Redeeming Leadership Today

Week 2: Information

Raymond Chiu • NYCBC Sunday School • June 11, 2023

For class materials go to   bit.ly/nycbc-redeeming

Agenda

- Introduction: Model and study
- Personal: Stereotypes and prototypes
- Youth: Studs, hunks, and jocks
- Global: Implicit leadership theory
- Church: Unchristian leadership
- Biblical: Intelligible and unintelligible
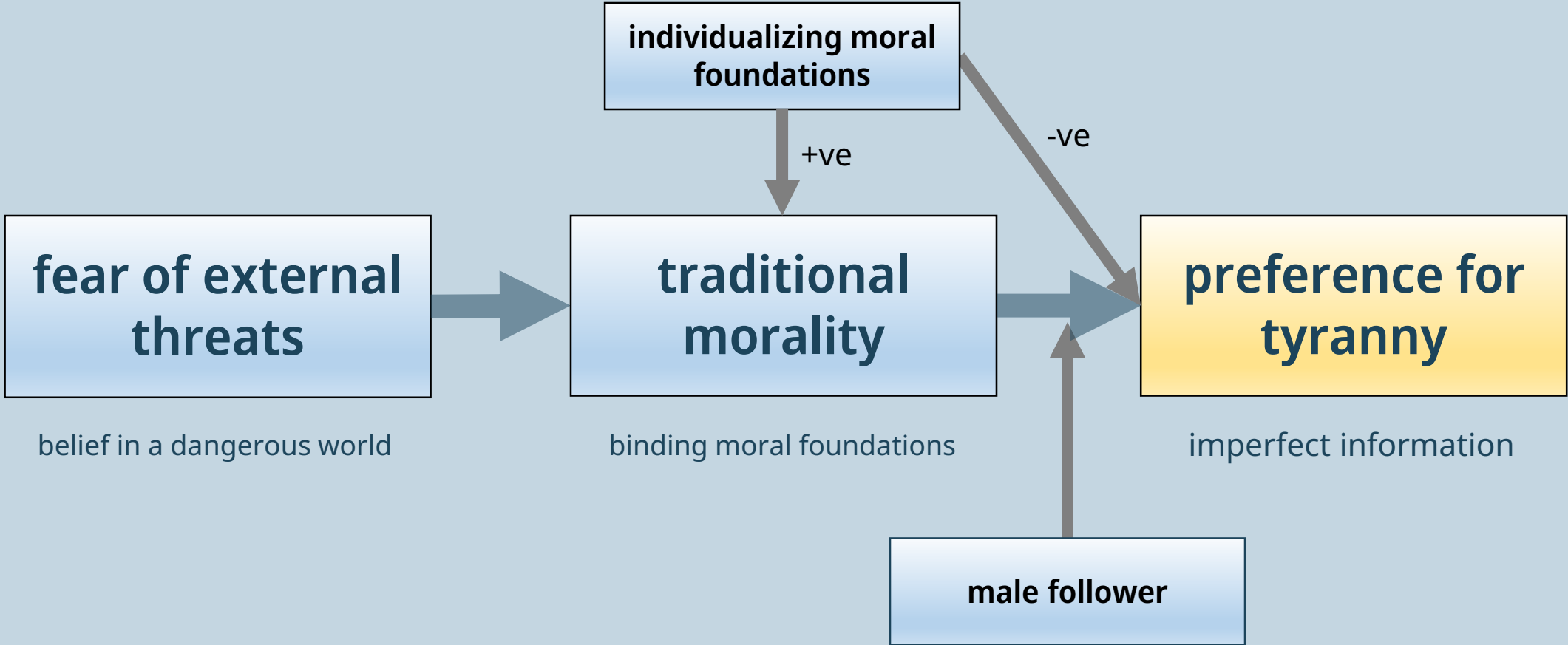- Applied: Guarding our hearts

Introduction

Thesis statement

- "In a world where **fallen image-bearers** of God fight for safety and dominance, our **anxieties** about life in the world induce within us **traditional views about purifying and protecting** our own people, and these priorities **appear** to be addressed by leaders who fit the **strong-man** image. As demonstrated by biblical history, these **innate fears, moral intuitions, and impressions**—which are based on **imperfect information**—pose a **serious challenge** to our humanity and faith, leading us to **idolize tyranny** in our societies and churches. Yet we are blessed with a hopeful portrait of leadership through **Jesus Christ** that **transforms our understanding** of both leadership and followership and **redeems our moral character, interpersonal relationships, and church governance.**"

Stepping through the model

individualizing moral foundations

+ve

-ve

fear of external threats

traditional morality

preference for tyranny

belief in a dangerous world

binding moral foundations

imperfect information

male follower

Mirowska, Agata, Raymond B. Chiu, and Rick D. Hackett. "The Allure of Tyrannical Leaders: Moral Foundations, Belief in a Dangerous World, and Follower Gender." *Journal of Business Ethics* 181, no. 2 (2022): 355-374.

bit.ly/nycbc-redeeming

The research study

- Co-researchers
  - lead Agata Mirowska (NEOMA, France) and Rick Hackett (McMaster)
- Academic rigour
  - builds on established theories and 100s of other studies
  - among top 50 business journals in the world
  - underwent rigorous peer review process
  - based on two samples of 1,147 working adults

The Allure of Tyrannical Leaders: Moral Foundations, Belief in a Dangerous World, and Follower Gender

Agata Mirowska[1] · Raymond B. Chiu[2,3] · Rick D. Hackett[4]

Abstract

What explains followers' attraction to tyrannical leaders? They systematically coerce, belittle, and manipulate, often at the expense of subordinates' mental and physical well-being and their organization's long-term interests. To help address the question, we examine the tendencies of people who view the tyrannical leader prototype (characterized by domineering, pushy, manipulative, loud, conceited, and selfish traits) as a component of effective leadership (Epitropaki and Martin in J Appl Psychol 89:293–310, 2004; Foti et al. in Leadersh Q 23:702–717, 2012). Specifically, we apply moral and evolutionary psychology to propose and empirically test a mediation model in which belief in a dangerous world (Altemeyer in Enemies of freedom: understanding right-wing authoritarianism. Jossey-Bass, San Francisco, 1988) links positively with endorsement of the tyrannical leader traits, as mediated through the binding components (loyalty, authority, and sanctity) of moral foundations theory (Graham et al. J Pers Soc Psychol 101:366–385, 2011). Regarding gender, our model proposes that the link between the binding foundations and tyrannical leadership endorsement is stronger among males than females. Our overall model was supported across two independent samples of working adults; we also anticipated and found a direct *negative* association between the individualizing moral foundations (care and harm) and endorsement of the tyrannical prototype. These findings provide insights into the circumstances under which tyrannical traits are viewed as part of effective leadership.

Keywords Moral foundations theory · Implicit leadership theory · Tyrannical leader prototype · Belief in a dangerous world · Follower gender · Destructive leadership

Introduction

What explains followers' attraction to a tyrannical leader? Tyrannical leaders systematically coerce, belittle, and manipulate their subordinates, often at the expense of their followers' mental and physical well-being and their organization's long-term interests (Thoroughgood et al., 2018). Foti et al. (2012) found that 33% of those in their study endorsed leader profiles higher in tyranny than the prototypical socially desirable leader profile consisting of sensitive, intelligent, and dedicated attributes. To advance the literatures concerning followership and leadership, a better understanding is required concerning how and why some people endorse the tyrannical leader prototype (Epitropaki & Martin, 2004). Research of this kind has been called for (Ashforth, 1994), but has not been pursued; nonetheless, the issue is a crucial one given repeated historical experiences with organizations and societies that have welcomed tyrants with open arms despite their obvious dysfunctions (Sullivan, 2016).

