

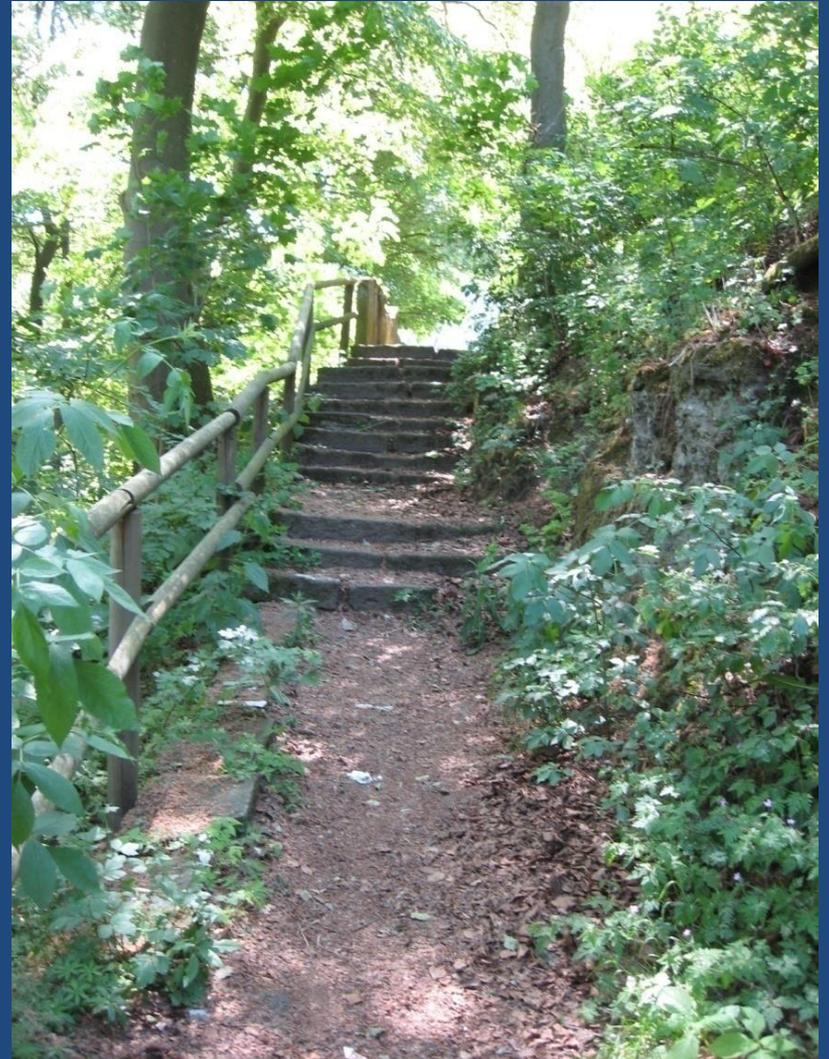
Adaptive Change and Servant Leadership

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Leadership

- The world desperately needs change.
- And a new model for leading change.

Leadership



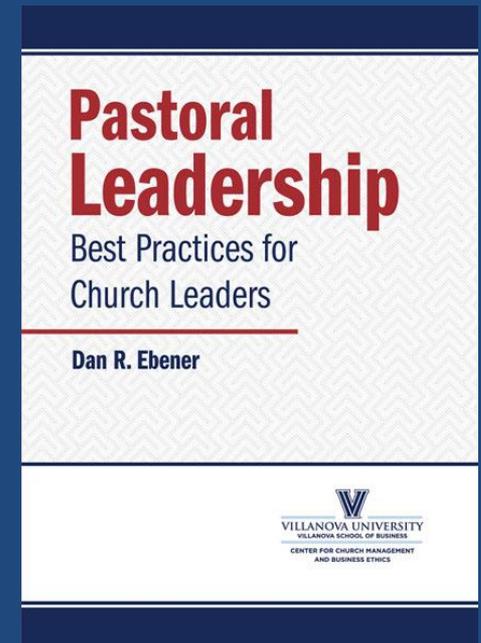
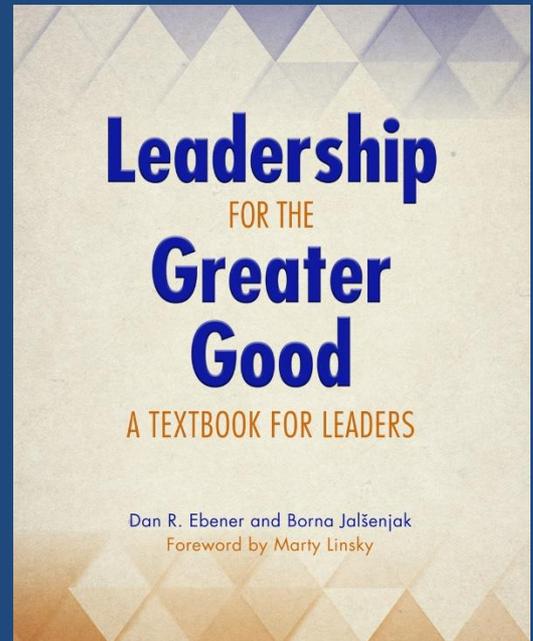
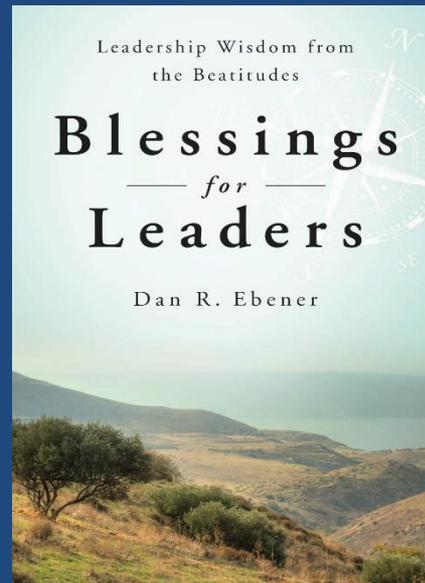
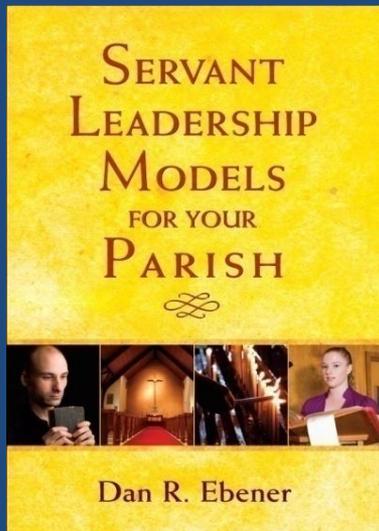
I say Leadership

What do you say?.

