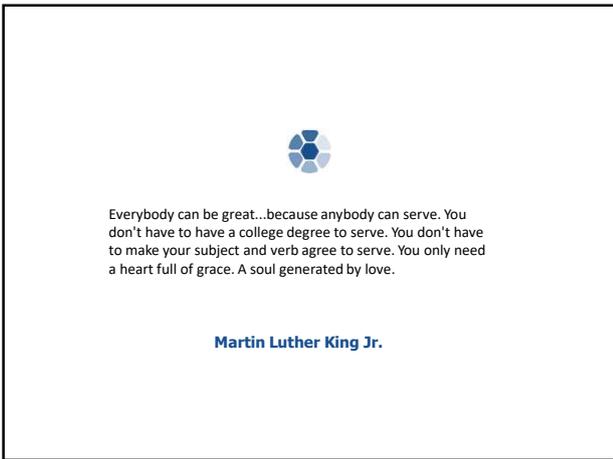
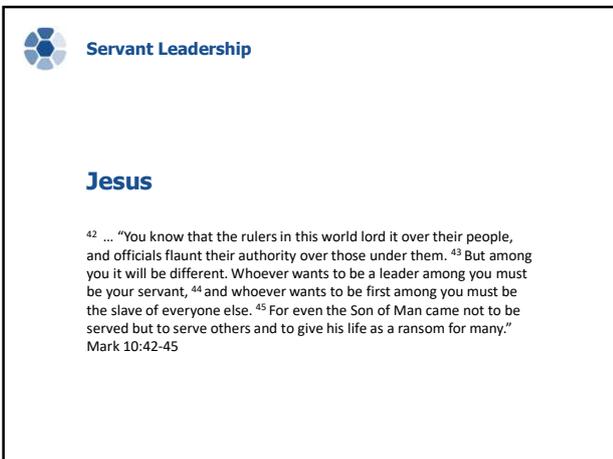


Servant Leadership



Everybody can be great...because anybody can serve. You don't have to have a college degree to serve. You don't have to make your subject and verb agree to serve. You only need a heart full of grace. A soul generated by love.

Martin Luther King Jr.



 **Servant Leadership**

Jesus

⁴² ... "You know that the rulers in this world lord it over their people, and officials flaunt their authority over those under them. ⁴³ But among you it will be different. Whoever wants to be a leader among you must be your servant, ⁴⁴ and whoever wants to be first among you must be the slave of everyone else. ⁴⁵ For even the Son of Man came not to be served but to serve others and to give his life as a ransom for many." Mark 10:42-45



Servant Leadership

Stories

1. A pastor who is all about 'justice and empowerment' who uses his superior knowledge and articulation to build a group of followers that are kept under his control by using other people's personal information and public 'discipline' when someone steps out of line.
2. A church leader in a small town threatens to withdraw his tithe (40% of church offering) if the pastor does not preach more 'biblically'.
3. A pastor who is question over his behavior by the church leadership claims it is 'the last straw' and ends up yelling at them while swearing and accusing them of being 'ungodly'
4. A pastor who has been given a vision for the future of the church 'from God' gets angry when the church membership have troubling catching the vision and endorsing the futre direction the pastor has planned.

Question:

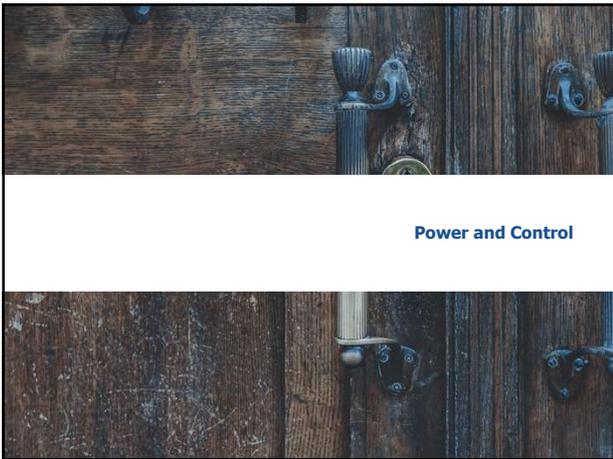
We know about the concept of servant leadership. We quote it often and then we warp it into with controlling leadership or passive aggressive leadership. Why?



