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Clergy Leadership Development Seminar

Next 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 - Summary

11am – Cohort Groups

Review Next Leadership Covenant

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

- In ministry or life, name a situation where each of the leadership styles would be appropriate?
- What style comes most naturally to you? What are the strengths of your style? What are the limitations of your style?
- What style in others do you find the hardest to work with and when do you notice it most?
- How would you describe servant leadership? What are its main characteristics?

11:45pm – Cohort Groups: Peer Consultation through a Leadership Challenge



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- 5 - 10 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?
- 5 - 10 minutes for the leader to respond on screen to what they heard and the next steps they might take.

12:30noon – Lunch Break

1:15pm - Cohort Groups: Cultural Orientation Map

- Review the Cultural Orientation Map
- How has your cultural orientation been an asset in your ministry?
- Have you experienced your cultural location challenge you in any way?
- When have you been challenged by the cultural orientation of another?
- In what ways can the cultural orientation map or its concepts be used in your church or in its ministry?

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 peer consultation feedback.

3. Consider the differences between managers and leaders by:

-Reviewing the chart on page 1 of the article “Mangers and Leaders: Are They Different?” In 1992, this business article was foundational for the comparison of managers and leaders. In what ways does it or doesn’t it speak to the role of managers and leaders in today’s contexts?

-Watch the 2 minute video by Linda Hill on leadership (there is a 30 second advertising intro to the video):

<https://hbr.org/video/2515962122001/leading-like-nelson-mandela>

-Read the 2 page article by Bishop William Willimon “Good Administration is Good Leadership”

- How do the authors describe what it means to be a manager and a leader? What about this resonates and challenges you? What would you challenge about their conclusions?
- How would you describe your role as a pastoral leader?
- What scriptures provide a foundation for your own pastoral leadership?



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