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Clergy Leadership Development Seminar

Foundational Leadership Cohort

Session 3 – November 17th

9:30am – Devotional Time

10:15am – Plenary Discussion: Leadership styles

In breakout groups:

- Describe a situation where you or another person was leading and the results were not what you expected? How could have it been approached differently?

Peer Consultation through a Leadership Challenge

11am – Cohort Groups

Review the 6 types of leadership styles in chapter 4 and 5.

- How would you describe servant leadership? What are its main characteristics?
- For today we read about 6 unique leadership styles.
- Based on the ministry of the key committees of the local church, is there a situation where a particular style might be utilized? Which leadership style is the most comfortable and which is the most challenging for you?
 - Church Council
 - Trustees
 - Pastor Parish Relations Committee
 - Finance
 - Nominations and Leadership Development

12noon – Cohort Groups: Peer Consultation through a Leadership Challenge



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- 5 minutes for the leader to explain the leadership challenge. The leader should remain fact focused rather than emotionally driven.
- 5 minutes for the cohort to ask clarifying questions of the leader.
- 15 minutes for the cohort to discuss and provide the leader feedback and insights.
 - At this time the leader turns their chair or turns off their video, so that they are listening to the conversation in the room but their face is not on the screen.
 - In the discussion consider the leadership styles and the four quadrants of emotional intelligence that may apply to the situation.
 - Reflect on it theologically and consider where God may be at work in the situation?
- 7 minutes for the leader to respond on screen to what they heard and the next steps they might take.

12:30pm – Lunch Break

1:15pm – Cohort Groups: Explore concepts of God, Jesus and the Holy Spirit

- What is your understanding of God, Jesus and the Holy Spirit that you bring with you to the UMC?
- How were you challenged by UMC theology we have read about so far (three types of grace and the Trinity)?

2:30pm – Wrap-up & Adjourn



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The Six Leadership Styles (Goleman)

| | Commanding | Visionary | Affiliate | Democratic | Pacesetting | Coaching |
|--|--|---|--|---|---|--|
| The leader's modus operandi | Demands immediate compliance | Mobilizes people towards a vision | Create harmony and builds emotional bonds | Forges consensus through participation | Sets high standards for performance | Develops people for the future |
| The style in a phrase | "Do as I say." | "Come with me." | "People come first." | "What do you think?" | "Do at my pace." | "Try this." |
| Underlying emotional intelligence competencies | Drive to achieve, initiative, self-control | Self-confidence, empathy, change catalyst | Empathy, building relationships, communication | Collaboration, team leadership, communication | Conscientious, drive to achieve, initiative | Developing others, empathy, self-awareness |
| When the style works best | In a crisis, to kick start a turnaround, or with problem employees | When changes require a new vision, or when a clear direction needed | To heal rifts in a team or to motivate people during stressful circumstances | To build buy-in or consensus, or to get input from valuable employees | To get quick results from a highly motivated and competent team | To improve performances or develop long-term strengths |
| Overall impact on climate | Negative | Most strongly positive | Positive | Positive | Negative | Positive |

Goleman, David. "Leadership that Gets Results" Harvard Business Review. March-April 200 p. 82-83



4 DIMENSIONS OF EMOTIONAL INTELLIGENCE



Note: In the most current edition of the book Primal Leadership, in **Self-management** quadrant, “**Emotional Self-Control**” should be listed as “**Initiative**”.



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Resourcing for December 8th

1. Read *Primal Leadership* Chapters 6 - 8 and review provided reading guide.
2. Identify one cohort participant who would share a leadership challenge to receive feedback about peer consultation.
3. Read *United Methodist Questions, United Methodist Answers*, Chapter 6 “The Church.”

Reading Guide for *Primal Leadership* Chapters 6, 7 & 8

Chapter 6: Becoming a Resonant Leader

Content Questions

- What role does emotional intelligence play in learning?
- What is your reaction to self-directed learning? Do you agree? Why or why not?

Personal Reflection

- What motivates you to learn something new?
- What is the most recent skill you sought to learn? What was your motivation to do so?

Chapter 7: The Motivation to Change

Content Questions

- What does discovering the ideal self mean and the ought self mean? Why is it an important first step towards change?

Personal Reflection Questions

- Think about where you would be sitting and reading this book if it were 15 years from now and you were living your ideal life. What kinds of people would be around you? What does your environment look and feel like? What might you be doing during a typical day or week? In what ways are you living your values? What have you accomplished? What obstacles have you overcome? How do you feel? What are three actions you can take to achieve this vision 15 years from now?

Chapter 8: Metamorphosis

Content Questions

- What is the difference between performance goals and learning goals? Which do you feel are the most effective?
- What is the advantage to building goals upon one’s strengths?
- What role does relationships play in the change and development process?

Personal Reflection Questions

- Which learning style do you learn from most often: concrete experience, reflection, model building or trial-and-error learning?
- When was the last time you used trial-and-error learning? What was the result?



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- Who was one of your greatest coaches or mentors? What did you learn from them? Who are you currently coaching or mentoring?