Servant Leadership

Issues or Excuses?

1. Getting thing done
2. Followers don't understand
3. Sense of personal responsibility (calling/vision/ability)



Power and Control

 **Use of Power**

Important starting considerations:

- Power relationships are not intrinsically bad
- We power relationships can be important
- We need to be aware when they exist
- We need to make them safe through accountability

 **Power in the New Testament**

Power is not normally attributed to humans!

Exceptions

- It is attributed to Jesus (normally in context of his second coming)
- It is sometimes attributed as 'God's Power' in a person. (Eg Stephen's stoning in Acts 6)

The biblical pattern is that God has power (as the owner) and believers have access to God's power (as stewards)



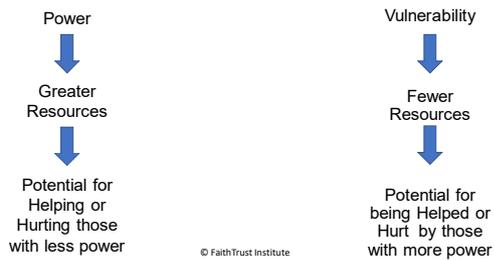
Power in the Bible

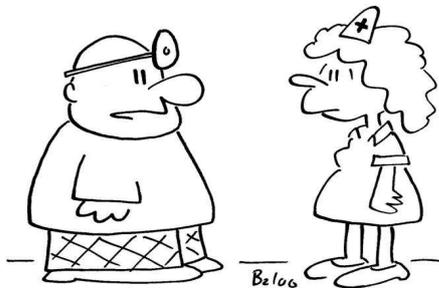
Examples:

- Garden of Eden
- 'Judges' vs 'A King'
- 2 Samuel 12 (David and Nathan)
- Ezeial 34:1-10 (Israel's Shepherds)
- Jesus' Temptation (Luke 4)
- Greatest in Heaven (Matthew 18)



Power and Vulnerability





"ALWAYS GIVE THEM THE BILL BEFORE THEY GET THEIR CLOTHES BACK ON -- THEY'RE MOST VULNERABLE THEN."



Use of Power

Power, vulnerability and God:

- We were vulnerable because of sin
- Jesus dies on the cross to restore our relationship
- As a result we are in relationship with the one true source of power
- God gives lends us power (as his stewards) to achieve his purposes.
- Mis-use of power = when we claim it as our own



Example



Boats under power

- Power boat is the burdened party
- Has power and can control movement
- Is obliged to avoid boats under sail

Burden

© FaithTrust Institute



Example

Boats under sail

- Sailboat is the privileged party
- Has less power and control, at the mercy of the wind
- Is vulnerable to power boats



Privilege

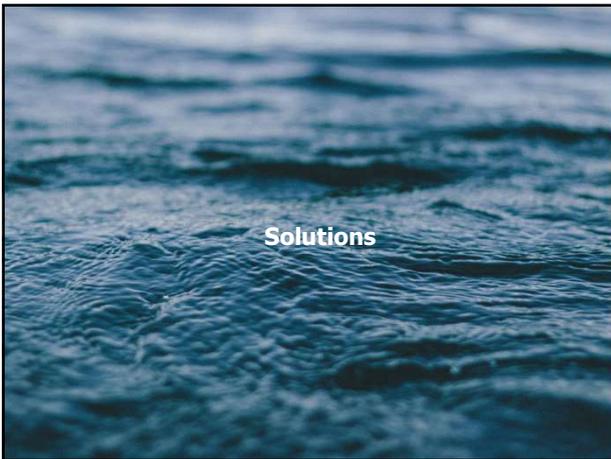
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Servant Leadership

Resistance to accountability

- Autonomy of local churches
- Lack of awareness of power relationships
- Poor Interpretation of Scripture
- Bullies
- No effective accountability for pastors and leaders at local level often
- Poor organisational structures



Solutions



Exercise:

Make a list of opportunities and tools we have to counter the resistance to accountability in our Baptist setting.

