

# 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

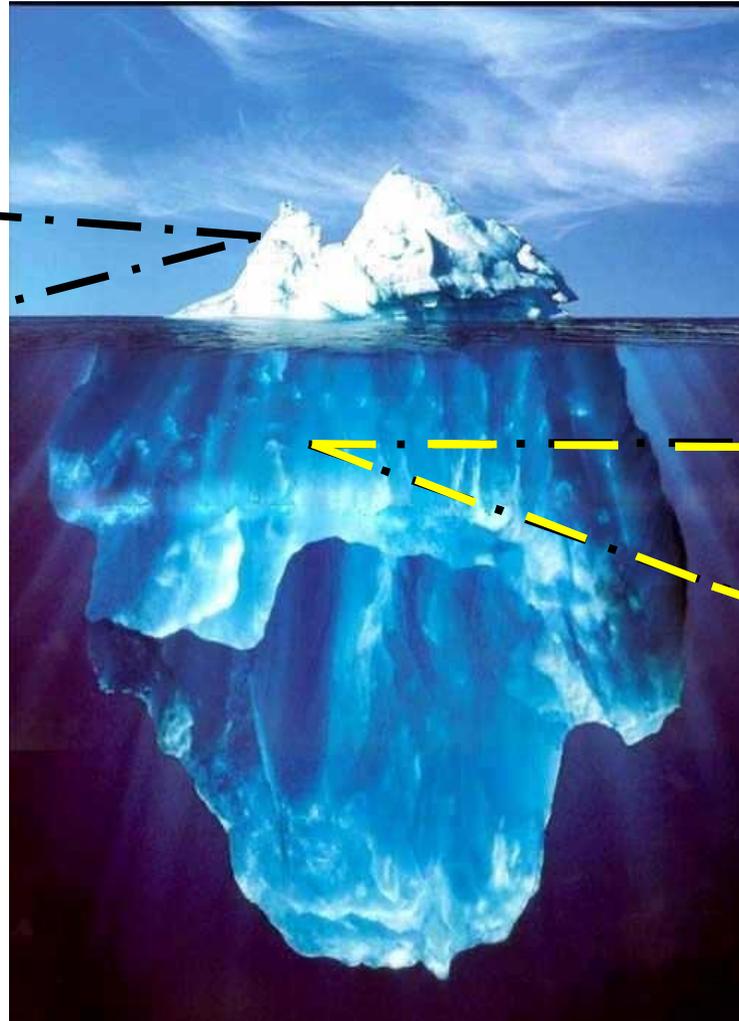
- We have different gifts based on the grace that was given to us ... **So if it is leading, lead enthusiastically ...**
- Your love must be without hypocrisy. Abhor what is evil; cling to what is good.
- Be devoted to each other with mutual affection. Excel in showing respect for each other.
- Never 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



**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...**

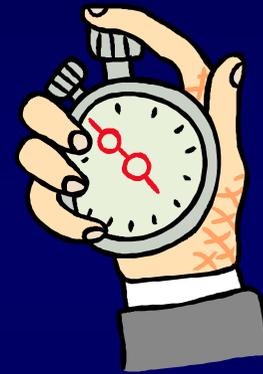
# **Myths about seminary leadership.**

- 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

<b>MANAGER</b>	<b>LEADER</b>
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 - <b>efficient</b>	Does the correct things - <b>effective</b>
Makes people to do things	Makes people to desire to do things - appeals to values/beliefs

# **CAIN or ABEL – which is your choice? - I**

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

# **CAIN or ABEL – which is your choice? - II**

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

# **CAIN or ABEL – which is your choice? - III**

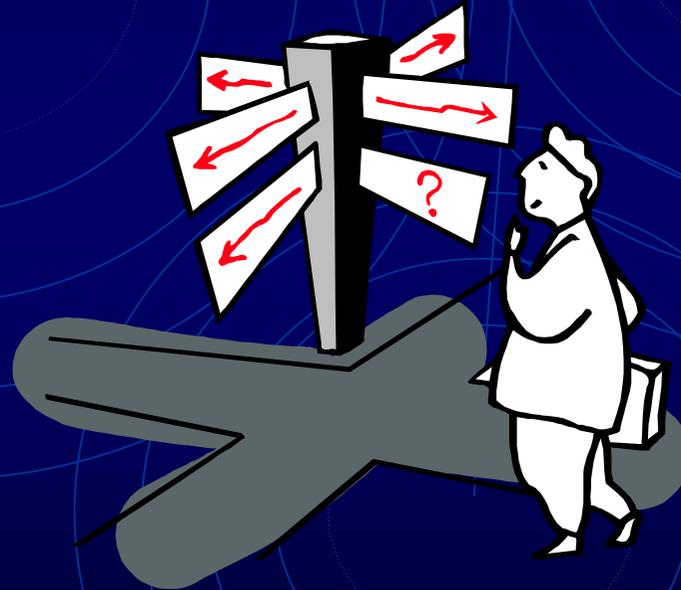
<b>Abel utilizes language to ...</b>	<b>Cain utilizes language to ...</b>
<b>Communicate his ideas</b>	<b>Arrives where he wants</b>
<b>Persuade, convince</b>	<b>Manipulate</b>
<b>Express facts</b>	<b>Flattery</b>
<b>Logics</b>	<b>Phantasy</b>
<b>To invoke larger aspirations, deals with ideals</b>	<b>To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

