Includes interviews with the real men depicted in the mini-series. Several others, including Branch Rickey and Pee Wee Reese also demonstrated tremendous integrity in doing the right thing despite intense criticism. Apollo 13 Starring Tom Hanks and Ed Harris Tells the true story of the third manned mission to the moon, which had to be aborted when an explosion severely damaged the ship. The effort to get the crew home safely was a tremendous example of teamwork. On the Union side, it showcases the leadership of Col. Joshua Lawrence Chamberlain, including how he earned the loyalty and respect of his troops and then lead them brilliantly during the defense of Little Round Top. Buford who used his own initiative to delay the Confederate troops until the Union could occupy the high ground are both sterling examples of how empowered mid-level leaders can make all the difference between success and disaster. Harold "Hal" Moore, commander of the first unit in Vietnam to make heavy use of helicopters for transportation and air support. Moore and his battalion were ordered into what turned out to be a Viet Cong trap. Moore had built a superb team and led by example, promising to be the first to set foot on the battlefield and the last to step off. Shows many terrific examples of how leaders build the trust and loyalty of their followers. Amazing Grace Starring Ioan Gruffudo and Albert Finney William Wilberforce , as a Member of Parliament, struggled for over 20 years to build support for the abolition of the slave trade throughout the British Empire. He did so at the expense of his health and political fortunes. Amazing Grace shows us the incredible integrity and persistence he brought to the struggle. His ultimate success demonstrates how a small group of determined people with a clarity of vision can truly change the world. Mathieu displays a knack for developing trust with the boys and reaches many of them through music. Includes some great examples of mentoring, leading up, and protecting those below. The music is great too the soundtrack sold over a million copies in France. Shackleton Starring Kenneth Branagh In , explorer Ernest Shackleton led an expedition to Antarctica in hopes of becoming the first to cross the southern continent. When their ship, the Endurance, became stuck in--and then crushed by--the ice, the crew was left stranded on an ice floe. Includes many great insights about leadership transitions, bureaucracy, and the stresses of command. Olympic hockey team, which defeated the heavily favored Soviet team and won the Gold Medal. Despite the odds, he has the courage to be true to his convictions and speak up. This is a riveting study of integrity and group dynamics. Accused by his colleagues of setting up his students for failure, Escalante worked long hours with his class and inspired them to apply themselves. A terrific story

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about the power of high expectations and inspiring goals.