

The administration of a seminary as a call

Institute for Excellence in Christian
Leadership Development
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by *Lourenço Stelio Rega*©

So if it is leading, lead enthusiastically ... - Rom 12:6 , 8, 9-2

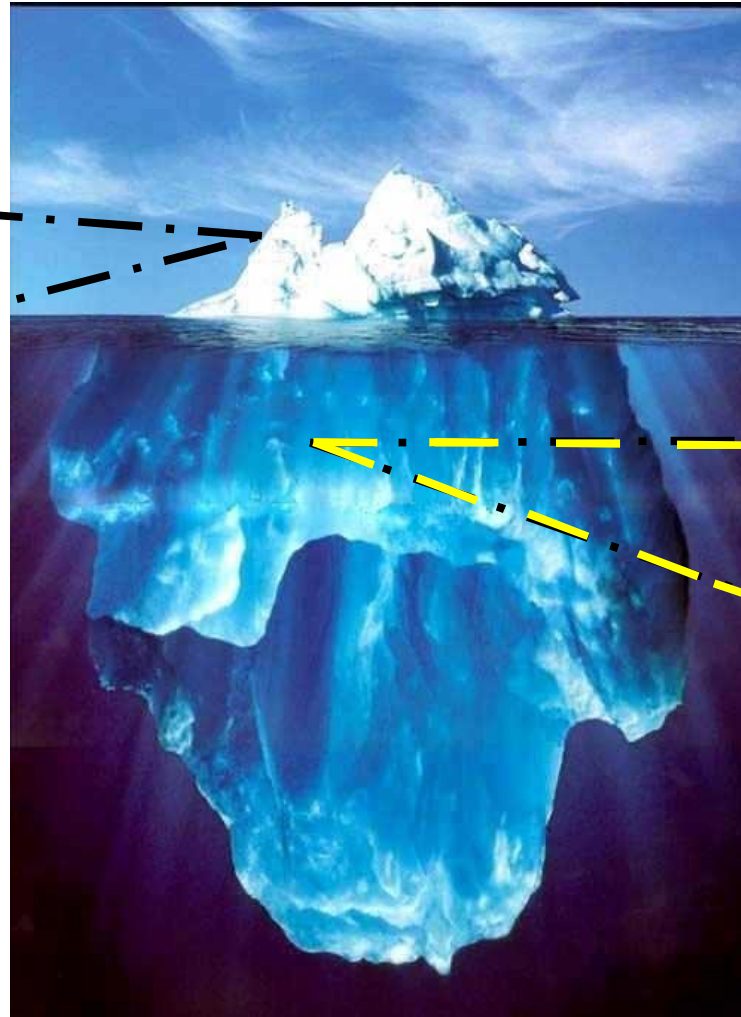
- We have different gifts based on the grace that was given to us ... **So if it is leading, lead enthusiastically ...**
- Your love must be without hypocrisy. Abhor what is evil; cling to what is good.
- Be devoted to each other with mutual affection. Excel in showing respect for each other.
- Never be lazy in showing such devotion. Be on fire with the Spirit. Serve the Lord.
- Be joyful in hope, patient in trouble, and persistent in prayer.
- Supply the needs of the saints. Extend hospitality to strangers.
- Bless those who persecute you. Keep on blessing them, and never curse them.
- Rejoice with those who are rejoicing. Cry with those who are crying.
- Live in harmony with each other. Do not be arrogant, but associate with humble people. Do not think that you are wiser than you really are.
- Do not pay anyone back evil for evil, but focus your thoughts on what is right in the sight of all people.
- If possible, so far as it depends on you, live in peace with all people.
- Do not take revenge, dear fiends, but leave room for God's wrath. For it is written, "Vengeance belongs to me. I will pay them back, declares the Lord."
- But "if your enemy is hungry, feed him. For if he is thirsty, give him a drink. If you do this, you will pile burning coals on his head."
- Do not be conquered by evil, but conquer evil with good. **(International Standard Version)**

The two sides of the life of those who preside

BONUS

Position,
status,
privileges,
authority,
etc.

The Prize



“ÔNUS”

Obligation

the president's
personality,
emotional balance,
personal
motivations,
mission sense, as
he sees and
motivates the
team, etc.

