



## Leadership Styles

“Different leaders often lead with dramatically different styles ... It follows then that discovering and developing unique leadership styles is another major key to leadership effectiveness.” Bill Hybels

**The visionary leadership style:** The visionary leader uses his idealistic, faith-filled, and strong belief in something to see a picture of what the future could hold. Visionaries hold to their dreams and are not easily deterred from fulfilling their goal. They do, however, need to find others who have the skills they are lacking in order to help bring things to fruition.

**The directional leadership style:** This leadership style may not be as noticeable as the visionary style, but its knack for choosing the correct and beneficial path for a church or ministry is vital! At critical decision making times, directional leaders can guide other leaders to the correct choice with their valuable and wise input.

**The strategic leadership style:** The strategic leader is the perfect partner for a visionary leader. Strategic leaders have the ability to take a vision and put it into a step-by-step process, bringing the dream to actualization. People love visions and the excitement that goes along with them, but unless people see some action actually happening, they will begin to lose faith that the vision is anything more than a nice dream. Strategic leaders create plans and encourage team members to stick with it.

**The managing leadership style:** A leader with the managing style is able to organize everything involved in carrying out a job or project. He or she enjoys monitoring people and their progress and bringing organization to the whole process.

**The motivational leadership style:** This leader is like the coach who gives an inspiring and passionate pep talk at the half when those on his or her team are experiencing a decrease in energy, a loss of focus and drive, and lowered morale. These leaders can sense when individuals need motivating and even the specific way in which to motivate someone.

**The *shepherding* leadership style:** The shepherding leader uses his or her natural gifts of nurturing and loving for the benefit of authentically caring for his or her team members. These leaders create true community among their team members, drawing people together and teaching the way to care for one another.

**The *team-building* leadership style:** This leadership style thrives on finding and developing the right people for the job in order to cultivate strong chemistry among the team members. Team builders are driven to place their team members in the exact position for them to bring about results; they have great insight into people, which makes building a dream team for God effortless.

**The *entrepreneurial* leadership style:** An entrepreneurial leader performs best when something is just getting up and running. The birth of an idea is where the entrepreneurial leader finds his or her greatest satisfaction. Often, this type of leader cannot resist the desire to continually begin a ministry or program! They provide new ventures and ideas, keeping things fresh and alive.

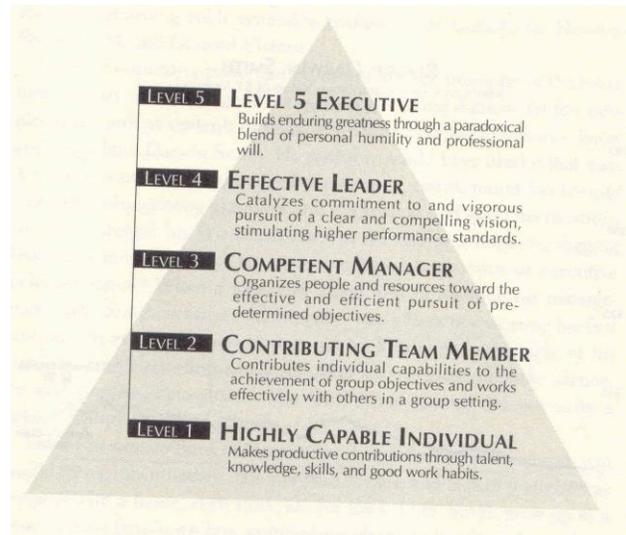
**The *reengineering* leadership style:** This type of leader is sought after for any church or ministry! He or she swoops in when things seem to be going up in flames and brings a faltering program or ministry, for instance, back to health. These leaders love a challenge and they savor revitalizing things that are in trouble.

**The *bridge-building* leadership style:** The bridge-building leader finds fulfillment in working with a wide variety of people, bringing them all to a place of contentment and understanding. These leaders are gifted with flexibility, the ability to truly listen to others, and the skills to bring about win-win situations. Bridge builders are able to focus diverse groups of people on one, common goal.

After reading these 10 different styles of leadership, where do you think you land as a leader?

# Level 5 Leadership

You can accomplish anything in life, provided that you do not mind who gets the credit. Harry S. Truman



Level 5 leaders channel their ego needs away from themselves and into the larger goal of building a great company. It's not that Level 5 leaders have no ego or self-interest. Indeed, they are incredibly ambitious – but their ambition is first and foremost for the institution, not themselves.

## Humility + Will

Modest and willful, humble and fearless.

## Setting up Successors for Success

'In over three quarters of the comparison companies we found executives who set their successors up for failure or chose weak successors of both.'