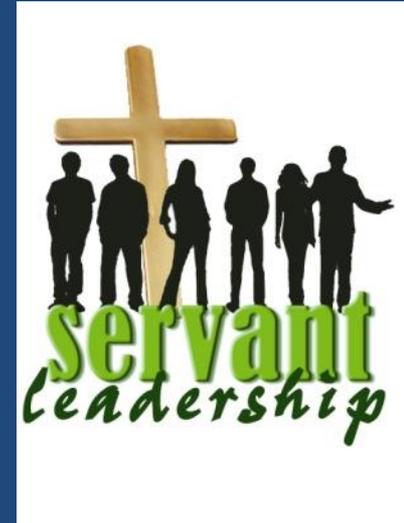
Servant Leadership: What is it, Anyway?

Greenleaf:

“Motivated first
to serve, then to
lead.”



Servant Leaders



- Ultimate test of the servant leader:
 - Are those being served healthier, wiser, freer – and more likely to become servant leaders?



Jesus on
Leadership: “You
know that the
rulers of the
Gentiles *lorded*
over them... Not
so with you.
Whoever wants to
be great among
you must be your
servant.”

(Matt 20: 25-27)

Words of Jesus

- “The greatest one must be a servant”
(Matt. 23:11).

“Whoever wants to be first must become the servant of all”
(Mark 9:33-36).



Last Supper
reminder
(Luke 22:24-27).

Pope Francis



Read the
Beatitudes.

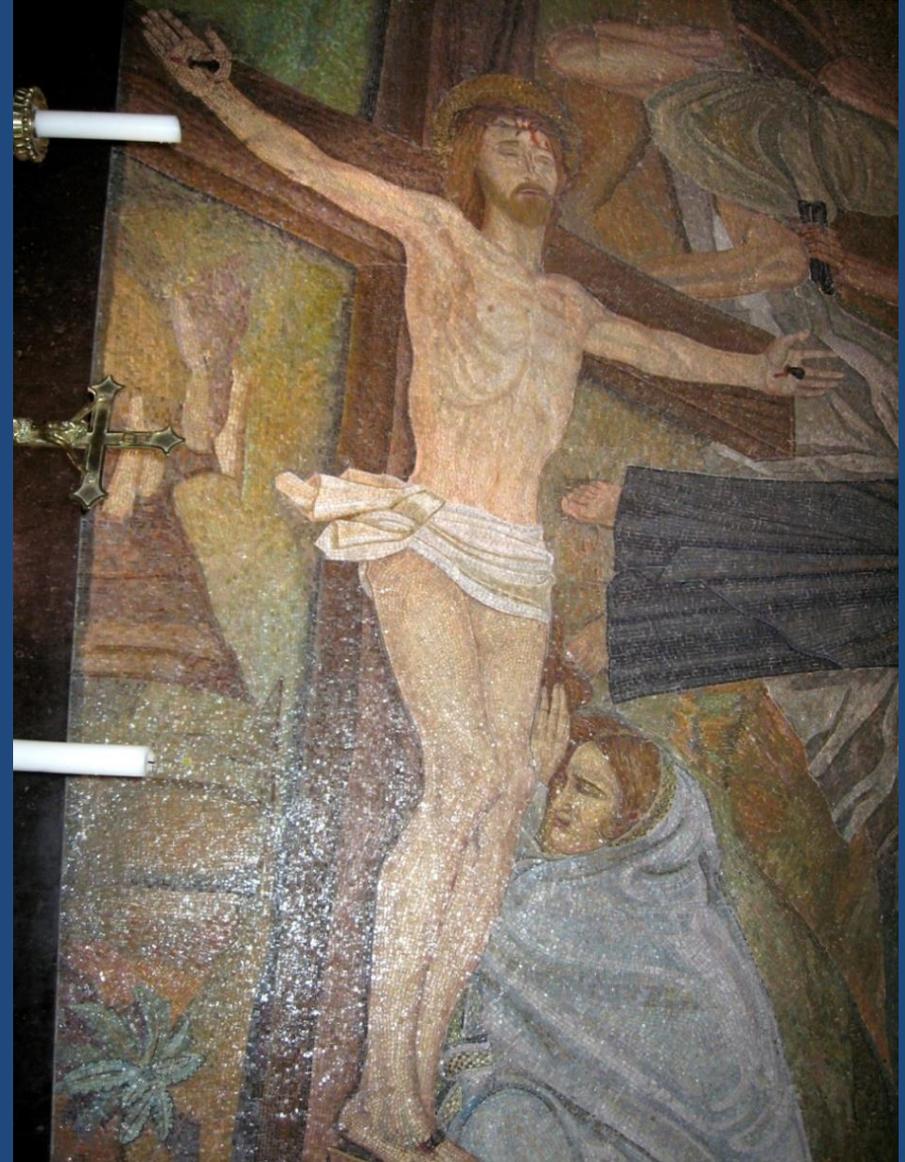


Blessings for Leaders:
Leadership Wisdom from the Beatitudes

Blessed are the
Poor in Spirit:

For theirs is the
Kingdom of
Heaven.

Wisdom



Blessed are they who Mourn



- For they shall be comforted.
- Empathy

Blessed are the Meek

- For they shall inherit the earth.
- Humility



Blessed are they who hunger and thirst for Righteousness



- For they shall be satisfied.