One of the ways the attraction to tyranny has been addressed in the literature is through implicit leadership theory (ILT; Lord & Maher, 1991; Lord et al., 2020). Specifically, ILT-tyranny (defined by domineering, pushy, manipulative, loud, conceited, and selfish traits) is one of

✉ Agata Mirowska
  Agata.mirowska@neoma-bs.fr

  Raymond B. Chiu
  rchiu@redeemer.ca

  Rick D. Hackett
  hackett@mcmaster.ca

[1] NEOMA Business School, 1 rue de Maréchal Juin, Rouen, France

[2] Brock University, 1812 Sir Isaac Brock Way, St. Catharines, ON, Canada

[3] Present Address: Redeemer University, 777 Garner Rd E., Ancaster, ON, Canada

[4] McMaster University, 1280 Main St. W., Hamilton, ON, Canada

Springer

The research study

- Perspective
  - general population
  - first study to relate tyrannical/ authoritarian leadership to morality
- Related fields
  - leadership
  - moral, social, and evolutionary psychology
  - approach to evolutionary psychology is faith informed (will be discussed further next week)

ORIGINAL PAPER

The Allure of Tyrannical Leaders: Moral Foundations, Belief in a Dangerous World, and Follower Gender

Agata Mirowska[1] · Raymond B. Chiu[2,3] · Rick D. Hackett[4]

Abstract

What explains followers' attraction to tyrannical leaders? They systematically coerce, belittle, and manipulate, often at the expense of subordinates' mental and physical well-being and their organization's long-term interests. To help address the question, we examine the tendencies of people who view the tyrannical leader prototype (characterized by domineering, pushy, manipulative, loud, conceited, and selfish traits) as a component of effective leadership (Epitropaki and Martin in J Appl Psychol 89:293–310, 2004; Foti et al. in Leadersh Q 23:702–717, 2012). Specifically, we apply moral and evolutionary psychology to propose and empirically test a mediation model in which belief in a dangerous world (Altemeyer in Enemies of freedom: understanding right-wing authoritarianism. Jossey-Bass, San Francisco, 1988) links positively with endorsement of the tyrannical leader traits, as mediated through the binding components (loyalty, authority, and sanctity) of moral foundations theory (Graham et al. J Pers Soc Psychol 101:366–385, 2011). Regarding gender, our model proposes that the link between the binding foundations and tyrannical leadership endorsement is stronger among males than females. Our overall model was supported across two independent samples of working adults; we also anticipated and found a direct *negative* association between the individualizing moral foundations (care and harm) and endorsement of the tyrannical prototype. These findings provide insights into the circumstances under which tyrannical traits are viewed as part of effective leadership.

Keywords Moral foundations theory · Implicit leadership theory · Tyrannical leader prototype · Belief in a dangerous world · Follower gender · Destructive leadership

Introduction

What explains followers' attraction to a tyrannical leader? Tyrannical leaders systematically coerce, belittle, and manipulate their subordinates, often at the expense of their followers' mental and physical well-being and their organization's long-term interests (Thoroughgood et al., 2018). Foti et al. (2012) found that 33% of those in their study endorsed leader profiles higher in tyranny than the prototypical socially desirable leader profile consisting of sensitive, intelligent, and dedicated attributes. To advance the literatures concerning followership and leadership, a better understanding is required concerning how and why some people endorse the tyrannical leader prototype (Epitropaki & Martin, 2004). Research of this kind has been called for (Ashforth, 1994), but has not been pursued; nonetheless, the issue is a crucial one given repeated historical experiences with organizations and societies that have welcomed tyrants with open arms despite their obvious dysfunctions (Sullivan, 2016).

One of the ways the attraction to tyranny has been addressed in the literature is through implicit leadership theory (ILT; Lord & Maher, 1991; Lord et al., 2020). Specifically, ILT-tyranny (defined by domineering, pushy, manipulative, loud, conceited, and selfish traits) is one of

✉ Agata Mirowska
Agata.mirowska@neoma-bs.fr

Raymond B. Chiu
rchiu@redeemer.ca

Rick D. Hackett
hackett@mcmaster.ca

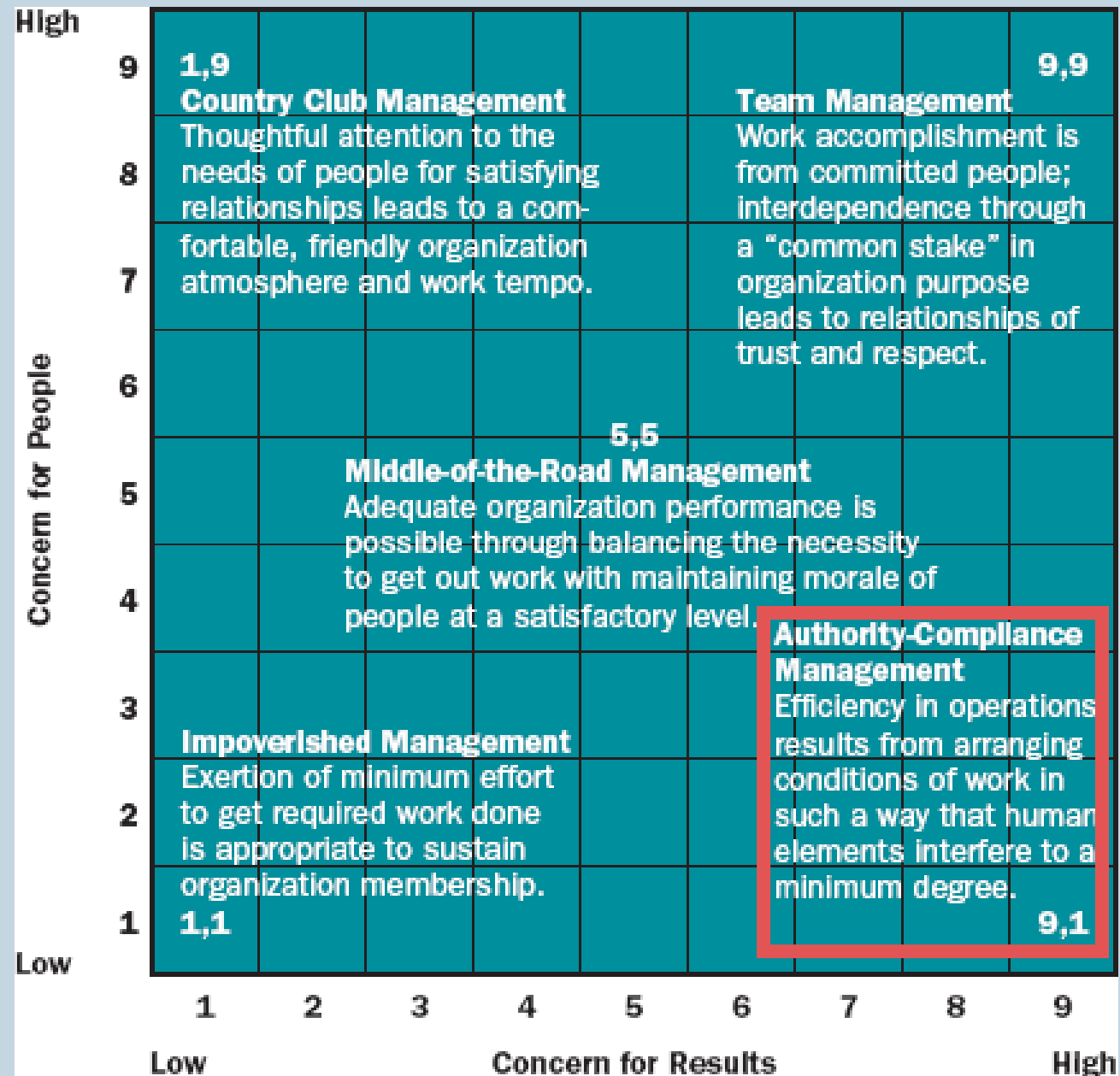[1] NEOMA Business School, 1 rue de Maréchal Juin, Rouen, France