## A Compelling Modesty

'In contrast to the very 'I'-centric style of comparison leaders, we were struck by how they good-to-great leaders didn't talk about themselves. Those who worked with or wrote about the good-to-great leaders continually used words like quiet, humble, modest, reserved, shy, gracious, mild-mannered, self-efacing, understated and did not believe his own clippings.'

'We rarely found articles that focused on the good to great CEO's'  
In over two thirds of the comparison cases, we noted the presence of a gargantuan personal ego that contributed to the demise or continued mediocrity of the company.

### **Unwavering Resolve... To Do What Must Be Done**

The quiet, dogged nature of Level 5 leaders showed up not only in the big decisions but also in a personal style of sheer workmanlike diligence.

### **Show horse v Plow horse.**

### **Window and the Mirror**

Level 5 leaders look out the window to apportion credit at the same time they look in the mirror to apportion responsibility.  
The great irony is that the personal ambition that often drives people to positions of power stand at odds with the humility required for Level 5 leadership. When you combine that irony with the fact that boards of directors frequently operate under the false belief that they need to hire a larger-than-life, egocentric leader to make an organization great, you can quickly see why Level 5 leaders rarely appear at the top of our institutions.

#### **Summary: The Two Sides of Level 5 Leadership**

##### **Professional Will**

Creates superb results, a clear catalyst in the transition from good to great.

Demonstrates an unwavering resolve to do whatever must be done to produce the best long-term results, no matter how difficult.

Sets the standard of building an enduring great company; will settle for nothing less.

Looks in the mirror, not out the window, to apportion responsibility for poor results, never blaming other people, external factors, or bad luck.

##### **Personal Humility**

Demonstrates a compelling modesty, shunning public adulation; never boastful.

Acts with quiet, calm determination; relies principally on inspired standards, not inspiring charisma, to motivate.

Channels ambition into the company, not the self; sets up successors for even greater success in the next generation.

Looks out the window, not in the mirror, to apportion credit for the success of the company—to other people, external factors, and good luck.

## Breakout Churches

Fewer than 1% of senior pastors studies obtained the level 5 leadership.

Figure 2G. Levels of Leadership

| Level of Leadership                    | Description  | Percentage of Senior Pastors Who Have Attained This Level |
|--|--|---|
| Acts 1<br>The Called Leader            | Knows of God's call to ministry and has responded to that call                                 | 98%   |
| Acts 2<br>The Contributing Leader      | Takes time to do well the basics of Christian ministry such as preaching, teaching, and prayer | 22%   |
| Acts 3<br>The Outwardly-Focused Leader | Seeks to lead church and self to ministry beyond the walls of the church                       | 14%   |

|                                 |   |              |
|---------------------------------|---|--------------|
| Acts 4<br>The Passionate Leader | Exudes a contagious enthusiasm for ministry; others gladly follow       | 6%           |
| Acts 5<br>The Bold Leader       | Is willing to take risks, where success is only possible in God's power | 3%           |
| Acts 6/7<br>The Legacy Leader   | Has a burden for a successful ministry beyond his own lifetime          | Less than 1% |

We noticed in the leadership styles of pastors we studied a significant difference when a leader moves from one level to the next. A church inevitably experiences noticeable gains if its leader moves just one level. Perhaps a goal leaders should establish immediately is to move from their present level to the next.

Our studies found that the damage wrought by an autocratic leadership style is often swift and deep and sometimes irreversible. The 'peacemakers' by contrast, tend to lead churches downward slowly and even imperceptibly, yet at the end of the day, what remains is hurting, unhealthy and usually smaller churches.

### Acts 6/7 Leaders:

- Desired to communicate clearly their love for the members of the congregation. They did not feel that people should be readily discarded if they disagreed with the vision.
- Recognized that the established church is often entrenched in tradition and therefore change is difficult and often takes time.

- Knew that change must ultimately take place and that goals must be achieved if that church is to move forward. Unlike that peacemakers, they moved persistently and patiently toward their goals.
- Accept slow progress.
- They are sensitive to criticism, but they do not let their critics deter them from the goals and visions they sense God has given them.
- Consistently finds ways to communicate the love they have for their congregations
- Are reluctant leaders. They neither planned nor desired to serve in their present position.
- While they were strong leaders, their humility precluded them from being dictatorial leaders. Yet some of these leaders admitted that they were autocratic in the past. One of the major transformations that took place in their lives personally was the move away from dictatorial leadership.
- Have a long tenure
- Confident humility
- Accepted responsibility for their ministry and did not blame others.
- Show an unconditional love for the congregants they serve
- Are persistent. They never consider a setback a failure
- The visions cast always include an evangelistic passion
- Are concerned about their ministries well beyond their own tenure of even lifetime.

Thom Rainer, *Breakout Churches*, Zondervan 2005

Jim Collins, *Good To Great*, Random House, 2001