 **Servant Leadership**



Toolbox

- Setting up proper structures
- Setting proper boundaries
- External
 - Accreditation processes
 - Moral imperative
 - Community expectations

 **Servant Leadership**



Structures

- Governance structure
- Management structure and reporting
- BUNT

 **Servant Leadership**



Boundaries

- Openness and transparency
- Standards for
 - Leaders
 - Pastors
 - Working with vulnerable people
- Responding to complaints properly
- Good processes and procedures
- Proper employment contracts
 - Annual reviews

 **Servant Leadership** 

Path to Abuse



- Culture (everything gets ignored)
- Communication (things are not talked about)
- Opportunities (no processes for protection)
- Boundary Violations (not dealt with)
- Grooming (actively training a victim)
- Abuse

Intervention can occur at any of these points

 **Servant Leadership** 

When to use Control

In remedial circumstances

- Safety (individuals)
- Discipline (group safety)
- When there is low comprehension
- Change Management: To avoid stagnation or backwards movement
- To break an impasse



Governance Structures

 **Model of Board Operation**

Governance

- Allows for an accountable structure
- Governance is not Management
- Allows freedom for accountable leadership

 **Model of Board Operation**

Seven Key Board Functions

1. Appoint & Supervise Key Leader(s)
2. Strategic Purpose
3. Manage Risk
4. Financial Integrity
5. Legal & Ethical Integrity
6. Reputational Integrity
7. Board Integrity

 **Key Board Functions**

1 Appoint the Key Leader

This is a primary role for the governance board.

- Criteria for the Role
- Selection Process
- Due Diligence (appropriate screening and reference checks)
- Succession planning



Key Board Functions



Supervise the Key Leader

- This is the ongoing accountability and support role
- Support
 - Evaluation/Review
 - Remuneration
 - Role Boundaries or Guidelines



Key Board Functions

Some Accountability tools

- Boundaries/ Executive Limitations
- Budget
- Strategic Plan
- Verbal reporting
- Written reporting
- Review process
- Key Performance Indicators



Key Board Functions



Strategic Purpose

- The board is responsible for maintaining the strategic objectives of the organisation
- Mission/Purpose
 - Vision
 - Values
 - Clear Direction
 - Source funds

 **Key Board Functions**

3 Risk Management

Risk Management of

- Programs
- Physical Environments
- Emotional Environments
- High Risk Activity Policies
- Protection of vulnerable people

 **Key Board Functions**

Risk Management

This normally involves

- Making sure risk is assessed and managed within the organisation
- Attend to board risks
- Maintain a risk register

 **Key Board Functions**

4 Financial Integrity

Oversight of Financial Management

- Checking finances at least quarterly
- Manage Audit
- Approve Budget
- Generating and Monitoring Income
- Ensuring Solvency



Key Board Functions



HR and Ethical Compliance

- WHS oversight
- HR oversight
- Grievance or complaints process
- Other Legal Compliance
- Transparency
- Accountability
- Conflict of Interest



Key Board Functions



Reputational Integrity

- Integrity of Brand
- Register of policies
- Initiate new policies if needed
- Approve all policies
- Have a calendar for review



Key Board Functions

Policies

- The following need to be considered
- Board or top-level policies
 - Management policies
 - Program policies
 - Procedures



Key Board Functions



Board Integrity

- Ongoing Professional Development
- Suitable Board Members
- Complaint/Appeal process
- Written Directives
- Board Policies and Calendar
- Review of Board Members and Performance



Key Board Functions

Tools a Board should use

- | | |
|-----------------------|---------------------------|
| • Agenda | • Code of conduct |
| • Calendar | • Governance manual |
| • Minutes | • Grievance process |
| • Budget | • Risk register |
| • Strategic plan | • Policy list or register |
| • Boundary principles | |
