



CENTRE FOR MISSIONARY LEADERSHIP

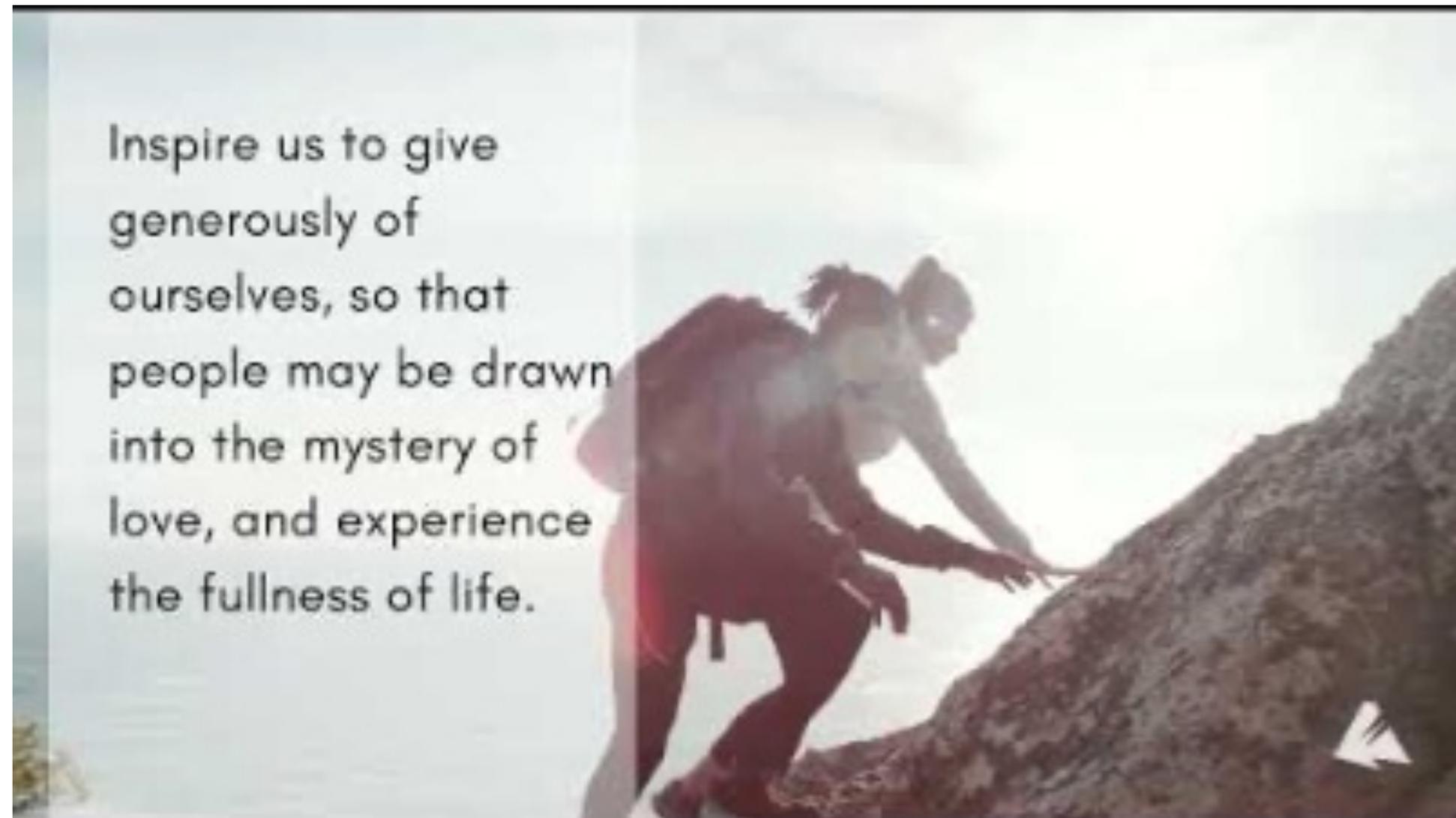
---

A work of the Missionaries of God's Love

# How to Lead When you're not in Charge

Ministerial Leadership: Theory and Praxis Lecture 4

Inspire us to give  
generously of  
ourselves, so that  
people may be drawn  
into the mystery of  
love, and experience  
the fullness of life.