- Justice

Blessed are the
Merciful:
For they will be
shown Mercy.



Blessed are the Pure of Heart



- For they shall see God.

- Service

Blessed are the Peacemakers



- For they shall be called Children of God.

- Peace

Blessed are they who are Persecuted for the sake of Righteousness

- For theirs is the
Kingdom of
Heaven.

- Courage



Servant Leader Behaviors in a Parish Based on Dissertation Research



- **Recognizing** the gifts, talents and efforts of others.
- **Serving** the needs and interests of others.
- **Empowering** others to serve and to lead.

Effects of Servant Leadership

- Social Capital:
 - Trust
 - Commitment
 - Cohesion
- Organizational Citizenship Behaviors (OCBs)
 - Helping
 - Participating
 - Initiating
 - Self-developing



Four Direct Keys to Servant Leadership



- Invitation:
 - The Voice
- Inspiration:
 - The Spirit
- Modeling:
 - The Hands and Feet
- Affection:
 - The Heart

Three Organizational Keys to Servant Leadership

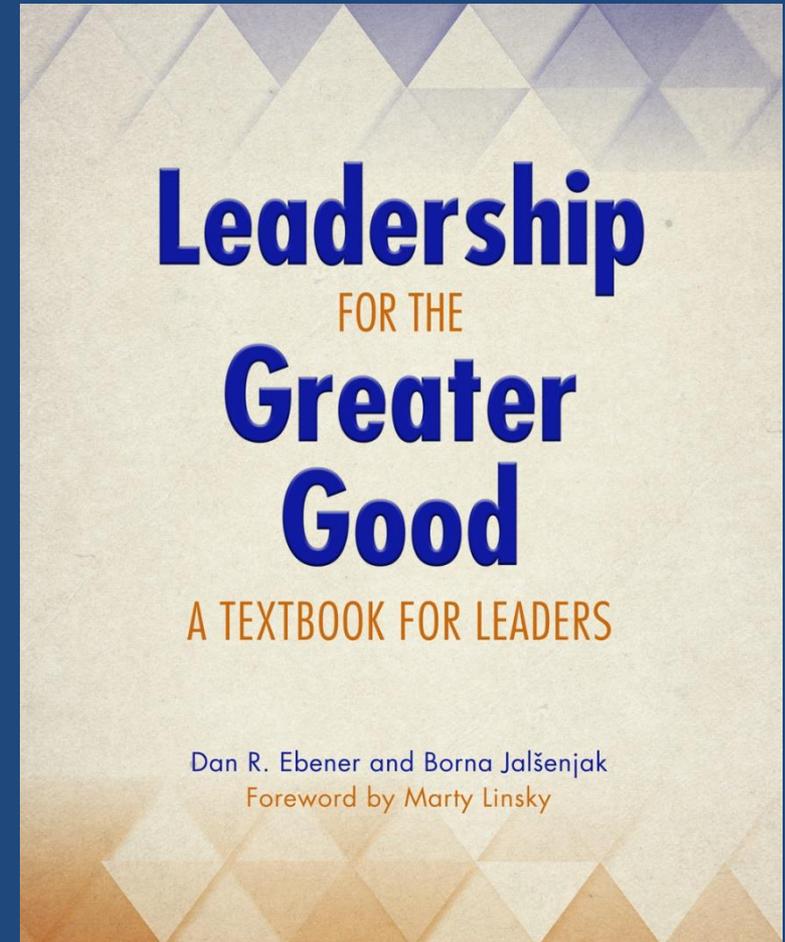
- The Servant Culture
- The Servant Structure
- Servant Strategies



Adaptive Leadership

How to lead the change
that organizations need to
adapt to the ways that the
world is changing

“Outside the Box
Inside the Circle”



Adaptive Leadership:

Today's Adaptive Challenges in the Church



- Examples:

- Lay Engagement
- Mission versus Maintenance
- Generational Shifts

With
Adaptive Leadership
Or Servant Leadership:

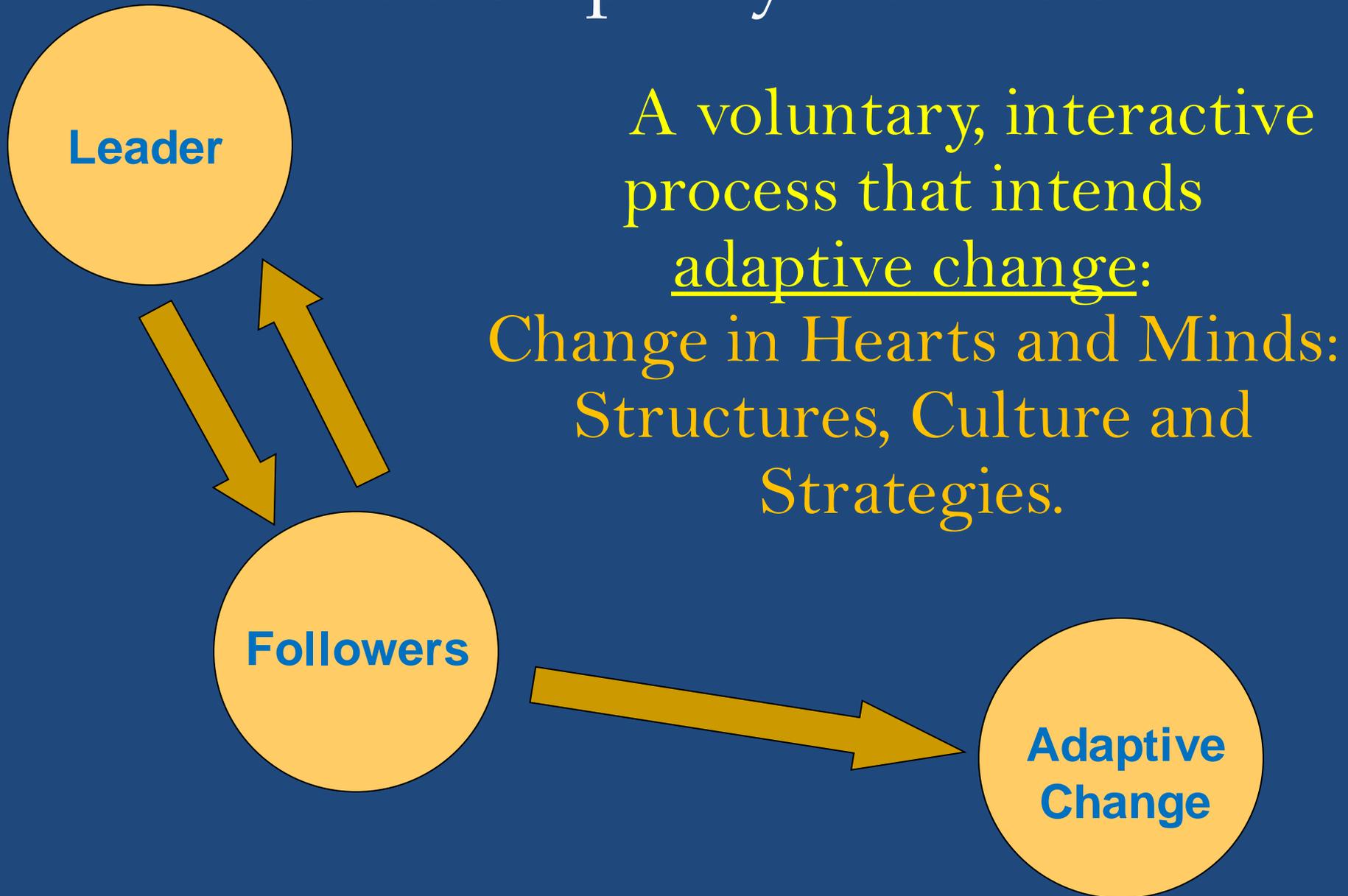
The Bottom Line is:

Leadership is an
Activity!

- Not a position
 - Not a title
- Not a promotion



Leadership: My Definition





Relationships of Inter-Dependence

Trust -> Collaboration

Collaboration -> Trust

The Industrial Era

- People were working in factories.
 - They needed to be “supervised”.
 - Their opinions were not important.
 - The boss had all the answers.
- Leadership was confused as “good management”.



The Post-Industrial Era

- The landscape has changed:
 - Globalization
 - Complexity of Problems
 - Generational Shifts
 - Technology/ Distractions
 - The Decline of Family and Religion
 - The Rise of Business as a Social Institution
- Pace of change itself has changed!



White Water Rafting

The Speed of Change in our World



- The landscape has changed...
... yet the Church has not
- Our Challenges are more Adaptive
- We need more “leading change”
 - Less “managing change”



Adaptive Challenges

They require more
“Leadership”



Ask more, Tell less

Listen to those
closest to the
Challenges

Changing the
culture

Technical Fixes



- The answer is known.
- You just have to apply the known solution.
- “Management” can fix technical issues.
- Adaptive issues must be led and managed.

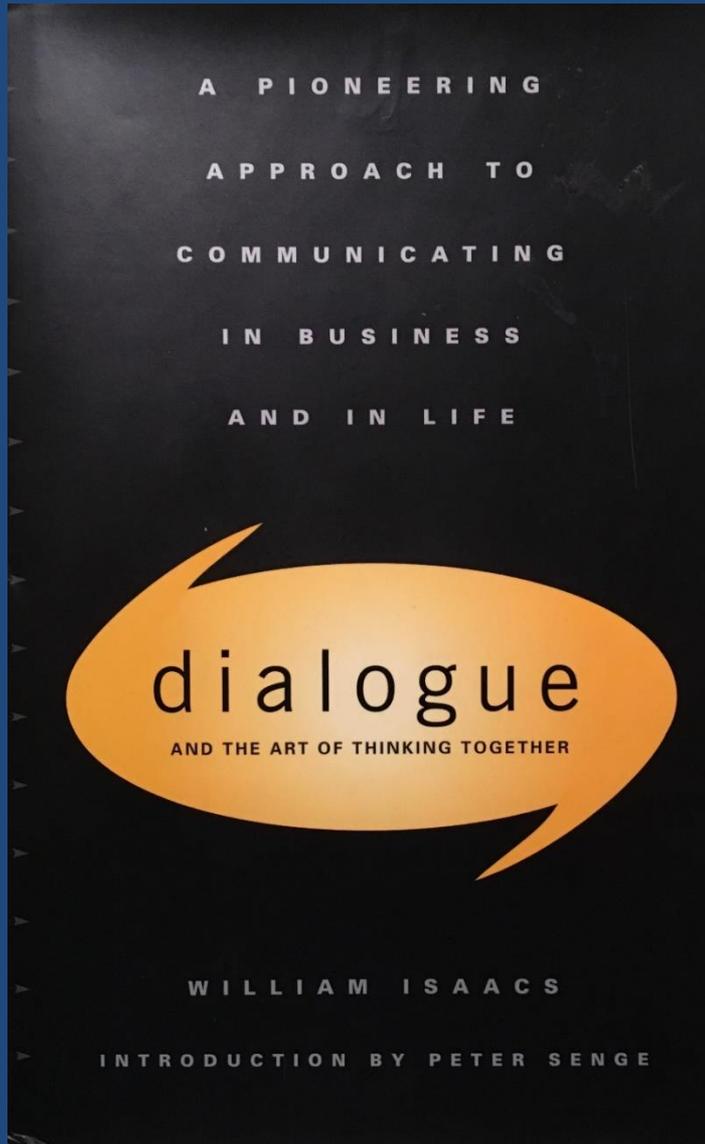
If it is a technical problem, by all means, fix it.