[2] Brock University, 1812 Sir Isaac Brock Way, St. Catharines, ON, Canada

[3] Present Address: Redeemer University, 777 Garner Rd E., Ancaster, ON, Canada

[4] McMaster University, 1280 Main St. W., Hamilton, ON, Canada

Springer

Focus is on the destructive, dysfunctional, and divine

High		
9	**1,9**	**9,9**
	Country Club Management	**Team Management**
8	Thoughtful attention to the needs of people for satisfying relationships leads to a comfortable, friendly organization atmosphere and work tempo.	Work accomplishment is from committed people; interdependence through a "common stake" in organization purpose leads to relationships of trust and respect.
7		
6		
		5,5
5		**Middle-of-the-Road Management** Adequate organization performance is possible through balancing the necessity to get out work with maintaining morale of people at a satisfactory level.
4		
3		**Authority-Compliance Management** Efficiency in operations results from arranging conditions of work in such a way that human elements interfere to a minimum degree.
2	**Impoverished Management** Exertion of minimum effort to get required work done is appropriate to sustain organization membership.	
1	**1,1**	**9,1**
Low		

Concern for People (vertical axis)
Concern for Results (horizontal axis: 1 Low — 9 High)

- Our focus is on the destructive and dysfunctional forms of leadership and the divine or redemptive model
- Distinguished from more directive forms of leadership that are suitable for the situation (e.g., authority-compliance approach)

The Leadership Grid figure from Leadership Dilemma—Grid Solutions by Robert R. Blake and Anne Adams McCanse (formerly the Managerial Grid by Robert R. Blake and Jane S. Mouton). Houston: Gulf Publishing Company, p. 29. Copyright 1991 by Scientific Methods, Inc.
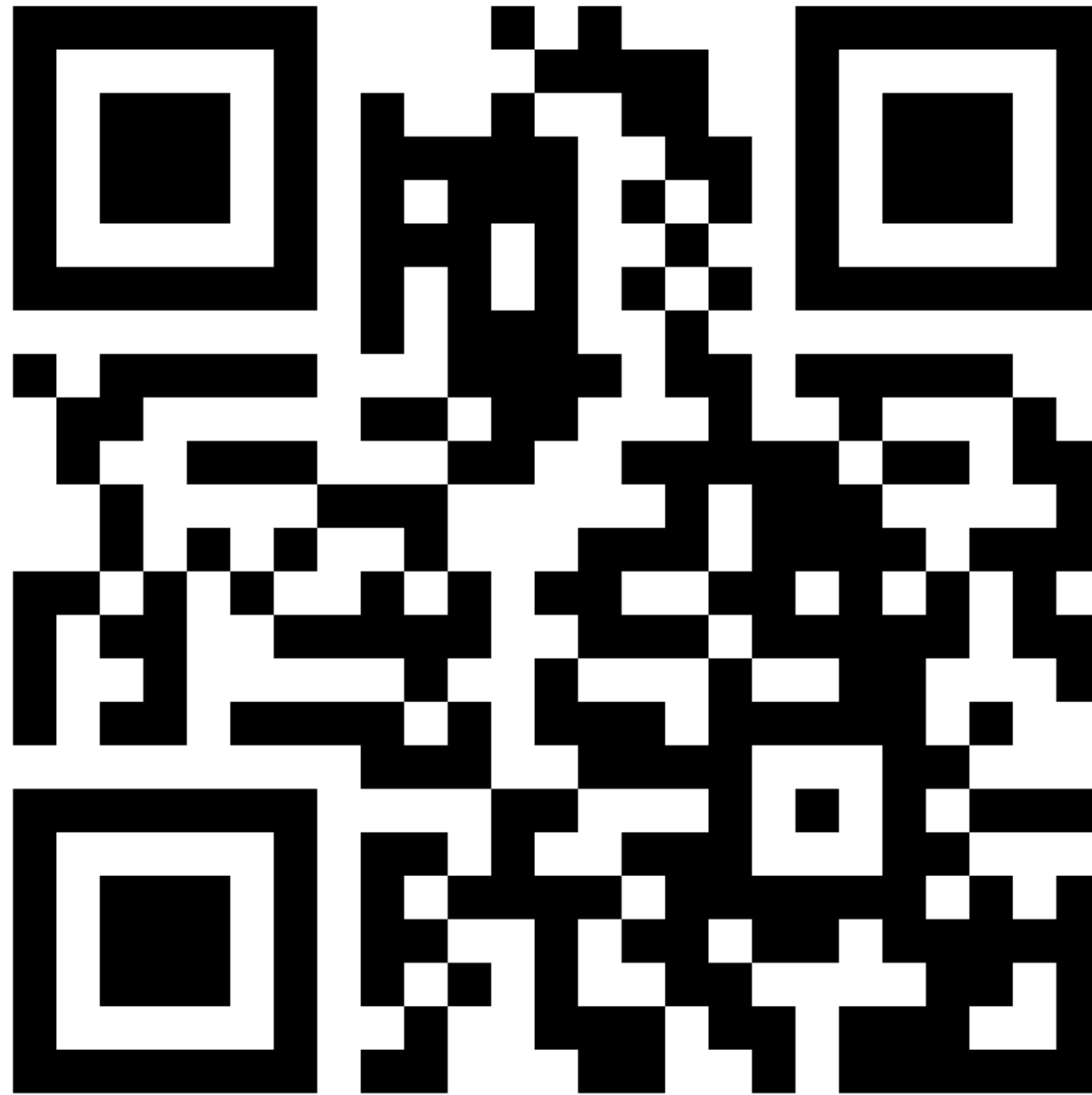
Stereotypes and prototypes

Personal perspective

vevox

How cou

Car accident riddle (poll)

- **Type your explanation in the poll.**

    A father and his son are in a car accident. The father dies at the scene and the son, badly injured, is rushed to the hospital. In the operating room, the surgeon looks at the boy and says, "I can't operate on this boy. He is my son."

    How can this be?