# Where we Finished Last Week

- Lay faithful are called to lead in the sphere of the ‘secular world’ – evangelising and sanctifying the temporal order (by virtue of their baptism).
- Co-responsibility is strictly speaking between the lay faithful engaged in exercising their baptismal priestly vocation, and the priest engaged in his ordained priestly vocation.
- Some of the lay faithful are also called to leadership, as a delegated share of the priest’s role in a parish, or a bishop’s role in a diocese. Egs. include membership of a PPC, leadership team or diocesan pastoral council etc.
- Pope Francis calls us to do this in a ‘synodal way’ – in concrete expressions of communion with each other (love!!!)
- This way of leading is always, always, always, to be for the sake of the mission



# Lay Ecclesial Ministry then ...

- Is an expression of ministry by a lay person within the Church (usually but not always in the context of a parish or diocese).
- It is a delegated leadership
- I think we can speak of ministerial leadership here, but it is derived from the priest's leadership
- Means “you are not in charge”.



# Leadership and Ministerial Leadership: 2 Definitions

“Leadership is helping any group of two or more people achieve their common goals”.

Les McKeown, *Do Lead*

“Ministerial leadership involves priest and laity collaborating with the Holy Spirit to help any faith-based group of two or more people achieve their common goals.”



# What about the Charism of Leadership

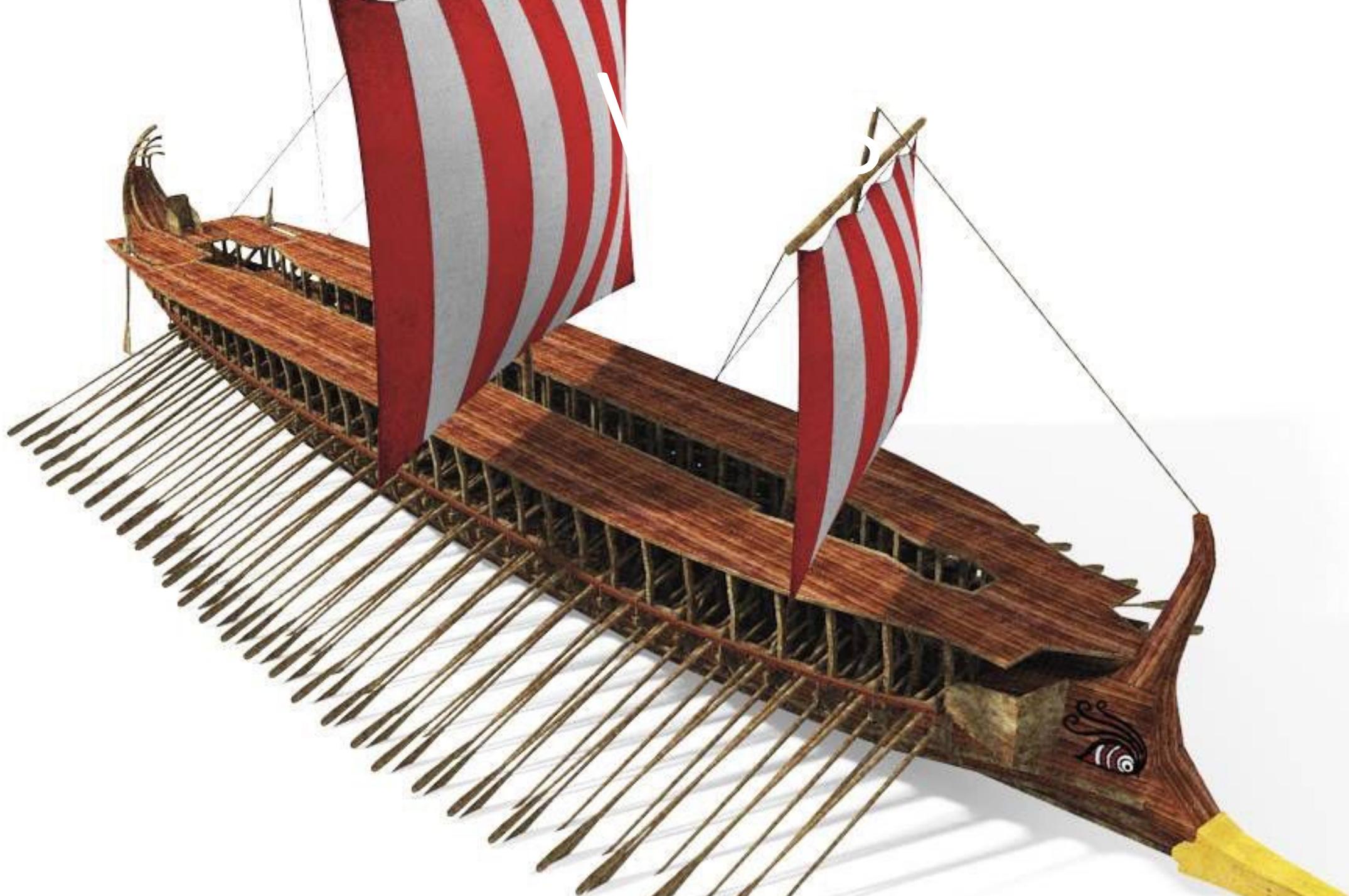
- Some people have been given the charism of leadership by the Holy Spirit
- You can be a leader without possessing this charism
- Whenever you exercise any of your charisms you will be leading
- You can use other charisms to help you to lead
- There are leadership skills which can be acquired as well as a charism (given only to some)