The Cost

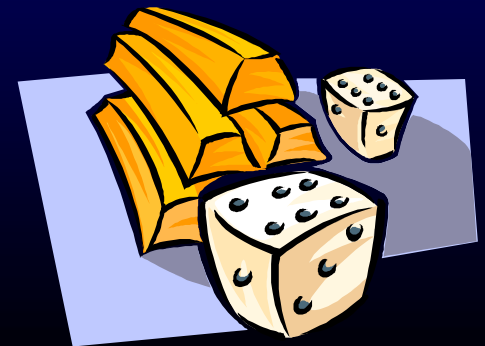
The background is a dark blue gradient with several sets of concentric circles in a lighter blue color, creating a ripple effect.

Leadership and planning as divine call

The reality ...

ü In general, the administration of seminaries has been empiric, intuitive and many times amateur

ü The institutions live in the dependence of "magic passes" given by a wizard



The cost of a good administration...

ü The demands of the contemporary life will not allow more strategic flaws, as administrative experiments are tested.

ü There could be even very well intentioned people's participation, but everything is difficult if the leader does not have a balanced life and ignores the principles and basic laws of Administration.

Intelligent leaders... But emotional reactions...



**How to deal
with people
who act by
instinct and
think they are
acting by
logic...**

Myths about seminary leadership.

- ü If he is called and is a professor, certainly he will be successful ...**
- ü The Rambo Myth – a jack-of-all-trades and super-specialist**
- ü Immediate results... the show must go on.**

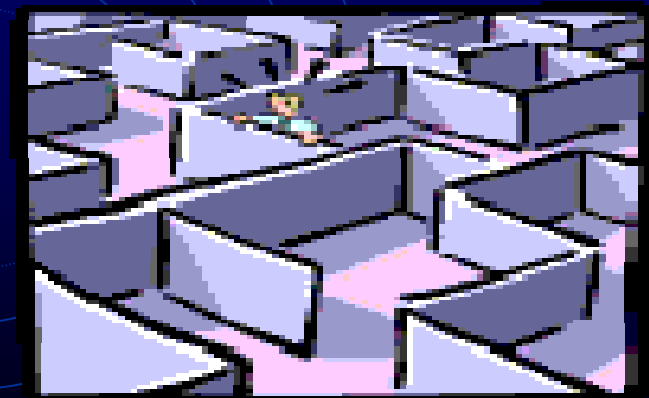
Competence to lead

It is not enough to have the title or a president's position

- ü Spiritual
- ü Physical
- ü Emotional
- ü Intellectual
- ü Relational
- ü Operational leadership
- ü Multi-focus



Differences between leading and managing / administering



Differences between leading, administering, managing and being a boss.

BOSS

He exists to control what was decided above, and to be sure, it was done below.



BOSS X LEADER

BOSS are obeyed
LEADER are respected

While the **manager** seeks **control**, the **leader** facilitates the **change**. The **manager** looks at the **day by day**, the **leader** envisions the **future**

Differences between being a manager and being a leader

MANAGER	LEADER
Administers - maintains the system	Innovates - creates the system
He is a copy	He is the original
Focus on systems and structures	Focus and values people- looks at "mission"
Seeks and depends on controls	Facilitates change and inspires confidence
Short term thinking	Long term thinking
Asks "how", "when"	Asks "why"
Looks only to immediate results	Has his eyes turned to the future
Accepts the "status quo" - "priest"	Challenges the "status quo" - "prophet"
Maintains the procedures is dependent	Seeks for new alternatives
Follows established projects	Establishes projects
Focus on accounting	Focus on history
Hand or manual activity	Reflexive and visionary activity
Works and produces	Changes the direction
Planes day by day routines	Determines the direction of the organization
Sees if things are working	Seeks for new ways to his organization
Does thing the right way - efficient	Does the correct things - effective
Makes people to do things	Makes people to desire to do things - appeals to values/beliefs

CAIN or ABEL – which is your choice? - I

Abel	Cain
Is an organization man, think as a team, thinks about the whole thing and about group objectives	Is a man who acts on his own, but makes it appear that he is an organization man
Respects the subordinates	Loves subservience
Likes tasks done	Seeks the prestige coming from credits of tasks done

CAIN or ABEL – which is your choice? - II

While Abel is thinking in terms of ...	Cain is thinking in terms of ...
Problems affect the organization, the group	Problems that affect him and threaten his position
Doing the work	Getting the credit, position, status, salary raise
Team work	Power over others (my territory)
Loyalty towards his work colleagues	Loyalty of subordinates to him
Accountability	Avoid blame and feeling under pressure
Competitors	Enemies
Organization campaign goals	Personal promotion, fame