Banaji, Mahzarin R. and Anthony G. Greenwald. *Blindspot: Hidden Biases of Good People*. New York, NY: Delacorte Press, 2013.

bit.ly/nycbc-redeeming

The nature of prejudice

- Preconceived perceptions of things and groups are part of human existence
- "Allport emphasized the importance of **social categorization** in prejudice … 'Once formed, categories are the basis for normal prejudgment. We cannot possibly avoid this process.'"
- "⁹ But if you show partiality, you are committing sin." (James 2:9a)
- This type of categorization happens in our perceptions of leaders as well

Dovidio, John F., Peter Glick, and Laurie A. Rudman. *On the Nature of Prejudice: Fifty Years After Allport*. Malden, MA: Blackwell, 2005.
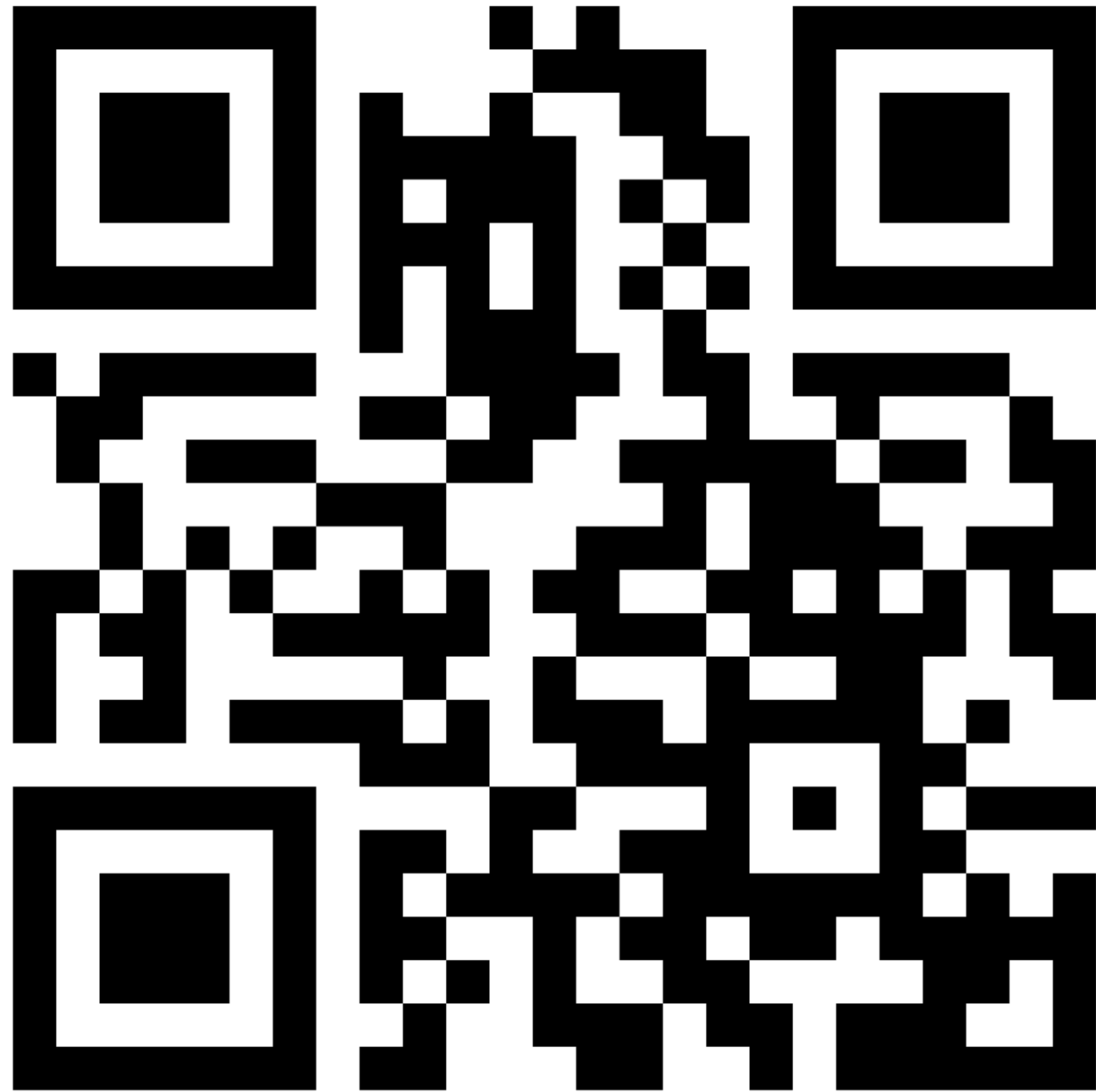
Studs, hunks, and jocks

Youth perspective

vevox

Join at:
vevox.app

ID:
110-484-799

How cou

0

Who's a leader? (poll)

- In groups, describe someone who "leads" you—attracts or influences you—a celebrity, influencer, athlete, politician, or businessperson.

- Enter up to three traits in the list below that best describe your "leader." Answer in the poll.

- Anything interesting you noticed in your own description or those of your group members?

Who's a leader? (poll)

Enter up to three traits in the list below that best describe your "leader." Answer in the poll.

- Helpful
- Understanding
- Sincere

- Intelligent
- Educated
- Clever
- Knowledgeable

- Dedicated
- Motivated
- Hard-working

- Energetic
- Strong
- Dynamic

- Domineering
- Pushy
- Manipulative
- Loud
- Conceited
- Selfish

- Male
- Masculine

Implicit leadership theory

Global perspective

Why leadership?

- Why do we need leaders? What does leadership mean to us?

https://www.cbc.ca/news/canada/toronto/toronto-mayoral-debate-cbc-1.6866837

Why leadership—the light side

- Here are some of the things leaders do (a random list)
  - they are models—they inspire
  - they are forerunners—they envision
  - they are mentors—they counsel
  - they are collaborators—they unify
  - and so on …

Implicit leadership theory

ANNUAL REVIEWS

Annual Review of Organizational Psychology and Organizational Behavior

Implicit Leadership Theories, Implicit Followership Theories, and Dynamic Processing of Leadership Information

Robert G. Lord,[1] Olga Epitropaki,[1] Roseanne J. Foti,[2] and Tiffany Keller Hansbrough[3]

[1]School of Business, Durham University, Durham DH1 3LE, United Kingdom;
email: robert.lord@durham.ac.uk
[2]Department of Psychology, Virginia Polytechnic Institute, Blacksburg, Virginia 24061, USA
[3]Silberman College, Fairleigh Dickinson University, Teaneck, New Jersey 07666, USA

ANNUAL REVIEWS CONNECT

www.annualreviews.org
• Download figures
• Navigate cited references
• Keyword search
• Explore related articles
• Share via email or social media

Keywords

implicit leadership theories, implicit followership theories, social cognition, leader identities

Abstract

We offer a comprehensive review of the theoretical underpinnings and existing empirical evidence in the implicit leadership and implicit followership theories domain. After briefly touching on the historical roots of information-processing approaches to leadership and leader categorization theory, we focus on current contextualized and dynamic perspectives. We specifically present neural network approaches and adaptive resonance processes that guide leadership perceptions. We further address measurement issues, emerging areas of study such as implicit leadership theories, and identity and cross-cultural issues. We offer specific avenues for future research in the form of a systematic list of unanswered research questions and further outline leadership development implications.

49

- How we see leaders is affected by how we process information
- When we lack information about leaders behaviours, we simplify and guess
- We hold "prototypes" of what an ideal leader is
- We make quick judgments about whether a person fits a prototype or not
- Fit = leader, don't fit = not leader (e.g., "think leader, think male")

Lord, Robert G., Olga Epitropaki, Roseanne J. Foti, and Tiffany Keller Hansbrough. "Implicit Leadership Theories, Implicit Followership Theories, and Dynamic Processing of Leadership Information." *Annual Review of Organizational Psychology and Organizational Behavior* 7, (2020): 49-74.

