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SERVING LEADERSHIP STYLE REVISITED

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SERVANT LEADERSHIP IDEA
(GREENLEAF 1977)

- Servant Leadership - the highest form of leadership in both religious and civic life for decades

- Greenleaf started intentionally with a vague definition of "servant leadership"

- "How can we ordinary morals lead . . . to be more serving in this turbulent world? . . . What does it mean to serve?" (Greenleaf 1998)
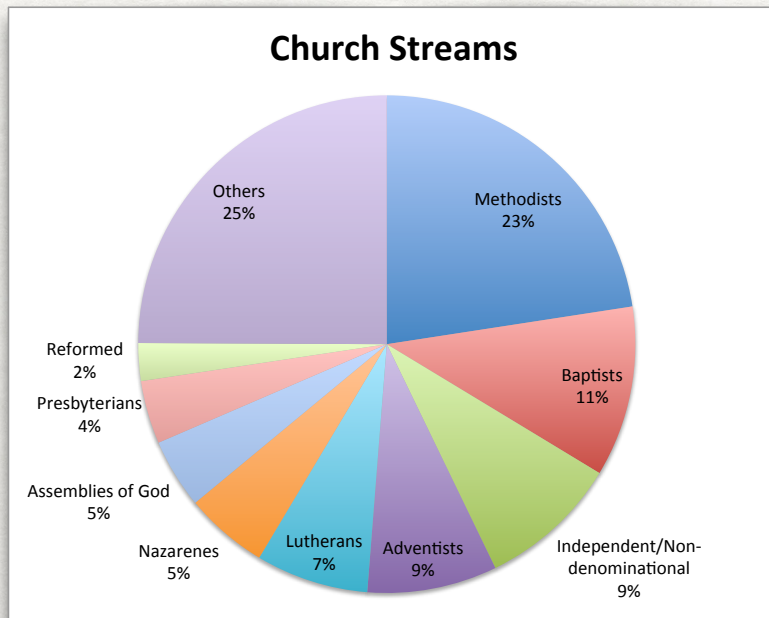
SERVANT LEADERSHIP