The **urgent and important** issues
tend to be adaptive



- Culture of Tell – Industrial Era
- Culture of Ask – Post-Industrial

Dialogue



- Mutual influence... two-way exchange
- Opens up opportunities
- Builds trust
- Uncovers multiple perspectives and solutions
- Increases engagement by gaining buy-in

Dialogical Leadership

Moving away from:
Command, Control
(Compliance)

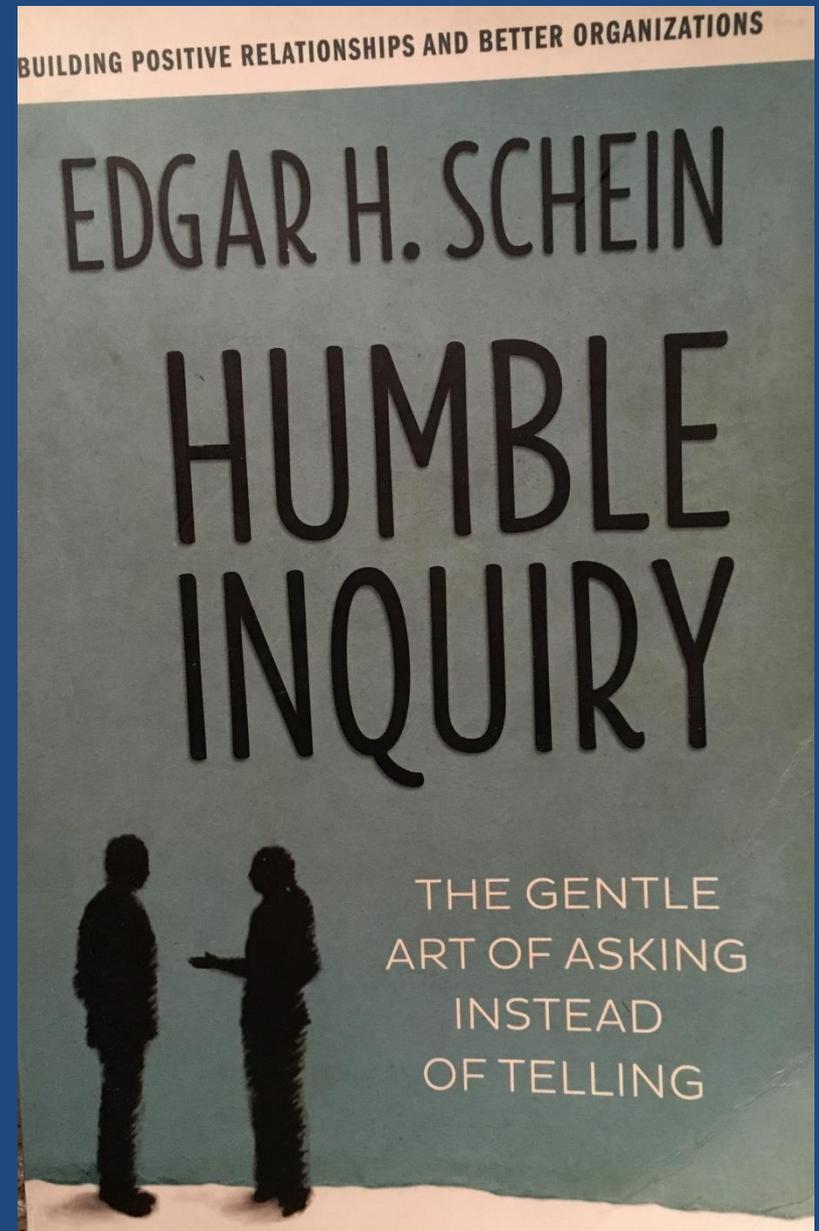
Moving toward:
Invite, Influence,
Engage, Inspire
(Collaboration)