CAIN or ABEL – which is your choice? - III

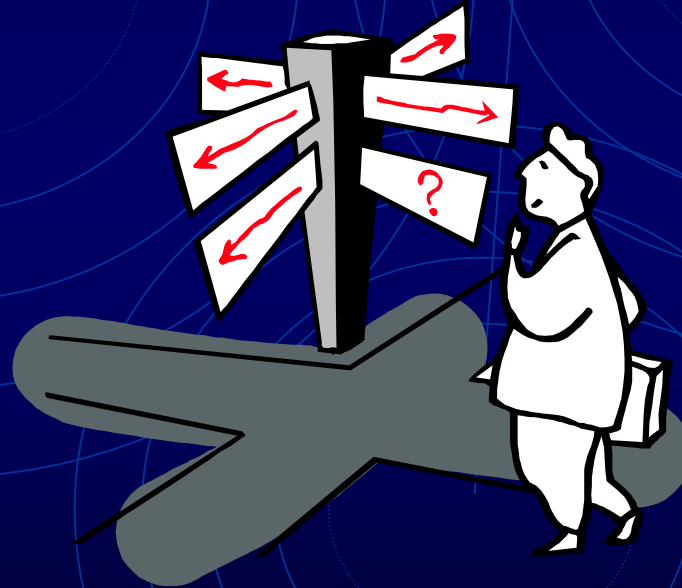
Abel utilizes language to ...	Cain utilizes language to ...
Communicate his ideas	Arrives where he wants
Persuade, convince	Manipulate
Express facts	Flattery
Logics	Phantasy
To invoke larger aspirations, deals with ideals	To invoke smaller emotions, deals with passions
Business subjects	Spread rumors
Words have meaning and sincerity	Words that are elastic and slippery
Words that are promises	Words that suggest intentions
Words that reflect conscience	Words that reflect what is convenient for his personal intentions
Words that are tools to build	Words that are weapons to win

The leader and the power



From: *Total Family*

Guiding principles for the seminary leader



Behind the leader's work there are variables that guide or suggest behavior or attitudes in relation to the work and to the people

- ® **Accounting / historical** vision
- ® **Reactivate / proactive** leadership
- ® **Time** oriented and **event** oriented leadership
- ® **Task** oriented and **relationship** oriented leadership

Vision guided leadership ...

ACCOUNTING

Tangible and visible results

Counts people

Counts people who are working

Checks to see if they are producing

Were the results reached?

Leaves aside people who do not cooperate, "it is a loss of time to worry with them"

Productivity in the ministry

Intense living

Emphasis upon tasks, activities

HISTORICAL

Looks to the future in search of tangible and visible results

See people

Counts everyone by looking at their potential

Tries to understand why they are not producing

Is the group vision valid?

Tries to involve people who have not yet adhered to the vision

Historical building of the ministry

Extensive living

Emphasis upon relationships, and think later upon tasks

The reactive and proactive stiles

REACTIVE	PROACTIVE
passive	active
Waits for things to happen	Makes thing happen
Determinist life	Determinative life
We are a social mirror and react as a specified map	We are builders of social reality
We react to scripts of life	We write our own history
The environment, the contingencies are responsible	We are responsible for our own acts
Without auto conscience	With auto conscience
Life oriented by situations, feelings and events	Life oriented by principles and values
Decisions are REACTIONS to external situations	We conduct most of life's situations
Decisions are made and the organization goes as things happen	We have the initiative and plan the organization's life to achieve a defined direction

Reactive and Proactive Language

REACTIVE LANGUAGE	PROACTIVE LANGUAGE
There is nothing else to do	Let us look for alternatives
I am this way and will not change	I can take some other attitude
This drives me crazy	I need some more time to better evaluate my feelings
They will never accept that...	I will try to make an effective presentation
I have to do that...	I must find an adequate reaction
I can not	I choose not to be able
I must...	I choose...
Oh if I only could ...	I am going to do it ...
At this point the best thing to do (or the worst thing to do?)	Well, as we had foreseen, we should use the plan B ...
But this is going to upset "mister Jones"	Well, as we had previously agreed ...