A Journey into the Nature of Legitimate Power & Greatness

Robert K. Greenleaf
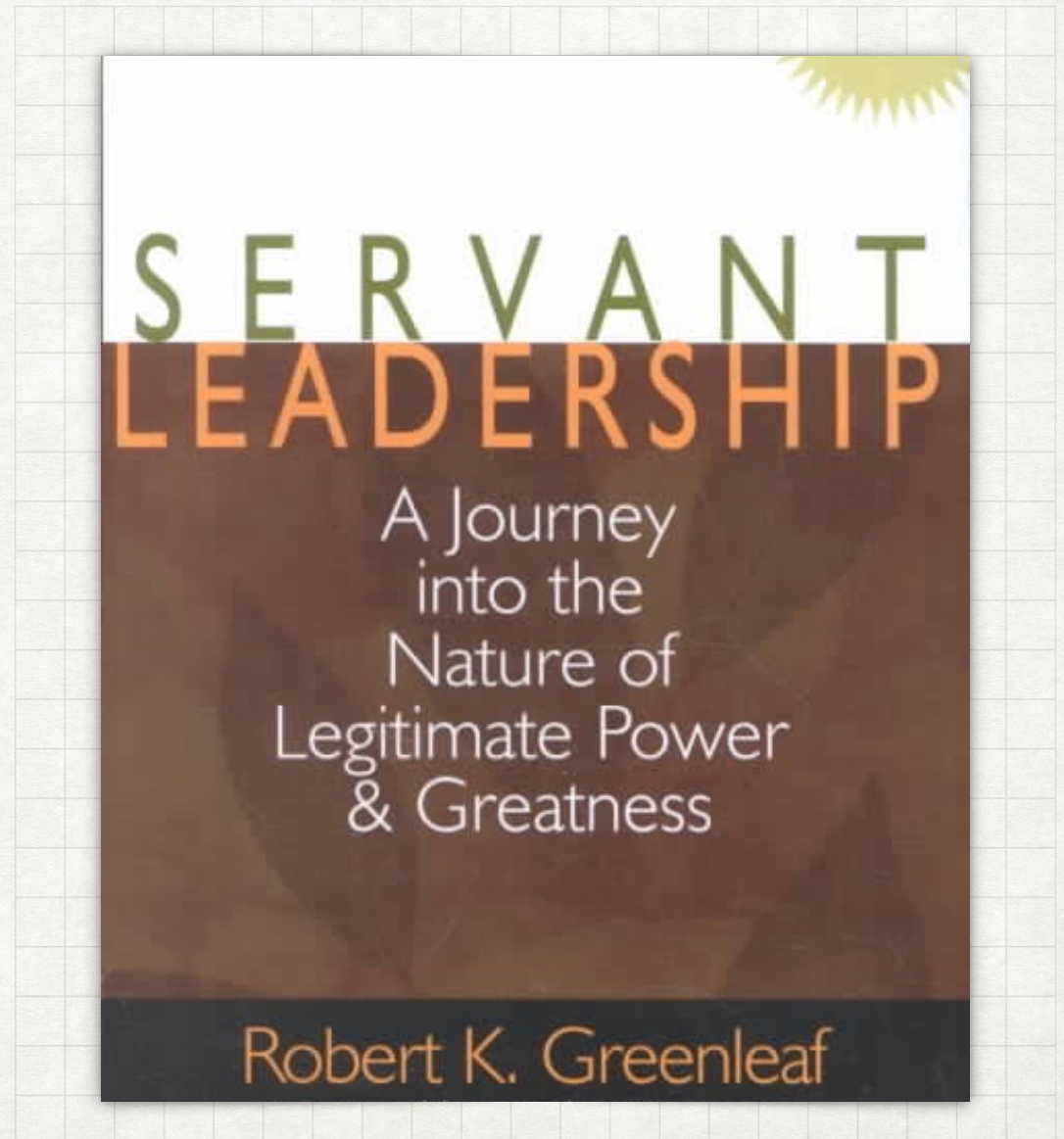
NATURAL CHURCH DEVELOPMENT DATA

NCDAMERICA.ORG

- 2007-2017 data

- 9,529 local congregations

- 258,099 surveys

Church Streams

Others 25%
Methodists 23%
Baptists 11%
Independent/Non-denominational 9%
Adventists 9%
Lutherans 7%
Nazarenes 5%
Assemblies of God 5%
Presbyterians 4%
Reformed 2%

ncd
AMERICA
We Help You Thrive!

- What is the relationship between leadership style of the pastor and

    - annual growth rates?

    - growth trajectories?

    - measures of congregational health?

    - church size trajectories?

    - presence of age groups?

SERVING LEADERSHIP?
DEFINITIONS (SIZE, GROWTH ETC.)

- 3 categories for the church growth
Decline: < -5%
Growth: > 5%
http://www.mychurchgrowth.com/church%20growth/agr.php

- 3 categories for church attendance
Small church: < 100 people attending
Large church: > 250 people attending
http://www.umcbrunswick.org/the-mid-size-church-how-size-matters.html

- 3 categories for church health
Unhealthy: < 35 points
Healthy: > 65 points

SERVING LEADERSHIP?

FINDINGS

	Other Styles	Serving Style
	5-year Average Annual Growth Rate	
5-year AAGR	1.6%	0.7%
N=7112	3724	3388
	5-year Growth Trajectory	
Decline (< -5%)	27%	28%
Plateau	46%	49%
Growth (> +5%)	27%	23%
	$(x^2 = 15.664 , p = .000, N = 7112)$	

SERVING LEADERSHIP?

FINDINGS

	Other Styles	Serving Style
	Average NCD Score	
Eight Qualities	54.8	53.5
N = 8782	4567	4215
	NCD Health Trajectory	
Unhealthy (<35)	6%	8%
Average health (35-65)	72%	74%
Healthy (>65)	21%	18%
	(x^2 = 15.663 , p = .000, N = 8875)	

SERVING LEADERSHIP?