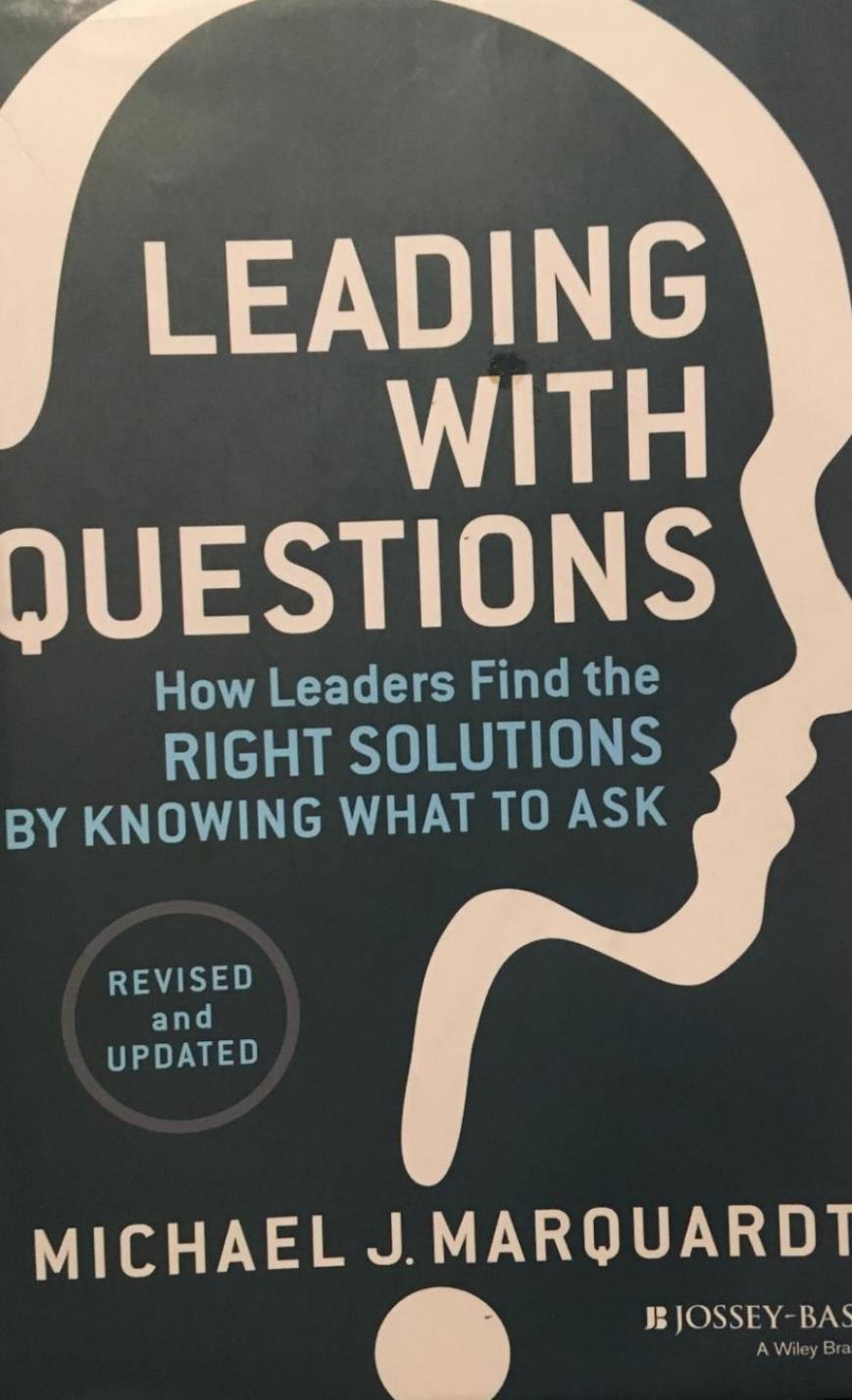


To Identify Adaptive Challenges and their Solutions:

Humble Inquiry

- Curiosity
- Humility
- Empathy





LEADING WITH QUESTIONS

How Leaders Find the
RIGHT SOLUTIONS
BY KNOWING WHAT TO ASK

REVISED
and
UPDATED

MICHAEL J. MARQUARDT

JOSSEY-BAS
A Wiley Brand

1. Curiosity => Being Mindful

- Open Questions...
 - Wake people up.
 - Prompt new ideas.
 - Discover new ways.
- Help us admit we don't have all the answers.
- Create a climate of curiosity and openness.



2. Humility => Being Fully Human

- Grounded in the reality of your own human strengths and weaknesses.
- Knowing yourself with an honest perspective.

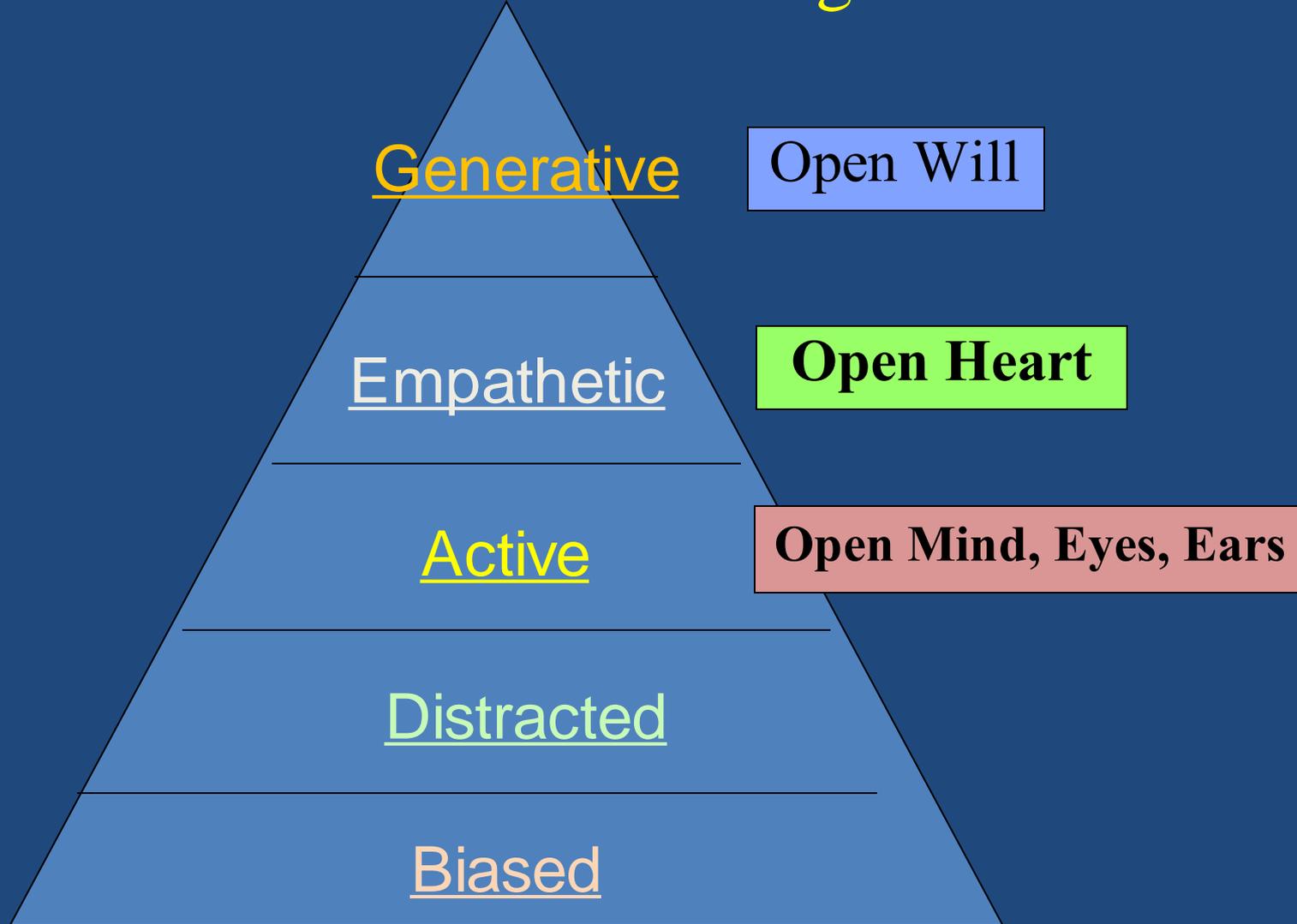


3. Empathy

- To “feel inside”
- Take on someone else’s pain
- Identify with others
- Reflective probes

And then we Listen...