Leader prototypes

- We hold one of six prototypes of an effective (business) leader

- Sensitivity
  - Helpful
  - Understanding
  - Sincere

- Intelligence
  - Intelligent
  - Educated
  - Clever
  - Knowledgeable

- Dedication
  - Dedicated
  - Motivated
  - Hard-working

- Dynamism
  - Energetic
  - Strong
  - Dynamic

- Tyranny
  - Domineering
  - Pushy
  - Manipulative
  - Loud
  - Conceited
  - Selfish

- Masculinity
  - Male
  - Masculine
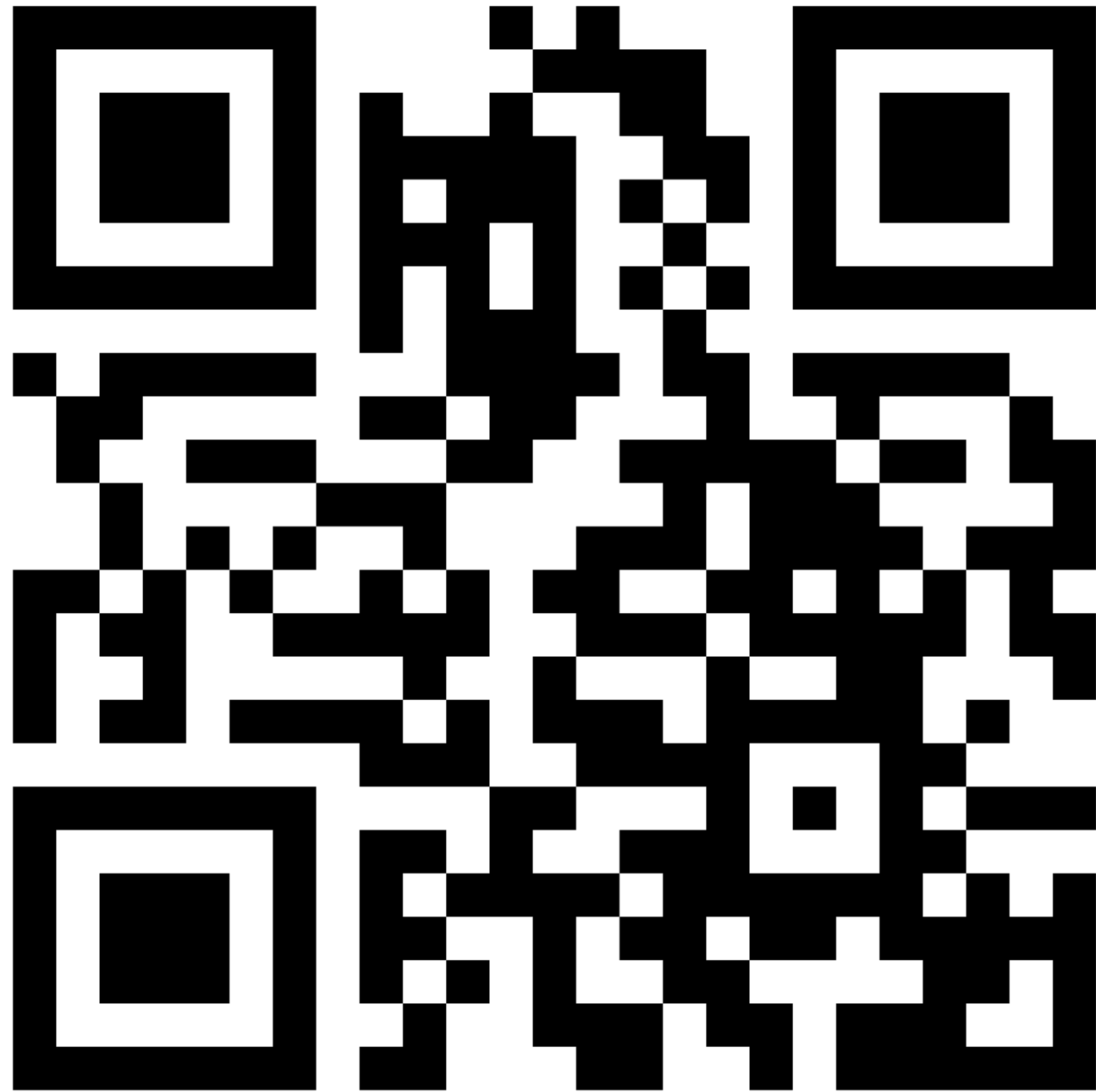
How cou

The tyrannical prototype (poll)

- **Where do you see traits associated with the tyrannical prototype in the world and in the church? Answer in the poll.**

  - Domineering

  - Pushy

  - Manipulative

  - Loud

  - Conceited

  - Selfish

Why leadership—the dark side

- Alternative, evolutionary explanations of leadership
- Leaders
  - make decisions we can't or don't want to make
  - make groups stay together to survive
  - rise up to face threats from external groups
  - show physical prowess over challenges
  - provide protection and access to resources
  - enforce rules and punish free riders
  - are a byproduct of the drive toward dominance
  - are there to solve coordination problems

Van Vugt, Mark. "Evolutionary Origins of Leadership and Followership." *Personality and Social Psychology Review* 10, no. 4 (2006): 354-371; Van Vugt, Mark, Robert Hogan, and Robert B. Kaiser. "Leadership, Followership, and Evolution: Some Lessons from the Past." *American Psychologist* 63, no. 3 (2008): 182-196.

Why leadership—the dark side

Table 2
A Natural History of Leadership

Stage	Time period	Society	Group size	Leadership structure	Leader	Leader–follower relations
1	>2.5 million years ago	Prehuman	Any size	Situational or dominance hierarchy	Any individual or alpha	Democratic or despotic
2	2.5 million to 13,000 years ago	Hominid bands, clans, tribes	Dozens to hundreds	Informal, situational, prestige based	Big man, head man	Egalitarian and consensual
3	13,000 to 250 years ago	Chiefdoms, kingdoms, warlord societies	Thousands	Formal, centralized, hereditary	Chiefs, kings, warlords	Hierarchical and unilateral
4	250 years ago to the present	Nations, states, businesses	Thousands to millions	Structural, centralized, democratic	Heads of state, managers, executives	Hierarchical but participatory

Van Vugt, Mark, Robert Hogan, and Robert B. Kaiser. "Leadership, Followership, and Evolution: Some Lessons from the Past." *American Psychologist* 63, no. 3 (2008): 182-196.

Why leadership—the dark side

- [Speaking about Stage 3] "For the first time in human history, communities accumulated surplus resources, and leaders played a **key role in their redistribution** (Diamond, 1997; Johnson & Earle, 2000). As communities grew, so did the potential for **within- and between-groups conflict**. Leaders acquired **extra power** to deal with such **threats**, which resulted in more **formalized authority structures** that paved the way for the first **chiefdoms and kingdoms** (Betzig, 1993; Johnson & Earle, 2000). In their expanded role, leaders could **siphon off resources** and use them to create groups of dedicated followers, the cultural elite (Padilla, Hogan, & Kaiser, 2007), and sometimes they established **hereditary leadership**. The **payoff for leaders** increased substantially during this period, attracting **shrewd, resourceful individuals** to these positions for **selfish reasons** that are reflected in these leaders' astonishing relative reproductive success (Betzig, 1993). In contrast to hunter-gatherers, families in settled communities found it difficult to move away from or defend themselves against these **exploitative leaders**."