Hints (life oriented) for time or event

TIME	EVENT
Schedules/programs/being on time	Being concerned more with event's detail than with schedules
Chronological vision of time	Event vision of time
Time is counted and measured	Time is lived and experienced
Meetings and work are controlled by time	Meetings and work are valued by the opportunities and achievements
Nothing can be done without previous planning	Events can indicate the directions
Worried with being on time and the amount of time spent	Worried with event details no matter the amount of time necessary
Managing time to achieve the maximum results within time limits established	Exhaustive consideration of a problem until it is solved
Activities set with fixed time and with specific goals	"Come what may" attitude, no rush no scheme
Rewards are offered as incentive	The effort in completing the event is a reward in itself
Emphasis on dates and history	Emphasis on present experience instead of past or future

Hints for tasks or relationships - I

TASK	RELATIONSHIPS
Focus on tasks and norms	Focus on people and events
Satisfaction in accomplishing goals	Satisfaction in relationships
Motivation in accomplishing things	Motivation in interacting with people
Accepts loneliness and social privation to reach personal accomplishments	Deplores loneliness; sacrifices accomplishments for the benefit of the group
Frenzied lives trying to keep busy with some kind of task	Spend much time and energy to maintain personal ties
People are seen as mere items of your work scheme	People are seen as opportunities for relationship and coexistence
Accepts people when tasks and objectives are being accomplished	They need acceptance and incentive of the group

Hints for tasks or relationships - II

TASK	RELATIONSHIPS
Rewards people who complete the maximum of group tasks and objectives	Rewards people who are able to deal with conflict and relationships
Life is driven by an endless succession of objectives	The highest priority is to establish and maintain relationships
Spends much time planning and preparing reports	Spends much time visiting and talking
"Let us work and if there is any time left we can relate"	Knows people before initiating a task
Burocrat - structure maker	"Humanocrat " - makes thing function
Salary at the base of "job description"	Salary at the base of personal value

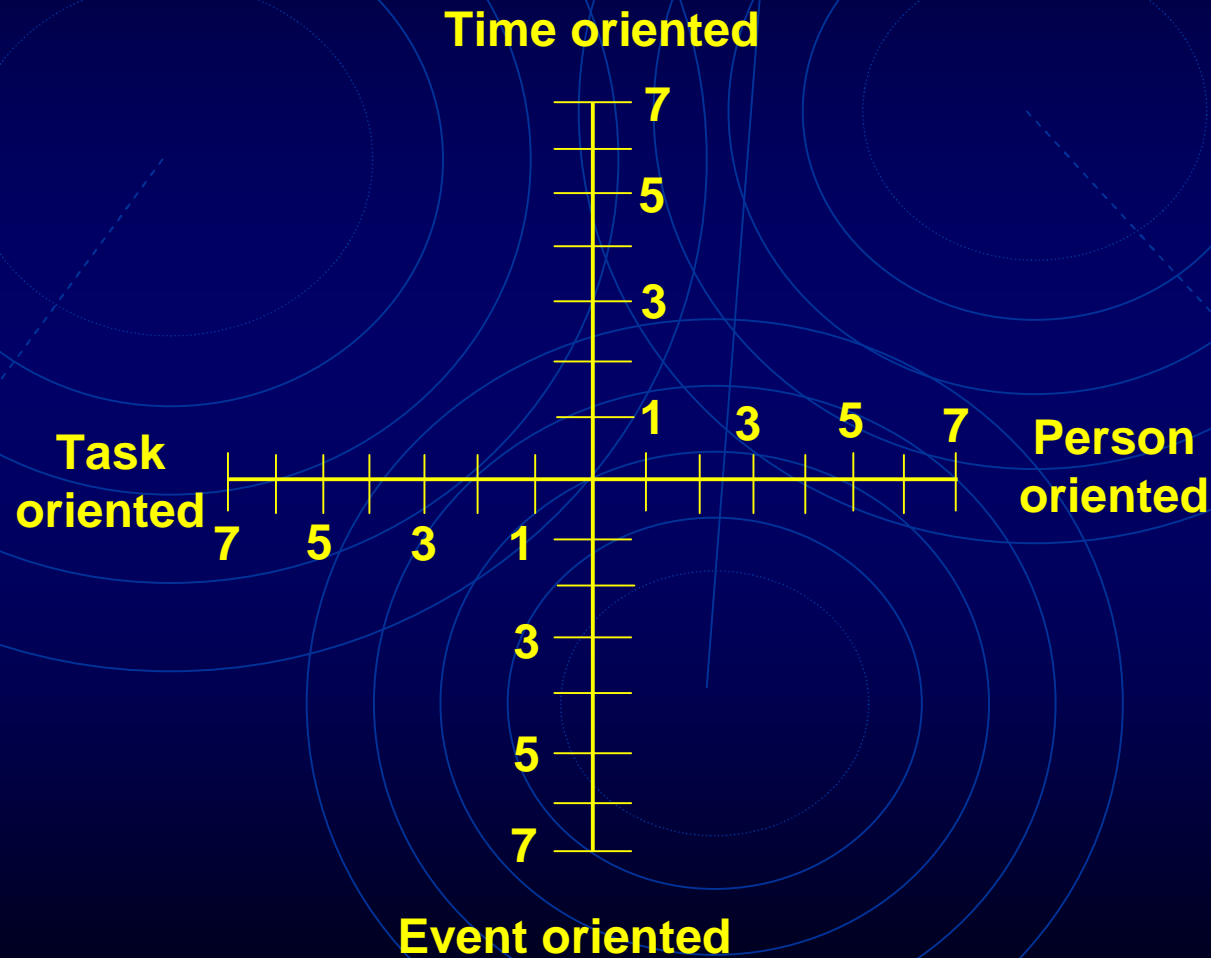
Who am I?