# Some Preliminary Remarks about Leadership

- Leadership takes place in both formal and informal environments
- You don't need to be the designated leader of a group to lead
- Leadership is not dependent upon charisma, intelligence, or position





# *Velis et Remis* – With Sails and Oars

- Can we really use the oars? Can we look at the Church as a human organisation?
- Can we bring sociology, organizational and leadership theory to bear on the Church and her mission?
- Yes – basis for this is the Church's Christological foundation
- Jesus is both divine and human, which means the Church has a divine origin, but is also (clearly) a human organization too.
- The mystery of the Church is therefore a theological reality to be reflected upon, but we can use, not uncritically, social theory and related disciplines, to examine the Church in order to assist her in her mission.



# Clay Scroggins, *How to Lead When you're not in Charge*, p11

“Leaders who wrap themselves in the security blanket of “If I were in charge” or “When I’m in charge” as an excuse for poor performance and lack of initiative will most likely never be in charge”



# Positional Authority and Leadership

- Let's make a distinction between positional authority and leadership
- Positional authority – power in virtue of a title
- Leadership – the capacity to influence a group of people to get things done.



# Scroggins:

“For many people, the first question that occurs is, “But how do I persuade my CEO [or in our case, PP] to get it? My answer: Don’t worry about that ... each of us can take our own area of work and influence and can concentrate on moving it from good to great. It doesn’t really matter whether all the CEOs get it. It only matters that you and I do. Now it’s time to get to work”



# Some Suggestions for Leading when You're not in Charge

- Sort out your *motives* for wanting to lead – Why do you want it to be better?
- Try to understand your leader. Why is he or she the way he or she is?
- Attitude: Be unrelentingly positive
- Be worthy of trust
- Think like a leader and not as a consumer



# Be a Contributor

- What does your leader think would be a win for the parish/ministry/school?
- If your leader could wave a wand and something would be done (and it genuinely contributes to the mission) what would it be?
- What is your leader most worried about? How can you help with that?
- What is a frequently discussed problem? What can you do to fix it?