Van Vugt, Mark, Robert Hogan, and Robert B. Kaiser. "Leadership, Followership, and Evolution: Some Lessons from the Past." *American Psychologist* 63, no. 3 (2008): 182-196.

Why leadership—the dark side

- "The inevitability of intergroup conflict led to the rise of **warlords and soldier classes, tough, aggressive men** who built coalitions of followers united in the common purpose of **extracting resources by force**. Warlord societies are the norm in preindustrialized societies such as medieval France (Johnson & Earle, 2000). A substantial proportion of modern humanity, including those living in parts of Asia and much of Africa, the Middle East, and South America, **still live under these oppressive conditions** (Transparency International, 2005). When centralized governments break down, warlords inevitably emerge (e.g., Iraq or Afghanistan). **Warlords are leaders**—they have followers whose loyalty is predicated on the possibility of **gaining resources, privilege, and prestige** in the new regime (Padilla et al., 2007)."

Van Vugt, Mark, Robert Hogan, and Robert B. Kaiser. "Leadership, Followership, and Evolution: Some Lessons from the Past." *American Psychologist* 63, no. 3 (2008): 182-196.

The tyrannical prototype

- Traits have been passed down through generations

- Each trait gives an inaccurate impression that the leader is effective
  - domineering, pushy, manipulative, loud, conceited, selfish

- These impressions tempt us to put our faith in our leader instead of God

- A leader who solves our problems and "does our dirty work" can become an idol

- He is a personification of our idolized objects and desires

The tyrannical prototype

- Deception from prototypes is possible with
    - limited information
    - distance
    - celebrity
    - social media
    - **religion: spiritual leadership is combined with tribal/organizational leadership**

Unchristian leadership

Church perspective

The problem of distance

- "For the purposes of this book, I'd like to offer a definition of "celebrity" as social **power without proximity**. We put celebrities on pedestals, from which they influence, inspire, entertain, and exhort us. The power differential between us and them is, on one level, obvious …"

- "Yet the power differential is **on another level quite hidden**, making it more insidious. Andy Crouch notes, 'Celebrity combines the old distance of power with what seems like its exact opposite—extraordinary intimacy, or at least a **bewitching simulation of intimacy**."

Beaty, Katelyn. *Celebrities for Jesus: How Personas, Platforms, and Profits are Hurting the Church*. Grand Rapids, MI: Brazos Press, 2022.

James MacDonald

- Harvest Bible Chapel
- Former elders used the following descriptors (selected)
  - proud and arrogant
  - lack of respect for authority
  - self-promotion
  - love of money
  - domineering and bullying
  - outbursts of anger
  - vindictiveness
  - making misleading statements

https://julieroys.com/3625-2/

THE ROYS REPORT

DONATE

RESTORE 2023 NEW DATE! LEARN MORE
OCT 13 · 14 · ELGIN, IL

Letter that Prompted Harvest Excommunication: "We are convinced that James . . . is not biblically qualified to be an elder"

By Julie Roys

December 13, 2018   12:35 pm CST   34 Comments

ENGLISH

Mark Driscoll

- Mars Hill

- "The Rise and Fall of Mars Hill" podcast from *Christianity Today* (highly recommended for its extensive research, now in its 19th episode)

  - Episode 5 (17:17-23:28)

https://www.christianitytoday.com/ct/podcasts/rise-and-fall-of-mars-hill/mars-hill-mark-driscoll-podcast-things-we-do-women.html
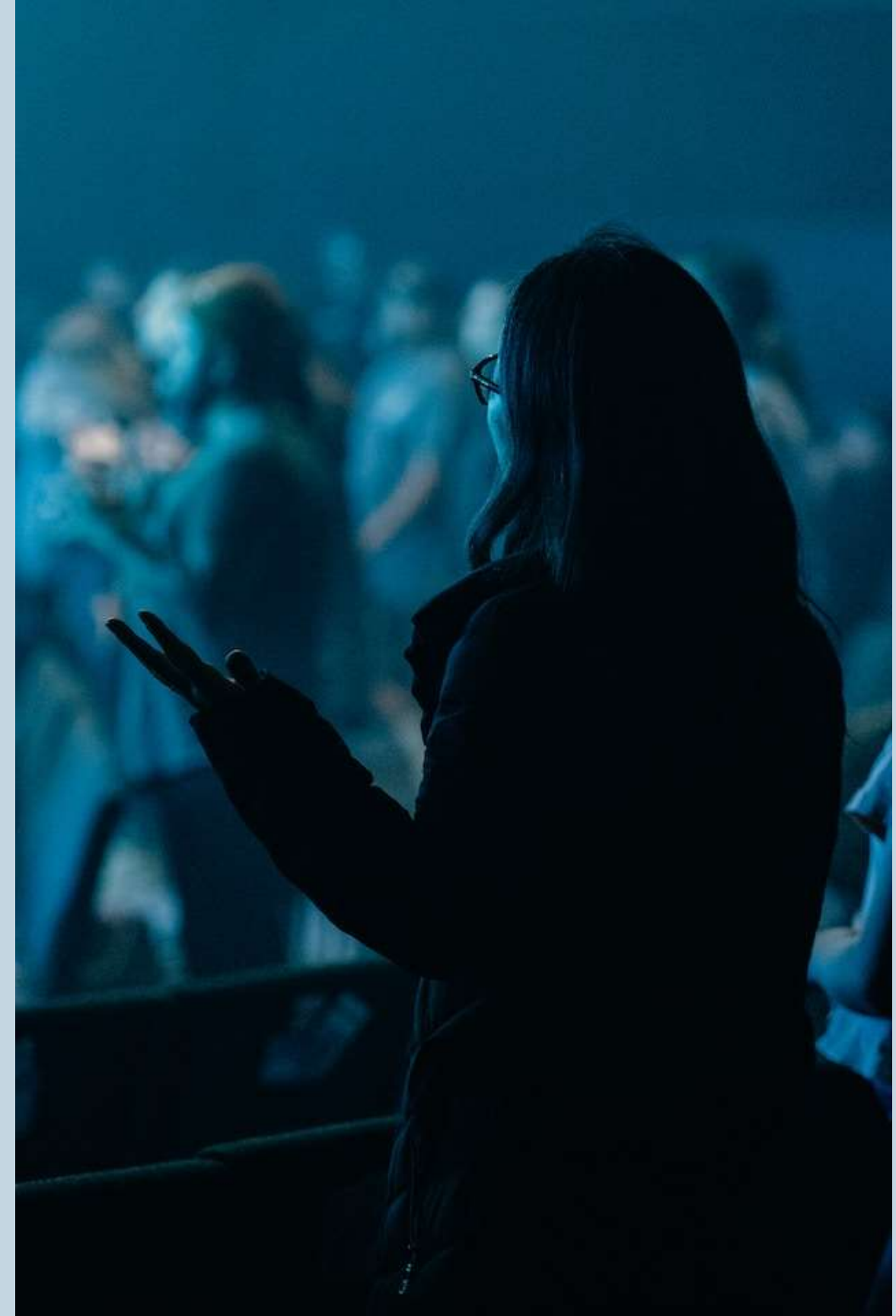
Intelligible and unintelligible