TEST - PROFILE OF THE LEADER

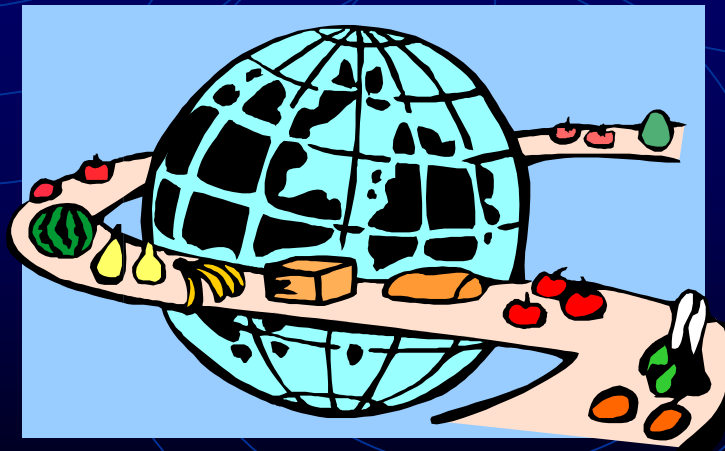
<i>Style guided for</i>						Total (T)	Average T / 5
Time	4= 7	7= 5	9= 5	11= 7	19= 7	31	6
Event	2= 7	10= 2	13= 2	14= 2	18= 2	15	3
Task	3= 7	5= 7	6= 7	12= 7	17= 7	35	7
Person	1= 2	8= 2	15= 5	16= 2	20= 2	13	3

TEST – Profile of the leader

Who am I?



