

# Leading Cross-culturally: Covenant Relationships for Effective Christian Leadership by Sherwood Lingenfelter

1. What is Leading Cross-culturally?
  - a. Characteristics of leading
    - i. building trust within a relational community.
    - ii. Defining of a compelling vision for life
    - iii. Stepping out ahead - lead by action and example
    - iv. Calling others to follow
    - v. Empowering those who follow
  - b. Leading then is inspiring people who participate with you in a community of trust to follow you and be empowered by you to achieve a compelling vision of faith.
  - c. Leading cross-culturally is inspiring people who come from two or more cultural traditions to participate with you in a community of trust to follow you and be empowered by you to achieve a compelling vision of faith.
  - d. Facing weakness & dependence - Some of my most significant failures as a leader have come when I have ignored my dependence on others and the limitations of the gifts that God has given me (p. 23)
  - e. Temptations for leaders
    - i. Arrogance
    - ii. Use power to control and forcibly influence outcomes
    - iii. Doubting God when He is silent
2. Part 1 - Inspiring People
  - a. Kingdom Vision and Work
    - i. It is not our task to define the mission. Our task is to ask how God has gone before us and what is He already doing (p. 33)
    - ii. Kingdom work - good news and a healing touch
    - iii. The only vision worth following is God's vision, and God reveals that vision to many, not one (p. 42).
  - b. Kingdom Values and Rewards
    - i. Kingdom values
      - i. Serving others
      - ii. Relinquishing control of the process
      - iii. Trusting God for the outcomes
    - ii. Jesus will reward generously, but does not reward "fairly" by the world's standards
3. Part 2 - Building Trust
  - a. The Necessity of Learning
    - i. Need to learn the social game assumptions of the people they lead and serve - the degree to which relationships are defined by role and rule (Grid) and the degree to which group interests have priority over individual interests (Group)
    - ii. Bureaucratic Game (Low Group, High Grid)
    - iii. Individualistic Game (Low Group, Low Grid)
    - iv. Corporate Game (High Grid, High Group)
    - v. Collective Game (High Group, Low Grid)
  - b. Covenant Community, the Highest Priority
    - i. Covenant - intentional commitment through a ritual meal or ceremony witnessed by God in which we agree together to live according to new standards of behaviour founded in our relationship with God
    - ii. Principles to teach and practice to achieve covenant community
      - i. Identity in Christ
      - ii. Presence of Holy Spirit
      - iii. Love one another

- iv. One body, serving in diversity
      - v. One body, working together in unity
      - vi. Submitting to one another
      - vii. Speaking graciously
      - viii. Restoring mercifully
    - iii. "Instead of giving first priority to attaining vision, meeting goals and productivity, they (leaders) must rather give highest priority to the formation of a community of trust and then to doing the hard 'bodywork' of creating both community and trust.
  - c. Creating Covenant Community
    - i. Worship
    - ii. Training so we understand the difference between how one behaves in one's default culture and how one behaves in a covenant community
  - d. Trustworthy Leadership
    - i. "The critical factors for leading cross-culturally are Christ-centered learning and trustworthy covenant-centered leadership."
4. Part 3 - Pathways to Empower
- a. Power-giving leadership
    - i. Relational, rather than positional
  - b. Empowering and Mentoring
    - i. Mentors release control
    - ii. The challenge of equipping new leaders is to decide whether to manage or mentor them.
    - iii. The risk of letting go is great
    - iv. "The most essential act in empowering others to achieve a compelling vision of faith is that of releasing control" (p. 129)
  - c. Responsible-To Leadership
    - i. "Responsible-for leaders demonstrate emotional attachment to their role and results, and they exercise power and control to achieve results and assure quality. In contrast, responsible-to leaders demonstrate emotional detachment from their role and results, and they grant authority, responsibility and freedom to other people whom they then counsel and hold accountable to achieve results and quality. Responsible-for leadership cannot relinquish control, since the leader is emotionally attached to both his or her role and to the achievement of results. A responsible-to leader places responsibility for results on the members of the team (which ideally is committed to covenant community) and trusts God for the wisdom to provide the counsel and accountability essential for each member." (p. 133)
    - ii. Resist the urge to give expert help. Wait until we are asked, suggest options, guard against discouraging them by showing them the right way to do it.
    - iii. "God's highest priority is that we be and live as the people of God. ... Responsible-to leadership enables the body to serve and God to work in that body to accomplish God's results." (p. 141)
    - iv. "When we act as if we are responsible for, we take power into our hands, and we use it to try to accomplish our outcomes, the results that we desire, in effect becoming power seekers. By being responsible to, however, we focus on the covenant community and empowering all the members of the body of Christ to produce the results that God intends for his church. The act of being responsible to involves asking appropriate questions, investing time in the building of relationships and speaking truth in love at times when God directs us to do so." p. 142
  - d. Exercising Power, Asking for Correction
    - i. Leader must keep team focused on mission. He can do so because he has the power to require dialog. He can open an issue without controlling the outcome.
    - ii. Followers must have means to challenge leaders that are consistent with biblical commands to love one another and at the same time to question without condemning.
5. Part 4 - Leading cross-culturally
- a. The challenge of cross-cultural leadership
    - i. Play with the team that God gives you.

- b. The hope of cross-cultural leadership
  - i. Values are always eroding. What are we doing to renew them?
  - ii. Leader must give repeated attention to mission, vision and values
  - iii. "The essence of effective leading for multi-cultural teams may be summed up in the phrase "body work" or "being disciples to make disciples." p. 166
  - iv. "Leaders in particular must surrender their obsession to control and achieve, through worship at the cross." P. 170