FINDINGS

	Other Styles	Serving Style
	Average Church Adult Attendance	
# of adults attending	217	161
N = 8782	4567	4215
	Trajectory of Church Attendance	
Small (<100)	44%	56%
Mid-size (100-250)	34%	31%
Large (>250)	22%	13%
	(x^2 = 149.072 , p = .000, N = 8782)	

SERVING LEADERSHIP?

FINDINGS

	Other Styles	Serving Style
	Age Groups Presence Trajectory	
Children	48%	50%
Youth	32%	34%
Young Adults	19%	19%
Young Families	47%	44%
Middle-aged	84%	86%
Seniors	56%	64%

LEADERSHIP STYLE OF A PASTOR

BY THE TRAJECTORY OF CHURCH ATTENDANCE (N=9148)

Leadership Style	SMALL	MIDSIZE	LARGE
AUTHORITARIAN	2%	1%	1%
GOAL-ORIENTED	21%	16%	10%
PEOPLE-ORIENTED	27%	17%	9%
TEAM-ORIENTED	30%	22%	13%
RELATIONAL	30%	19%	9%
TASK-ORIENTED	16%	10%	5%
SERVING	27%	15%	6%
PARTERNSHIP	26%	19%	10%
DEMOCRATIC	13%	6%	2%

SMALL   MIDSIZE   LARGE
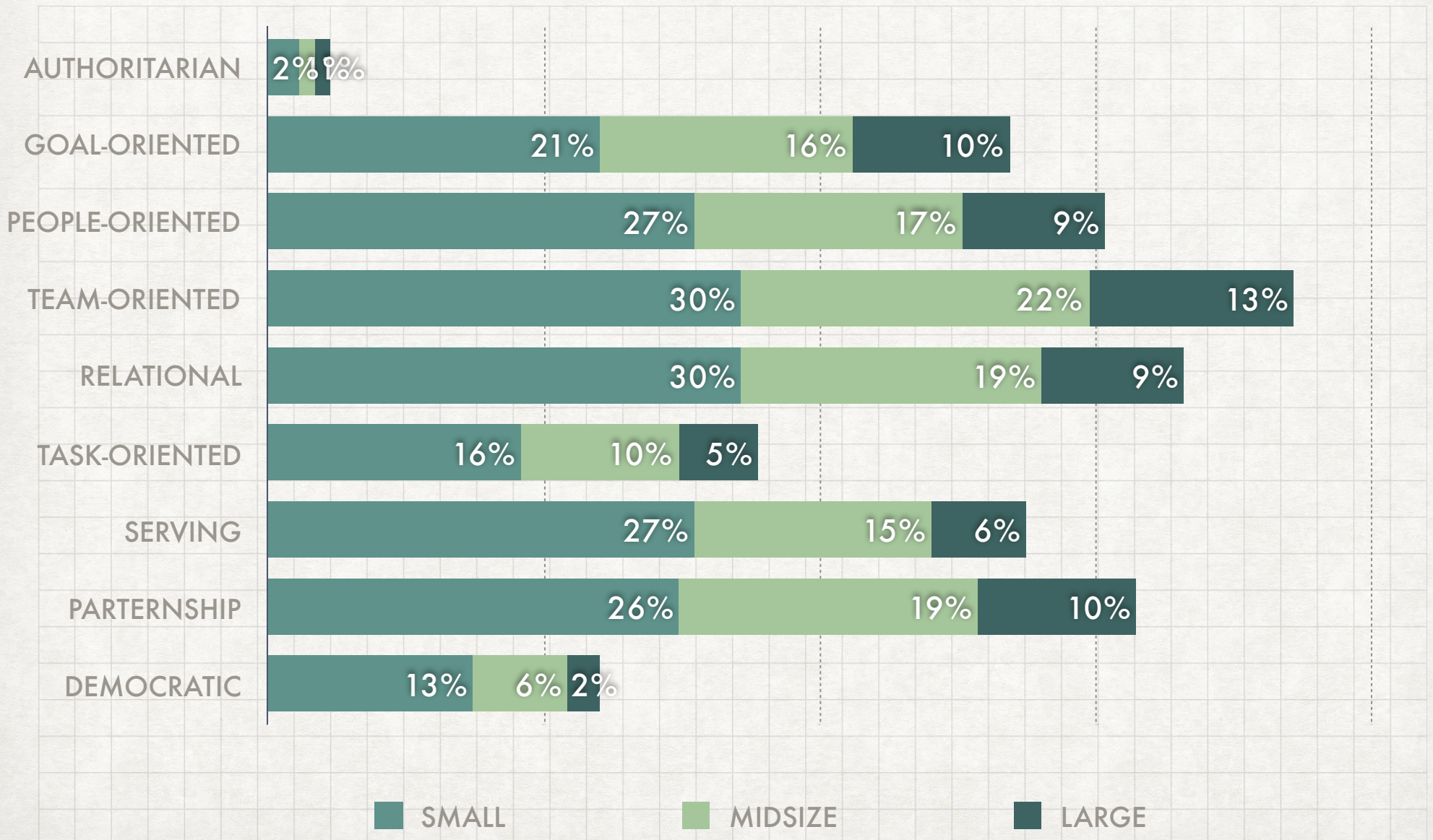
LEADERSHIP STYLE OF A PASTOR

CHURCH SIZE BY THE GROWTH RATE (N=7112)

Leadership Style	Small	Midsize	Large
AUTHORITARIAN	-0.7%	3.2%	9.2%
GOAL-ORIENTED	0%	1.5%	5.5%
PEOPLE-ORIENTED	-0.1%	1.6%	5.4%
TEAM-ORIENTED	-0.4%	1.5%	5%
RELATIONAL	0%	1.8%	5%
TASK-ORIENTED	-1.1%	0.7%	4.9%
SERVING	-0.2%	0.5%	4.4%
PARTNERSHIP	-0.9%	0.2%	3.6%
DEMOCRATIC	-0.7%	0.3%	2.2%