The life cycle of projects, undertakings and leadership



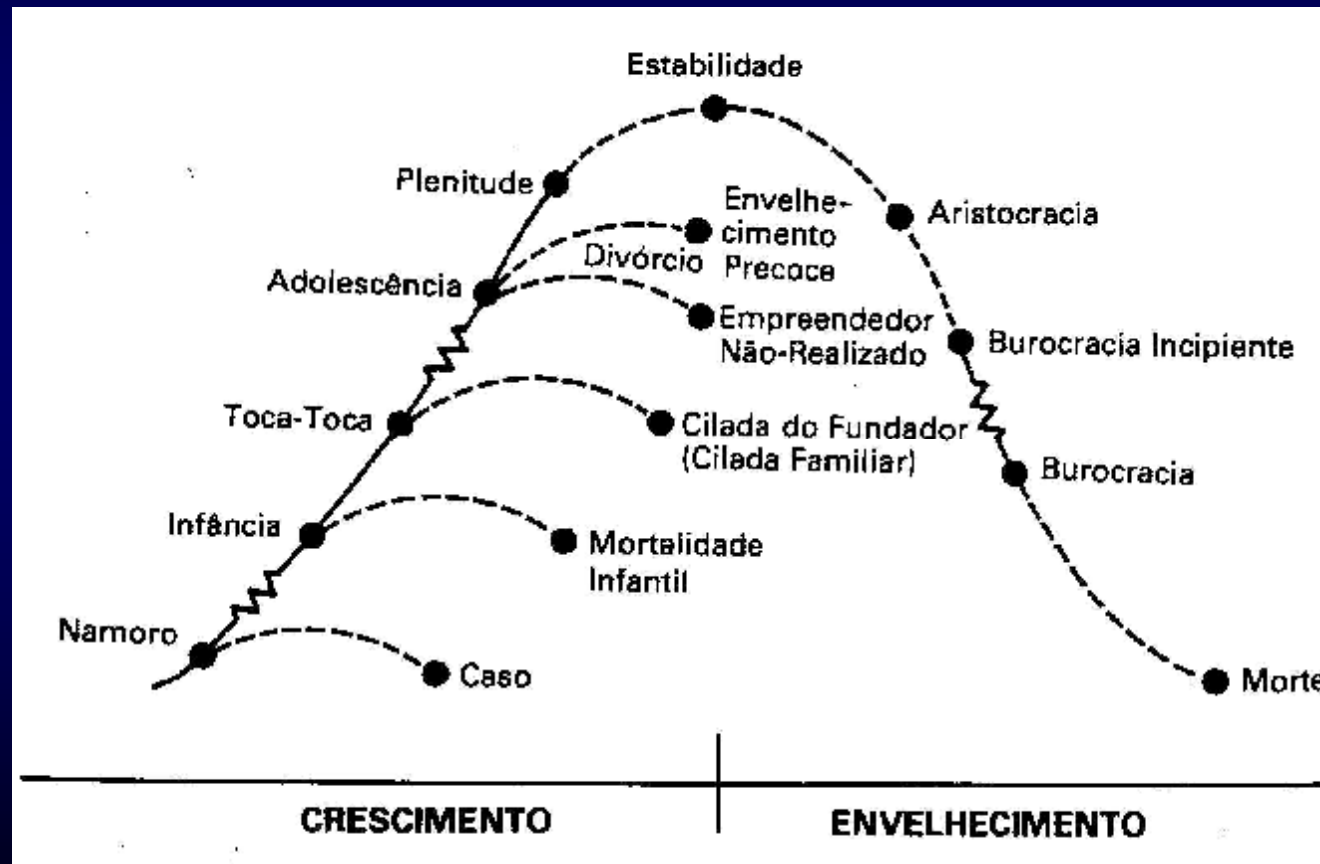
Almost everything in life has a cycle which demonstrates the beginning and development of phases.

Life itself is like this, we are born, we grow, we get old and then comes death.

We call this a cycle since, generally speaking, the phenomenon can be repeated in similar situations



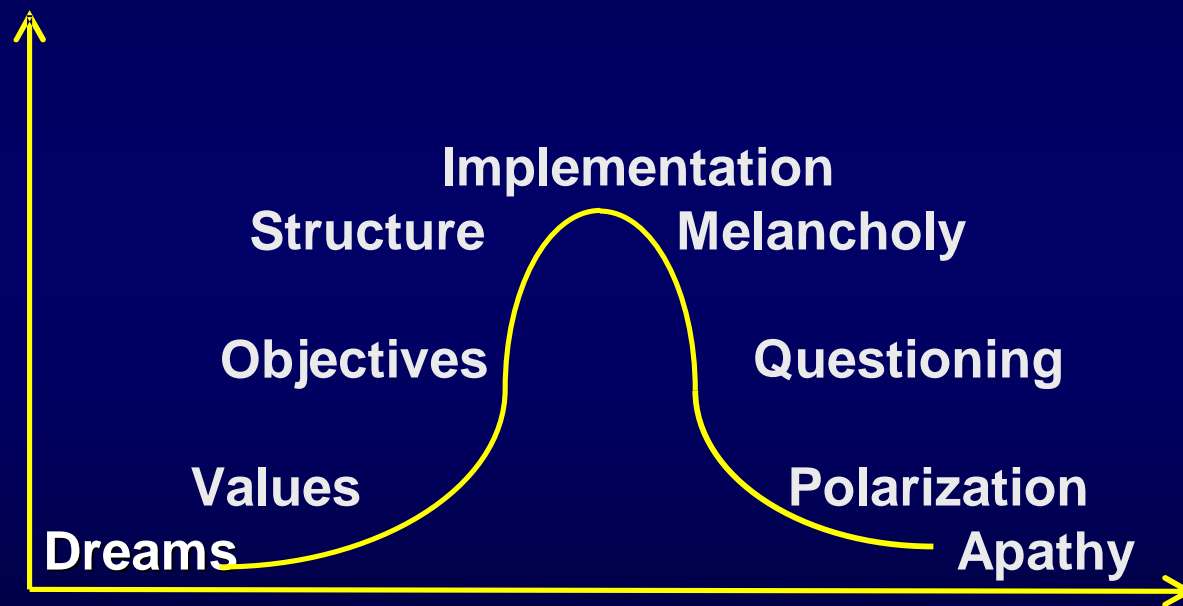
The life cycles are also present in projects and undertakings



Ichak Adizes (*The life cycles of organizations*)

Life cycles of a religious organization

"Sino Curve"



Robert Dale, *To Dream Again – how help your Church come alive*, Nashville: Broadman Press, (1981).

