


Holistic Development of Church Leaders, Part Two
Asian Pacific Elders, Deacons and Spouses Conference
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 **How Do We Face Our Shadow?** Adapted from Gary L. McIntosh and Samuel D. Rima, *Overcoming the Dark Side of Leadership*, Baker Books, 2007.

Compulsive Leader

- Signs - status conscious, looking for reassurance and approval from those in authority.
- They try to control activities and keep order and usually are workaholics. They tend to be regimented and have a difficult time being spontaneous and taking an unplanned day off. At times they are excessively moralistic, conscientious and judgmental.
- At the heart of the compulsive leader is an angry, rebellious attitude...but often feel it is not right to express anger so they repress it.

Narcissistic Leader

- Signs – Driven to succeed by a need for admiration and acclaim...obsessed with image. They tend to have an overinflated sense of their importance as well as great ambitions and grandiose fantasies. Others tend to question how realistic their goals and suggestions are.
- They have difficulty with criticism. There is a willingness to bend the rules to accomplish goals. They need to be recognized and see themselves at some point as being a nationally recognized figure.
- At the heart of the narcissistic leader they are self-absorbed and have deep feelings of inferiority. They may not enjoy success and be dissatisfied with their lives, always needing to achieve more.

Paranoid Leader

- Signs – suspicious, hostile, fearful and jealous. Afraid that someone will undermine their leadership, they are hypersensitive to the actions of others, attach subjective meaning to motives and create rigid structures for control.
- When he sees others of his organization talking, he often fears they are talking about him. When an associate gets rave reviews, he becomes jealous instead of joyful. He doesn't have many close or meaningful friendships because he doesn't like to be vulnerable and self-disclose to others...tending to avoid such relationships.
- At the heart of the paranoid leader are strong feelings of insecurity and lack of confidence.

Co-Dependent Leader

- Signs – peacemaker who covers up problems, rather than face them. They may be benevolent with a high tolerance for deviant behavior.
- They are willing to take on more work so that they don't have to tell anyone no. They tend to not share their opinions in a group setting unless others have shared their opinions first. They worry about hurting other people's feelings and feel responsible for problems they didn't create.
- At the heart of the co-dependent leader is a repressed and frustrated person who has trouble giving full, honest expression to emotions or problems.

Passive-Aggressive Leader

- Signs – stubborn, forgetful and intentionally inefficient.
- They tend to complain; resist demands, procedures or standards; procrastinate on projects and dawdle as a means of controlling their environment and those around them. They struggle with goal setting and planning – tending to resist such exercises. On occasion they will exert control through the use of short outbursts of sadness or anger.
- At the heart of a passive-aggressive leader is anger and bitterness as well as a fear of success, since it will lead to higher expectations.

How Do We Overcome the Dark Side of Leadership?

- Acknowledge Your Dark Side
 - Recognized the Danger of Denial – 2 Samuel 11-12; Psalm 32; Psalm 51
 - Embrace God's love and grace as He forgives - 1 John 1:5-2:2
 - Delight in your weaknesses as God's power works through you – 2 Corinthians 12:1-10
- Examine the Past
 - Face the Past - The past impacts our present. 2 Corinthians 13:5
 - Heal from the Past – Philippians 3:13-14
 - Forgive Yourself and Others – Matthew 6:14-15
- Resist the Poison of Expectations
 - Expectations are a two-edged sword either propelling you to achieve or weighing you down in failure.
 - The Pharisees placed unrealistic burdens on people – Matthew 23:1-4
 - Jesus brought an easy yoke and a light burden – Matthew 11:28-30
- Practice Progressive Self-Knowledge
 - Ongoing process of self-awareness through spiritual disciplines – James 1:22-25
 - Gaining self-awareness through personal assessments – Grip-Birkman; DiSC; Myers-Briggs; Enneagram, among others.
 - Accountability Groups – Life Transformation Groups
- Understand Your Identity in Christ – 2 Corinthians 5 17-21; Ephesians 1:1-14

How Do We Create a Transformational Context Around Emerging Leaders?

- Jesus' method of building leaders is summarized in Mark 3: *He appointed twelve—designating them apostles—that they might be with Him and that He might send them out to preach and to have authority to drive out demons.* Mark 3:14-15
- **A 4D Process**—We must create an appropriate process of development, which includes context as well as content.
 - A ***Spiritual*** environment, involving an authentic relationship with God.
 - A ***Relational*** web, involving relationship with a mature leader, and relationships with a community of the disciples.
 - An ***Experiential*** context, involving challenging assignments, pressure and a diversity of learning opportunities.
 - Within this context of development, ***Instructional*** content is provided.

"I am the vine; you are the branches. If you remain in me and I in you, you will bear much fruit; apart from me you can do nothing." John 15:5

Jay Jarboe
jay.jarboe@mrnet.org