# 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**

- ① **Accounting / historical** vision
- ① **Reactivate / proactive** leadership
- ① **Time** oriented and **event** oriented leadership
- ① **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 no 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

<b>REACTIVE</b>	<b>PROACTIVE</b>
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

<b>TIME</b>	<b>EVENT</b>
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

<b>TASK</b>	<b>RELATIONSHIPS</b>
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

<b>TASK</b>	<b>RELATIONSHIPS</b>
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

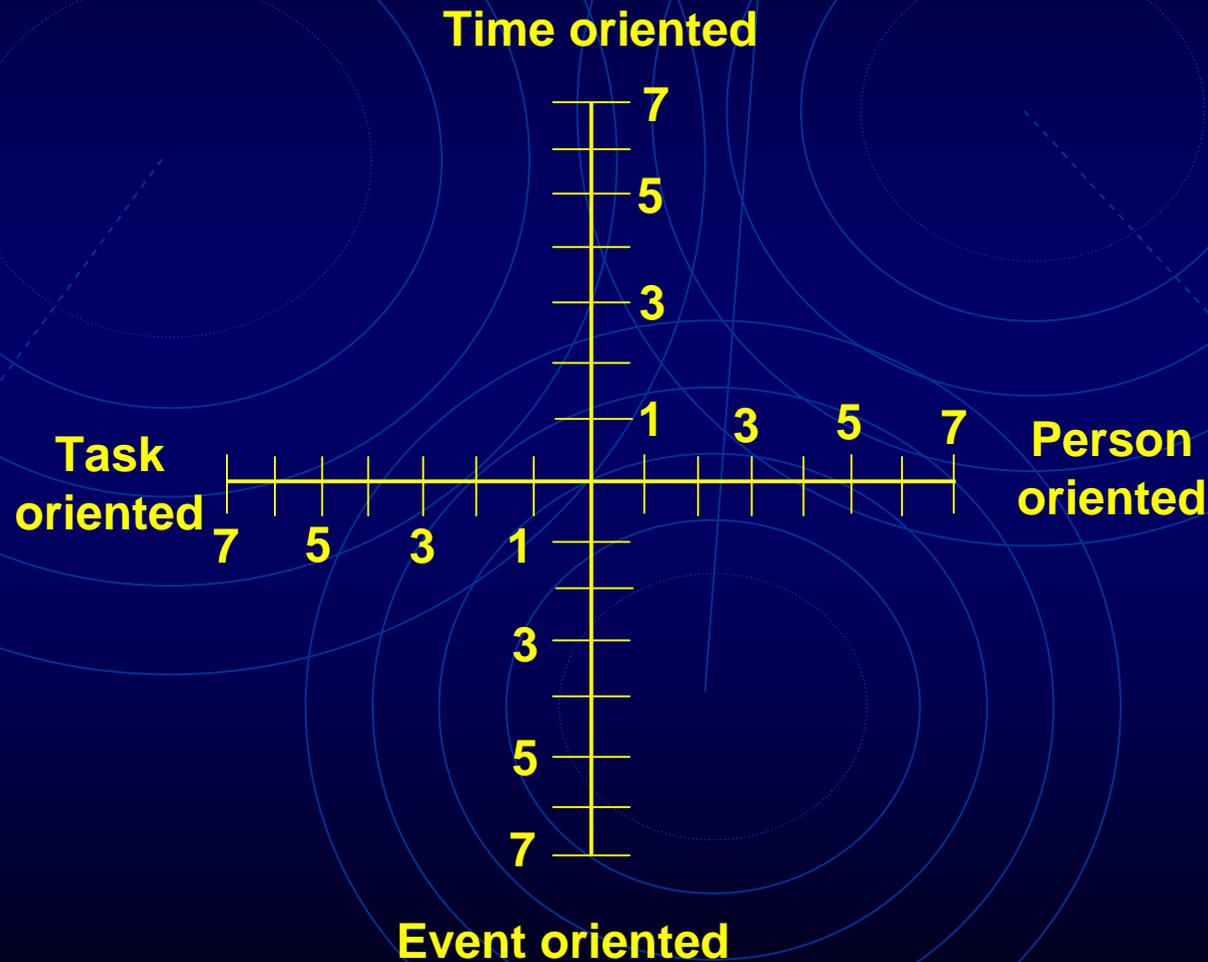
# Who am I?