Biblical perspective

1 Corinthians 14:1-25

- 1 Corinthians 14 compares tongues and prophesy
  - it shows how the former is unintelligible and meaningless, and the latter is intelligible and meaningful
- This comparison can be read as an analogy for leadership (this is not an interpretation of the passage)
  - between implicit (inferred) leader traits that are meaningless and useless
  - and explicit (real) leader behaviours which are intelligible and beneficial

Photo by City Church CA on Unsplash

1 Corinthians 14:1-25

Verse	Implication
2 For one who speaks in a tongue **speaks not to men** but to God; for no one understands him, but he utters mysteries in the Spirit.	**Some leaders have displays that do not speak anything to people**
3 On the other hand, the one who prophesies **speaks to people for their upbuilding** and encouragement and consolation. **4** The one who speaks in a tongue builds up himself, but the one who prophesies builds up the church.	**Some leaders have displays that do not build anyone up**
5 Now I want you all to speak in tongues, but even more to prophesy. **The one who prophesies is greater** than the one who speaks in tongues, unless someone interprets, so that the church may be built up.	**Some leaders who appear inspired are not greater**
9 So with yourselves, if with your tongue you utter speech that is **not intelligible**, how will anyone know what is said? For you will be speaking into the air.	**Some leaders have displays that are not intelligible**

1 Corinthians 14:1-25

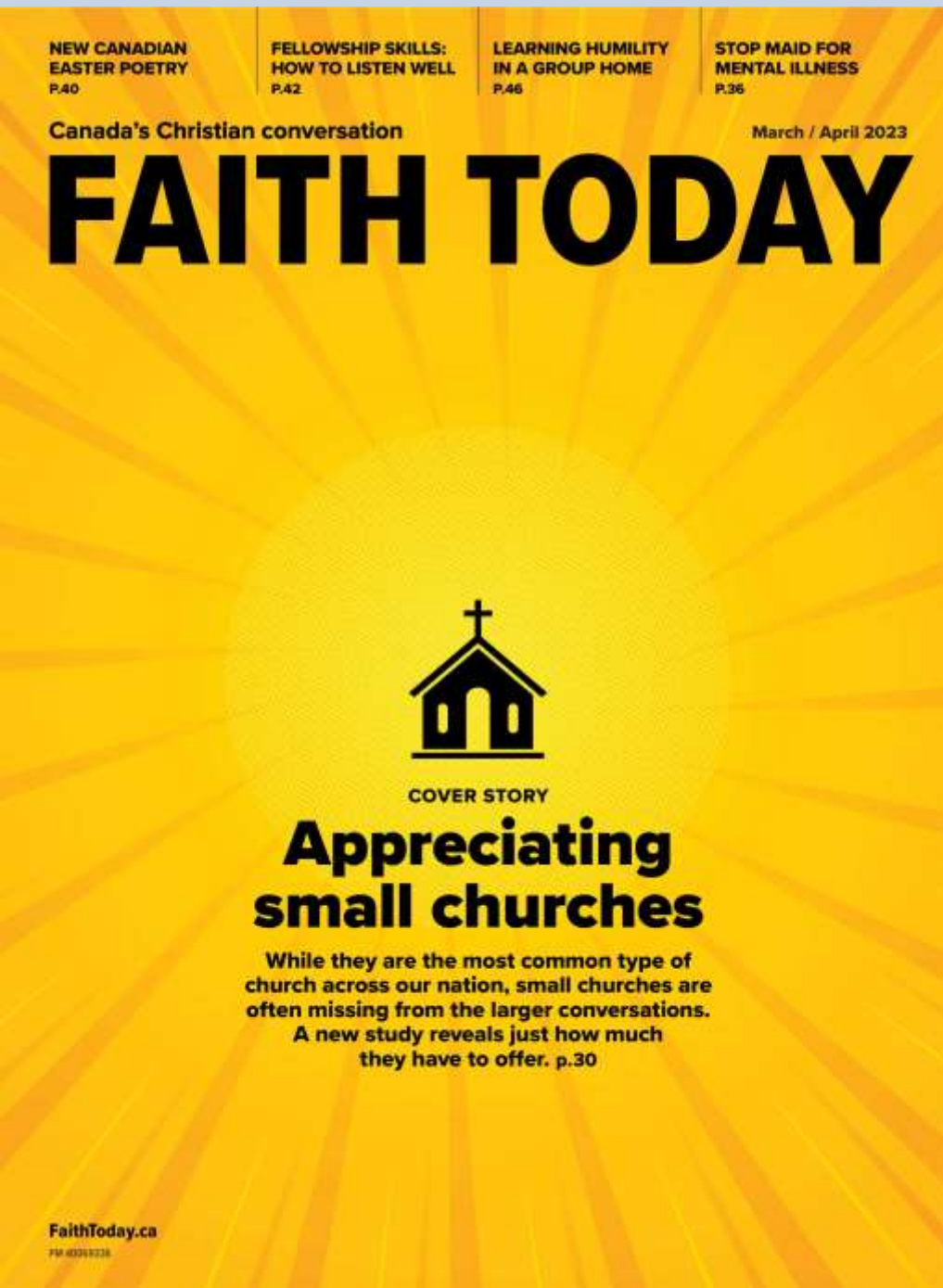|	
10 There are doubtless many different languages in the world, and none is without meaning, **11 but if I do not know the meaning of the language**, I will be a foreigner to the speaker and the speaker a foreigner to me.	**Some leaders have displays that are meaningless**
20 Brothers, do not be children in your thinking. **Be infants in evil**, but in your thinking be mature.	**Some leaders appeal to childish or evil impulses**
22 Thus tongues are a **sign not for believers but for unbelievers**, while prophecy is a sign[c] not for unbelievers but for believers.	**Some leaders may appeal primitively to unbelievers**
23 If, therefore, the whole church comes together and all speak in tongues, and outsiders or unbelievers enter, **will they not say that you are out of your minds?**	**Some leaders act in ways that would be insane to mimic**

Jesus's distance and celebrity

- ² For he grew up before him like a young plant,
  and like a root out of dry ground;
  he had no form or majesty that we should look at him,
  and no beauty that we should desire him." (Isaiah 53:2-3)

- ³⁹ And she had a sister called Mary, **who sat at the Lord's feet** and listened to his teaching. (Luke 10:39)

- ¹⁴ But Jesus said, "Let the little children **come to me** and do not hinder them, for to such belongs the kingdom of heaven." (Matthew 19:14)

- ⁵⁴ Jesus therefore no longer walked openly among the Jews, but went from there to the region near the wilderness, to a town called Ephraim, and there **he stayed with the disciples**. (John 11:54)

Appreciating small churches

NEW CANADIAN EASTER POETRY P.40
FELLOWSHIP SKILLS: HOW TO LISTEN WELL P.42
LEARNING HUMILITY IN A GROUP HOME P.46
STOP MAID FOR MENTAL ILLNESS P.36

Canada's Christian conversation

March / April 2023

FAITH TODAY

COVER STORY

Appreciating small churches

While they are the most common type of church across our nation, small churches are often missing from the larger conversations. A new study reveals just how much they have to offer. p.30

FaithToday.ca

- "Small churches shine especially brightly when it comes to **intergenerational relationships**, says Johnston."

- "A small church is like a family where **everyone knows each other**."

- "**Mentorship** is another aspect of older and younger members relating."