Five Levels of Listening

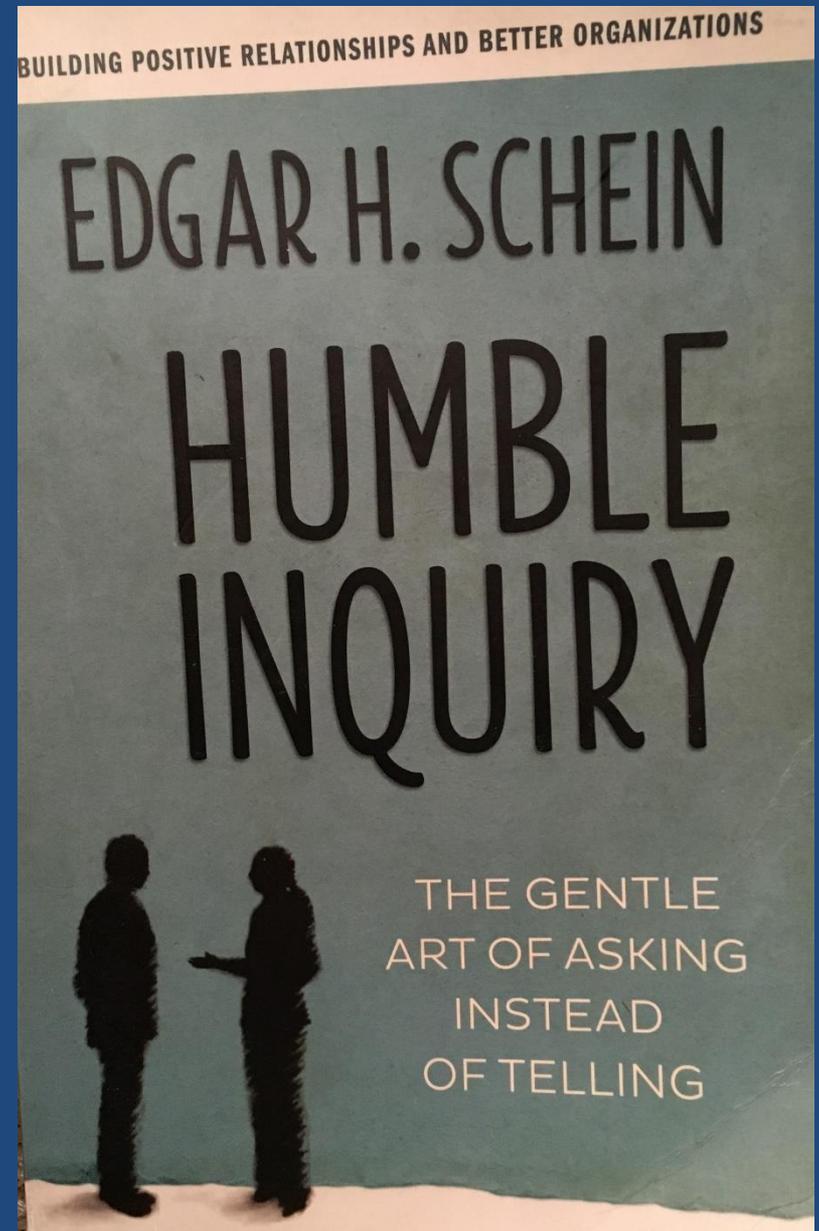


My Research Question:

What are the
Adaptive Challenges
facing the Catholic
Church?

Humble Inquiry

- Curiosity
- Humility
- Empathy



My Research Methods

1. Prayer and Discernment
2. Study: e.g. CARA Report
3. Listen

In the Past Two Years:

100 Focus Groups

300 One-on-Ones

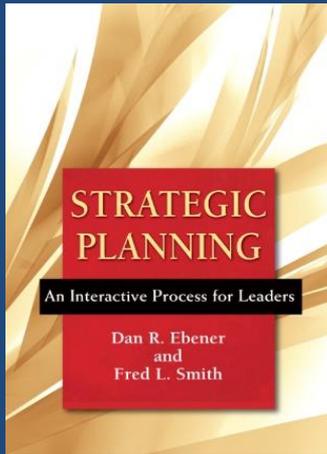
My Research Methods (cont.)

Synodal Listening in Diocese of Davenport

Strategic Planning in over 100 Catholic organizations,
including about:

- 40 parishes
- 4 dioceses
- and various schools, religious communities, health providers, retreat centers and Catholic charities

Strategic Visioning



- An Interactive Process to Lead Change.

Strategic Visioning

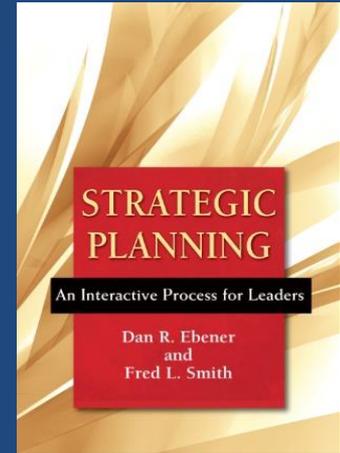
In a Pastoral Setting:

It is about
Discernment.

Rooted in Prayer



Strategic Plan Framework



For Example:

Diocese of Des Moines Strategic Priorities



1. **Serve and Lead the Parishes**
2. Communicate our Message more Boldly
and Clearly
3. **Transform the Culture and Structures of
the Diocesan Pastoral Center**

Des Moines Strategies and Action Steps



... for executing Strategic Priority #1.