■ SMALL   ■ MIDSIZE   ■ LARGE
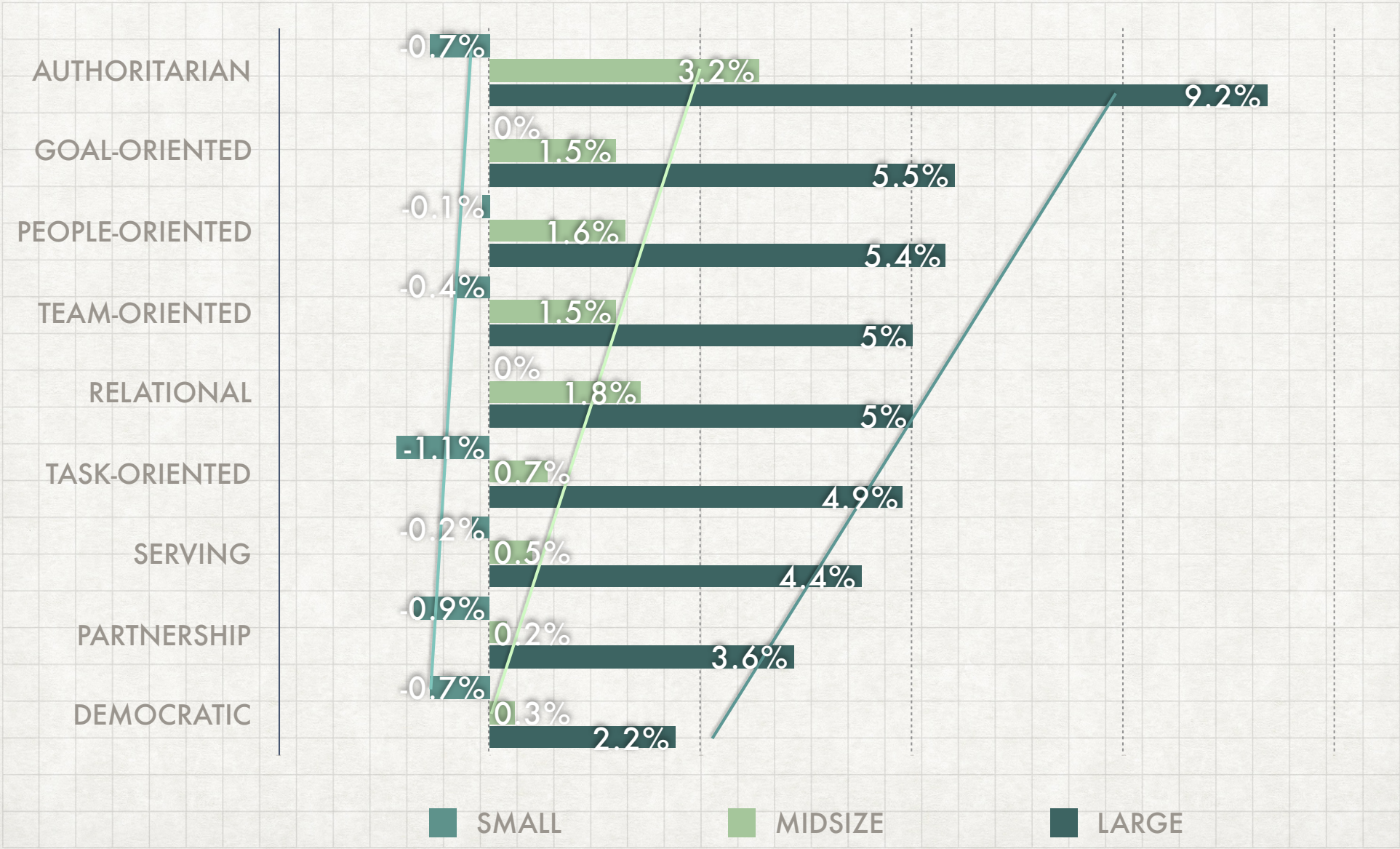
SERVING LEADERSHIP?

FINDINGS

Top4 = Team-oriented, Goal-oriented, People-oriented, Relational. Top2 = Team-oriented & Goal-oriented.	Serving & Top4 Styles	Serving & Top2 Styles	Serving Without Top4 Style
5-year AAGR	2.4%	1.9%	-2.0%
N	843	1247	159
Average NCD Score	57.0	56.6	48.0
N	1070	1583	196

SERVING LEADERSHIP?

FINDINGS

Top2 = Team-oriented & Goal-oriented	No Serving Top2 Styles	Serving & Top2 Styles	Serving Without Top2 Style
# of adults attending	259	186	107
N	1493	1583	939
Top4 = Team-oriented, Goal-oriented, People-oriented, Relational	No Serving Top4 Styles	Serving & Top4 Styles	Serving Without Top4 Style
# of adults attending	292	180	119
N	366	1070	196
Multilinear Regression	Serving leadership as a predictor of church attendance size $F(1,8780) = 151.472$, $p < .000$), $R^2 = .017$		

SERVING LEADERSHIP?
CONCLUSION

- Serving leadership has been for decades ranked as a top model of leadership among secular organizations and also among churches. However, our finding shows that "serving" pastor plays rather a negative role both in quality (health) of church life and quantitative growth of the church. "Serving" pastor is likely to lead small churches rather than medium or larger churches.

- Growing healthy churches are typically connected with other leadership styles than the "serving" leadership. While "servant leadership" has been very much valued and highly regarded, the findings point out that serving style may have a different meaning and connotation for pastors than all those who adhere to the Servant Leadership model of Greenleaf. This study demonstrates that it is helpful and important to have clear definition of leadership style rather than letting an idea or label evolve among leaders depending on their own perception and their own assumptions of what serving actually means.