- "Often big churches have 'separate programs for every age bracket until people reach their mid-20s,' he says ... That leaves people short on the intergenerational experience and relationships they need for effective ministry participation and leadership."

https://www.faithtoday.ca/Magazines/2023-Mar-Apr/Appreciating-small-churches

Guarding our hearts

Applied perspective

vevox

Join at:
vevox.app

ID:
110-484-799

How cou

0

What now?

- What can a person do to guard oneself from inaccurate impressions that leaders are effective and spiritual?

What now? Dealing with distance

- We should humbly build on the fact that distance is reduced **by accident**
  - Large ethnic church forced to split into mini-churches due to language
  - Corporate functional roles replaced by congregational pastors
  - Lack of preaching pastor or multi-site model de-emphasizes dynamic preaching
  - Professionalized worship is replaced with organic, accessible experience
  - Separation of younger congregation encourages youth to participate in leading
  - Staggered services requires a Sunday school program that fosters mentoring

What now? Guarding our hearts

Photo by Joel Mott on Unsplash

- Reflect on your childhood and consider where you picked up your prototypes and stereotypes

- Detach yourself from harmful models of militant, dominant, or narcissistic leaders

- Minimize exposure to information-poor soundbites and social media

- Identify implicit signals from leaders and counteract inaccurate impressions

What now? Guarding our hearts

- Assess leaders based on objective spiritual criteria and character not public performance

- Cherish environments where you connect with godly mentors, teachers, and role models

- Reassess whether authoritarian behaviours are acceptable for a ministry leader

- Consider whether your cultural or religious heritage offers a better stereotype

Photo by Jasmin Ne on Unsplash

Evangelical warrior masculinity

- "Evangelicals created their own identity—an **identity rooted in 'family values'** and infused with a sense of **cultural embattlement**."

- Finding comfort and courage in **symbols** of a mythical past, evangelicals looked to a **rugged, heroic masculinity** embodied by **cowboys, soldiers, and warriors** to point the way forward ..."

- "A militant evangelical masculinity went hand in hand with a **culture of fear**, but it wasn't always apparent which came first."
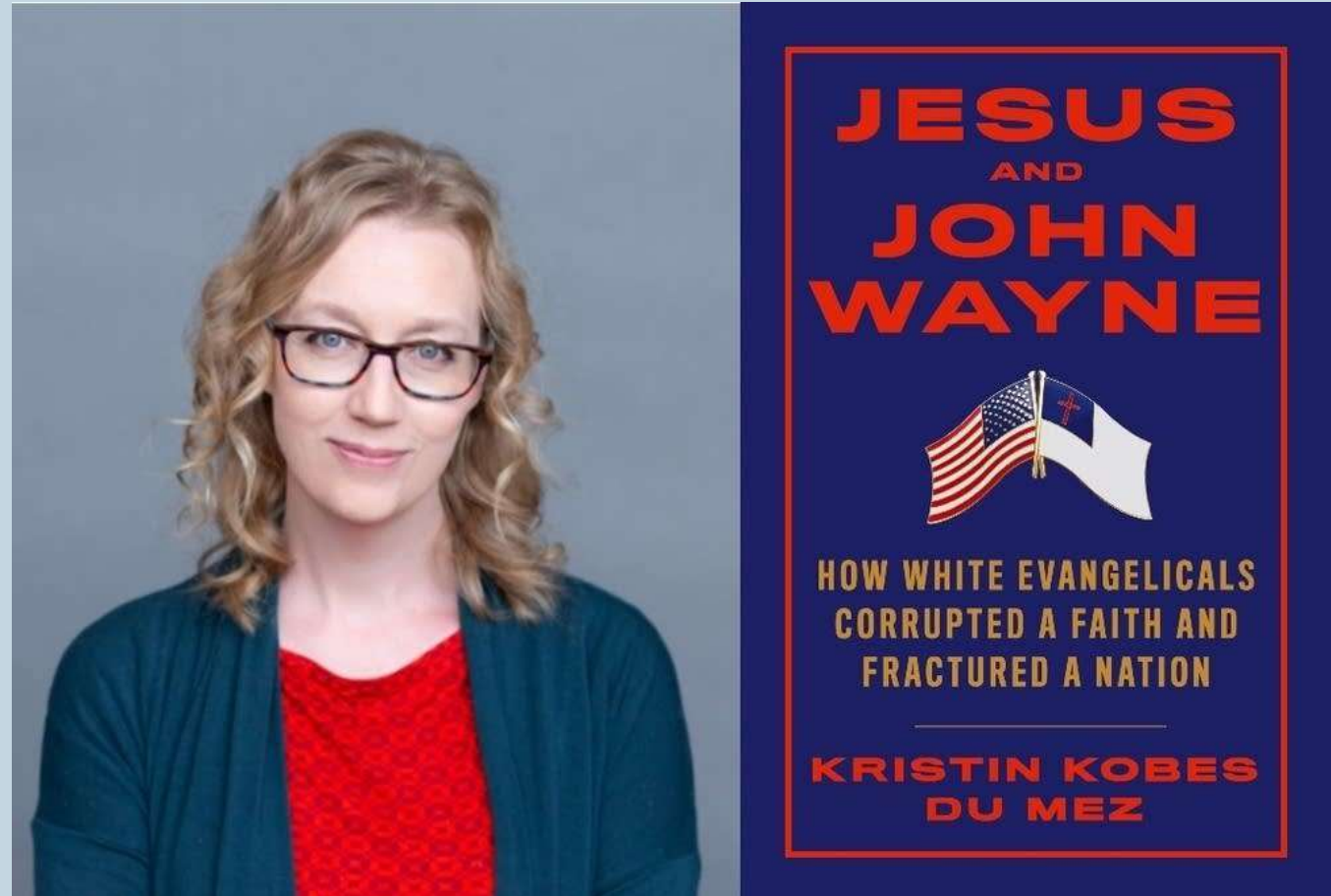
Coming up

- Week 1: Leadership | Why Everything Old Is New Again

- Week 2: Information | When Leadership Is All in Our Heads

- Week 3: Morality | How Our Deepest Convictions Drive Us

  - Why are the world's greatest ideological and political battles characterized by two simple words: left and right? We discuss how our basic moral intuitions lead to distinctly different visions of society, views of scripture, and, ultimately, choices of leaders.

- Week 4: Fear | Why a Terrible World Is Reshaping Us

- Week 5: Tyranny | When the Strongman Captures Your Heart

- Week 6: Redemption | How Our View of Leadership Is Renewed

Q&A

Thank you for building each other up!

Join at:
vevox.app

ID:
110-484-799

How cou

0

Appendix: Implicit Leadership Theory (survey)

- **How characteristic is each trait of an effective business leader?**
  - 1★ definitely not
  - 2★ somewhat not
  - 3★ neutral
  - 4★ somewhat is
  - 5★ definitely is

- What kinds of struggles did you have rating the traits?

Appendix: Prototypes and average ratings

Prototype	Dimension	Average (out of 9)
Leadership Prototype		**6.60**
	Sensitivity	6.10
	Intelligence	6.64
	Dedication	7.62
	Dynamism	6.76
Leadership Anti-Prototype		**4.40**
	Tyranny	4.52
	Masculinity	4.00

Epitropaki, Olga and Robin Martin. "Implicit Leadership Theories in Applied Settings: Factor Structure, Generalizability, and Stability Over Time." *Journal of Applied Psychology* 89, no. 2 (2004): 293-310.