1. Create a Culture of Care/ Welcoming
2. Invite People into an Encounter with Jesus Christ
3. Accompany our Youth into Discipleship
4. Engage our Young Adults into Full Participation
5. Prepare Disciples for the Domestic Church
 - a.) Identify the “Model parishes” in this area
 - b.) Form, develop and train a Commission
 - c.) Involve the Commission in creating a toolbox for parishes
 - d.) Implement some of these best practices in the Model

Adaptive Challenges in Today's Organizations

- Worker Shortage
- Customer Loyalty
- Work Life Balance
- Engagement/ Intrinsic Motivation
 - Changes in Technology
 - Generational Shifts
- Globalization/ Diversity of Workforce
 - Siloes/ Divisions
- Recruiting and Retaining Top Talent
 - Supply Chain Issues
 - Over-Managed/ Under-Led

Parish Adaptive Strategies



Strategy

- Invite and Welcome the CEOs
- Capitalize on the Power of the Sacraments
 - Involve the Children in the Mass
 - Start Younger: Middle School Retreats
- Engage Young Adults outside the Context of Parish
 - Change your Meetings (Agenda to Ask, not Tell)
 - Get Smaller: Utilize Small Groups
 - Eucharistic Revival: The Source and Summit
 - Unify the Parish Cultures
 - Invite, invite, invite/ Personal Relationships
 - Give the Work Back: “It’s not Father’s Job”
- Free Up Your Best People: Hire Business Administrators
 - Parish Collaboration: Team Models of Ministry

1. What Adaptive Challenges Does Your Parish Face?

2. What Adaptive Strategies Might Work?

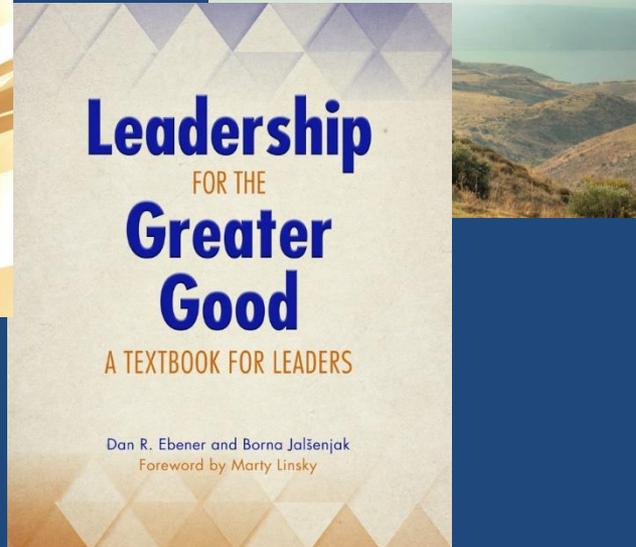
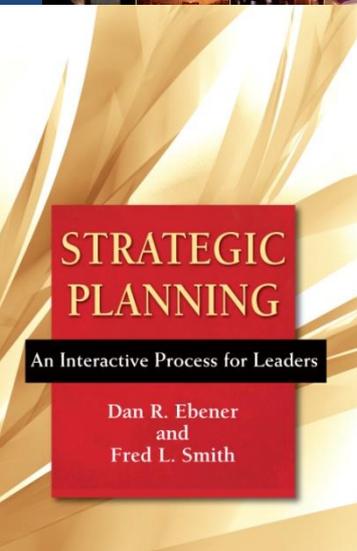
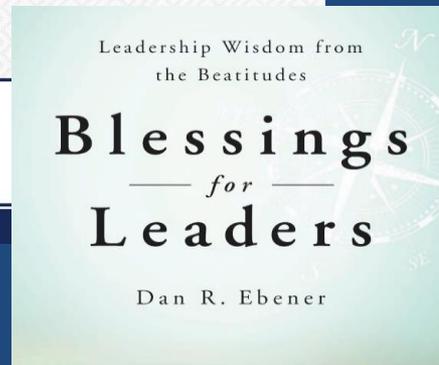
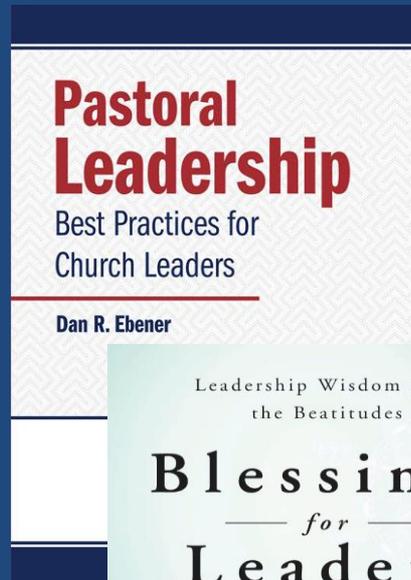
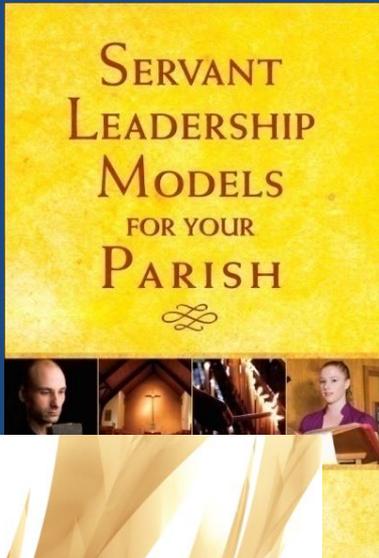


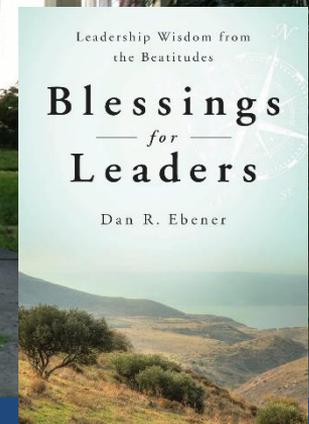
We complain about how bad things are ... but we do not want to Change!

- Research shows that the adult human brain is change-able.
- Pope Francis: Re-focus our hearts on service to others



The church
needs
leadership ...
... From the
pulpit and the
pews





How can I prepare my heart and mind for leadership?
The Beatitudes



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