# How to Lead up – What doesn't work

- Constantly comparing your team, organization, church to another to your leader
- Declaring flatly that what you're doing now isn't working
- Blaming the current situation on others, especially your leader
- Offering an ultimatum for your future



# How to Lead up

- Great leaders challenge with the best motives
- Great leaders are keenly aware of what the top leader is most interested in
- Great leaders know what's core and what's peripheral
- Great leaders challenge up quietly but they are not peripheral
- Great leaders challenge up quietly but they are not silent



# How to Lead up?

- Crucial Conversations are Key Here



# How do you Operate?

- VOPS Assessment by Les McKeown
  - Visionary
  - Operator
  - Processor
  - Synergist



# Visionary

- Big ideas, Creative, Risk-taking, Don't like detail, Can get bored when drilling down to tasks
- STRENGTHS: V's bring vision, flexibility, courage, and the ability to simplify seemingly complex ideas. Pragmatic about getting it done
- WEAKNESSES: inattention to detail, all in or disengaged, can honestly think every good idea is theirs.
- Working with a V: involve them at the beginning of something, be nonjudgmental, don't force new ideas on them
- Leading a V: give them variety and make them accountable; limited guardrails
- Working for a V: work hard, get a broad grasp of detail, be positive, with trust, can bring challenge



# Operator

- Gets Stuff done, Translates the Visionary's big idea and turn it into actionable tasks, Like working alone, Do what it takes to tick things off the list
- **STRENGTHS:** cut through unnecessary stuff b/c of propensity to action, make things simpler
- **WEAKNESSES:** difficult to see big picture, frustration with policies and procedures
- Working with an O: they are impatient with inaction or delay, disinterest in systems and process
- Leading an O: clear direction, give them latitude, help them prioritize and delegate
- Working for an O: bad delegators, build trust, can assist with system and process issues



# Processor

- Develops and monitors systems and procedures required for the organization to keep delivering results, Logical, Linear, objective thinkers, Risk averse
- STRENGTHS: loves data, bring order, can help scale, bring accuracy and objectivity
- WEAKNESSES: can over-commit to data, resistance to risk and change, unaware of urgency, say no a lot
- Working with a P: respect need for order, listen to them, challenge them, give credit where due
- Leading a P: set clear goals, don't surprise them, be patient
- If you work for a P: try to understand their attention to the work and priorities, schedule and plan with them – time etc.



# Synergist

- 4<sup>th</sup> learned, style that complements the VOP styles
- S occurs as needed
- Natural synergists are rare
- Vs and then Ps most likely to learn to be Ss
- O can develop respect for what a S does and learn from that.
- The S:
  - Resolves conflict
  - Choreographs the visionary, operator and processor's interactions
  - Harmonizes their output
  - And helps them start a new project



# What does a Synergist do?

- Regulate
  - Synergists stop people from operating at extreme level of their V O or P
- Resolve
  - if people get locked into V O P agendas, and no possible resolution S resolves this by getting beyond style-driving
- Interpret
  - S acts as an interpreter between V O and P, who communicate differently. Can clear up misunderstandings etc.
- Elevate
  - The S can call for the S in the V O or P.
- Sequence
  - S can best provide the perspective to VOP - when they each should come in - brainstorming to an end (V), p to make an interjection, O to begin it to a conclusion



# What does a Synergist do?

- Connect
- Harmonize: Bring the contributions into a cohesive whole
- Moving Forward: – Pay attention to endings and beginnings – mini re-forming
- S can be more of an observer than a participant, draw out from each by connecting all
- Or synergist suspends their V, O or P in order to do S



# How does the Synergist do it? (Les McKeown)

- Make and repeat the Enterprise commitment –  
“When working in a team or group environment, to place the interests of the enterprise above my personal interests.”



# Eg. From St Declan's

- Make and repeat the \*Parish\* commitment –
- “We put the parish’s interests above our own personal interests or responsibilities.”



# The Parish Commitment

- Print it on a card
- Read it out
- Write it out by hand every time you make a new page of notes
- Set an auto reminder 25 min in meetings
- Pay attention to the things that keep you stuck in VOP - identify patterns you can anticipate and avoid.