Life cycles of a religious organization



® Dreams

® Values

® Objectives

® Structure

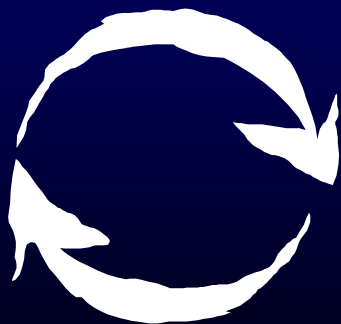
® Implementation

® Melancholy

® Questioning

® Polarization

® Apathy



For each phase of the life cycle, there is a type of leader

Phase / stage	Typical leader
Dreams	Visionary
Values	Developer
Objectives	Designer
Structure	Organizer
Implementation	Activists
Melancholy	Tradicionalists
Questioning	Detectives
Polarization	Bully
Apathy	Dead

**What to do so the
project and my
leadership do not
collapse?**

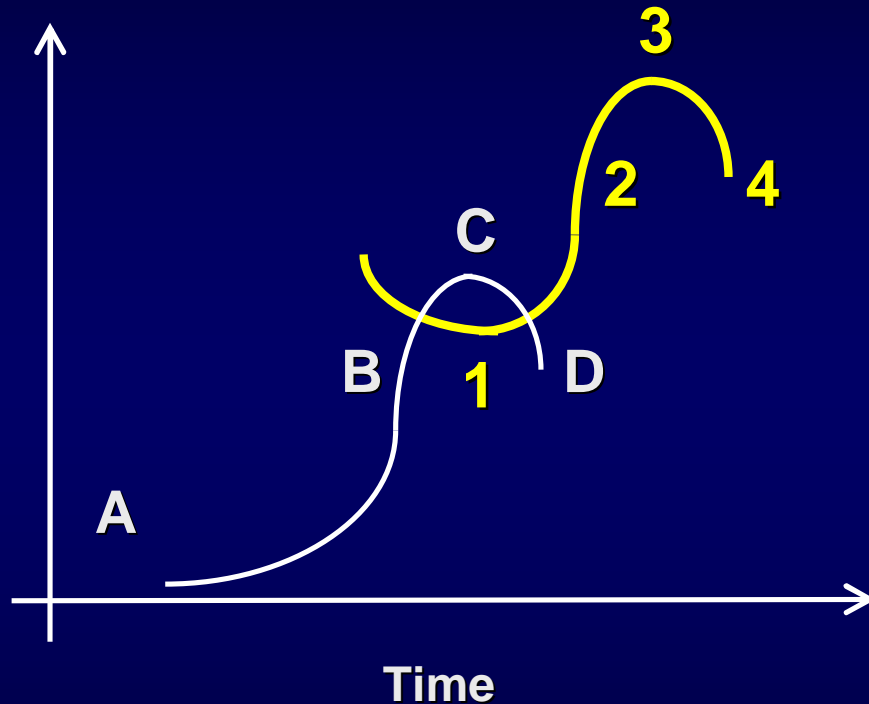


**It will be necessary to
consider that:**

- ① **One of the positive reactions to the Sino curve is to implement a new cycle before the fall begins**
- ① **This is the occasion when there is favorable conditions with labor and resources for the beginning of a new cycle**
- ① ***We have here a second Sigmoid Curve***

Fighting your way back...