## Our Values

- *'It's not about us' – what we are on about is bigger than us because it's about God, and so we are **humble** about our own or our parish's accomplishments (because they're really God's victories).*
- *'Promise and possibility' – we are **positive** and solution-focused rather than problem-fixated.*
- *'Over and above' – we don't sit on the sidelines but get involved and work hard to make things happen and to make them great. We are **generous** with our time and gifts.*

## PPC Norms

- **We put the parish's interests above our own personal interests or responsibilities (positive and generous)**
- We put the best possible interpretation on others' words and actions (positive and generous)
- Frank and Fearless: State your position as well (and as passionately) as you can, (generous)
- but also be **curious** about other's positions (especially when they are different from your own) (humble)
- **Everyone speaks** at every meeting – responsibility of all to ensure this happens (generous and humble)
- Conflict about the issues is great! It's **how we disagree** that matters (positive and generous)
- We don't interrupt one another (humble)
- We are accountable to one another for these norms; we name it and apologize when required (humble)



# Pat Lencioni –

## The Six Types of Working Genius



# THE SIX GENIUSES DEFINED



## THE GENIUS OF WONDER

The natural gift of pondering the possibility of greater potential and opportunity in a given situation.

## THE GENIUS OF INVENTION

The natural gift of creating original and novel ideas and solutions.

## THE GENIUS OF DISCERNMENT

The natural gift of intuitively and instinctively evaluating ideas and situations.

## THE GENIUS OF GALVANIZING

The natural gift of rallying, inspiring and organizing others to take action.

## THE GENIUS OF ENABLEMENT

The natural gift of providing encouragement and assistance for an idea or project.

## THE GENIUS OF TENACITY

The natural gift of pushing projects or tasks to completion to achieve results.

# VOPS and Working Genius

- Visionary
  - Wonder
  - Invention
- Processor
  - Discernment
  - Galvanizing
- Operator
  - Enablement
  - Tenacity
- Synergist – facilitates across WIDGET/VOP



# How does this fit with the charisms?

- Natural vs supernatural (charisms)
- Acquired
- But becomes very familiar neural pathway, so it becomes instinctive and habitual to move as a V or O or P (or S)
- Or to be ‘a working genius’, have ‘working competencies’, as well as ‘working frustrations’
- For more on this, see Daniel Coyle, *The Talent Code*



# The (Four) or Five-fold Ministry in Ephesians 4:11-13

<sup>11</sup> **The gifts he gave were that some would be apostles, some prophets, some evangelists, some pastors and teachers,** <sup>12</sup> to equip the saints for the work of ministry, for building up the body of Christ, <sup>13</sup> until all of us come to the unity of the faith and of the knowledge of the Son of God, to maturity, to the measure of the full stature of Christ.

Apostles

Prophets

Evangelists

Shepherds

Teachers

APEST inventory: top 3 are most relevant (I'm an EAT)



# Apostles

- Innovative originators of a ministry, or the Church in a new region
- Thinking about the future
- Developing leaders
- Can leave casualties in their wake in the pursuit of the novel idea



# Prophets

- Challenge the dominant assumptions of the day
- Call the Church back to its identity and mission
- Challenge the status quo
- Can become merely contrary, or (counterintuitively) may distance themselves from the messiness of earthly realities (spiritual guru)



# Evangelists

- Call for a personal response to the Gospel
- Draw in others to share in the Church's mission
- Can be so focused on those beyond the church that they neglect those in the Church



# Shepherds

- Care for the flock
- Focus on spiritual growth and maturity of others
- Can be too focused on the flock and neglect the wider mission



# Teachers

- Teach and explain the Church's teaching
- Focus the Church upon the Word of God
- Foster spiritual growth through helping people learn the faith
- Can end up in dogmaticism or intellectualism that leaves others cold



# Your Priest:

- Has been trained to be a Shepherd/Teacher
- May not be a ST. Could be an Apostle, Prophet, or Evangelist
- If they are a ST – they need A-P-E around them – in a leadership team
- Could be you – Leading when you are not in Charge here.
- Want a balance in the Senior Leadership Team if possible.