Development



First curve (white)

A = Birth of system, project, paradigm

B = Development / Growth

C = Climax, maturity of the project, paradigm

D = Decline

Second curve (yellow)

A = Birth of system, project, paradigm

B = Development / Growth

C = Climax, maturity of the project, paradigm

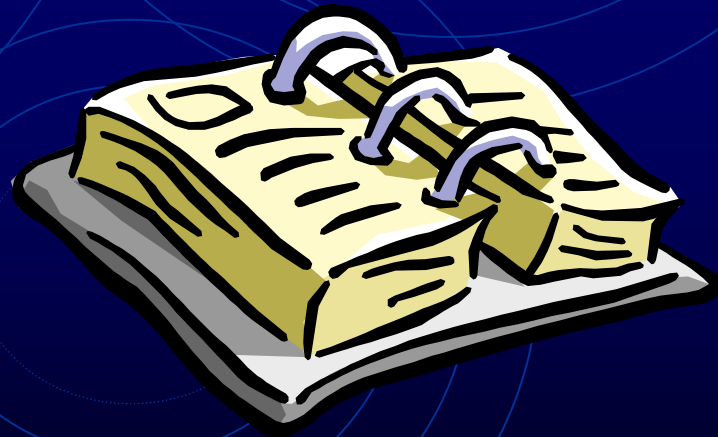
D = Decline

Thinking strategically

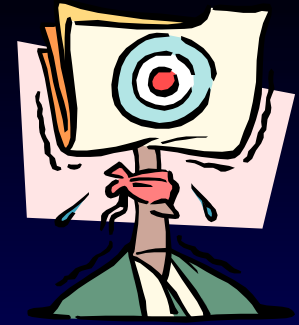
ESTRATEGIC ATTITUDE	MAINTENANCE ATTITUDE
Effective	Efficient
Seeks success	Avoid failures
Acts	Reacts
Dynamic	Static
Flexible	Inflexible
Innovator	Traditional
Confronts	Avoids
Coordinates (the whole)	Fragmented (in parts)
Interdependent	Independent

Robert Dale, *To Dream Again – how help your Church come alive*, Nashville: Broadman Press, (1981).

Conclusion



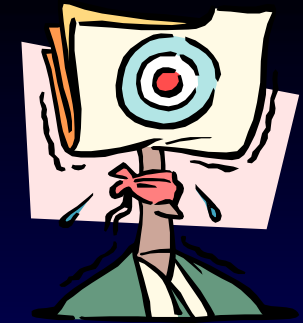
Success in leadership



- ① Success or failure in the development of a seminary depends largely on whom is leading
- ① It is a “must” to choose well each member of the staff
- ① The leader must assume the costs instead of complaining
- ① Must focus on solutions instead of falling apart before daily problems...



Focus on **solution** or on the **problem?!?!**



Ⓜ When NASA began the launching of astronauts it was discovered that pens do not work at zero gravity. In order to solve this problem they hired Andersen Consulting. They spent a decade and 12 million dollars. They were able to develop a pen that could write at zero gravity, up side down, under water and in various temperatures from bellow zero to 300 degrees Celsius.

Ⓜ The Russians on their turn decided
to use a pencil.



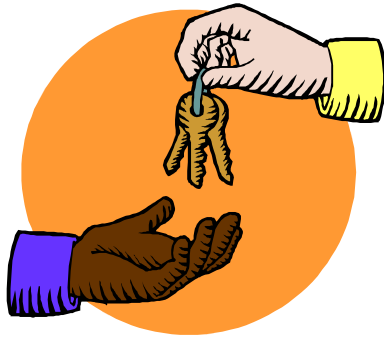
The cost of the leadership

- ® **Life model and leadership**
- ® Sensibility and determination
- ® **Do not expect reward**
- ® Criticism
- ® **Fatigue**
- ® Loneliness
- ® **Make tough decisions**
- ® Patience and knowing to wait the right moment
- ® **Confidence/secretcy**
- ® Invest in future generations – see the invisible



**God does not choose the
qualified. He qualifies the
chosen ones**

**To do or not to do
something depends also
on our will and
perseverance.**



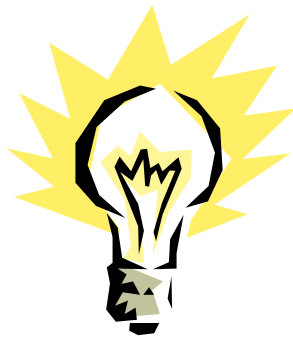
Albert Einstein



We should not pray for easy times, but for leaders with strong character

We should not pray for tasks that are leveled to our powers, but for power that levels up to our tasks.

Philip Brooks



**Pray as if everything depended
on God, work as if everything
depended on you.**

(Anonymous)

**The little things are transformed
into great things when is duly
placed on God's hands – the great
multiplier.**

(Charles Winter)

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Translated to English by Silas Costa

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