## 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	<b>31</b>	<b>6</b>
Event	2= 7	10= 2	13= 2	14= 2	18= 2	<b>15</b>	<b>3</b>
Task	3= 7	5= 7	6= 7	12= 7	17= 7	<b>35</b>	<b>7</b>
Person	1= 2	8= 2	15= 5	16= 2	20= 2	<b>13</b>	<b>3</b>

# TEST – Profile of the leader

# Who am I?



# The life cycle of projects, undertakings and leadership



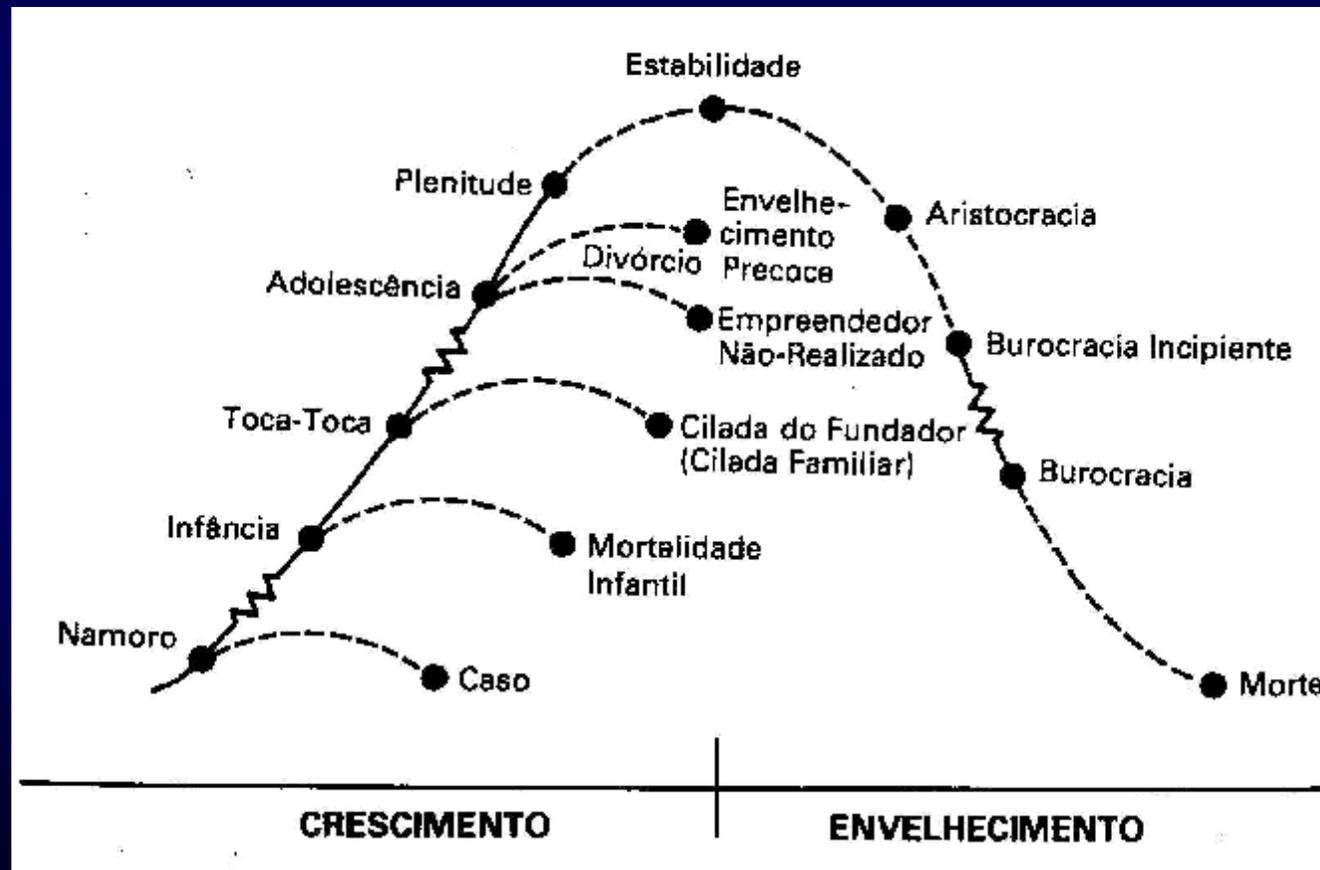
**Almost everything in life has a cycle which demonstrates the beginning and development of phases.**

**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**



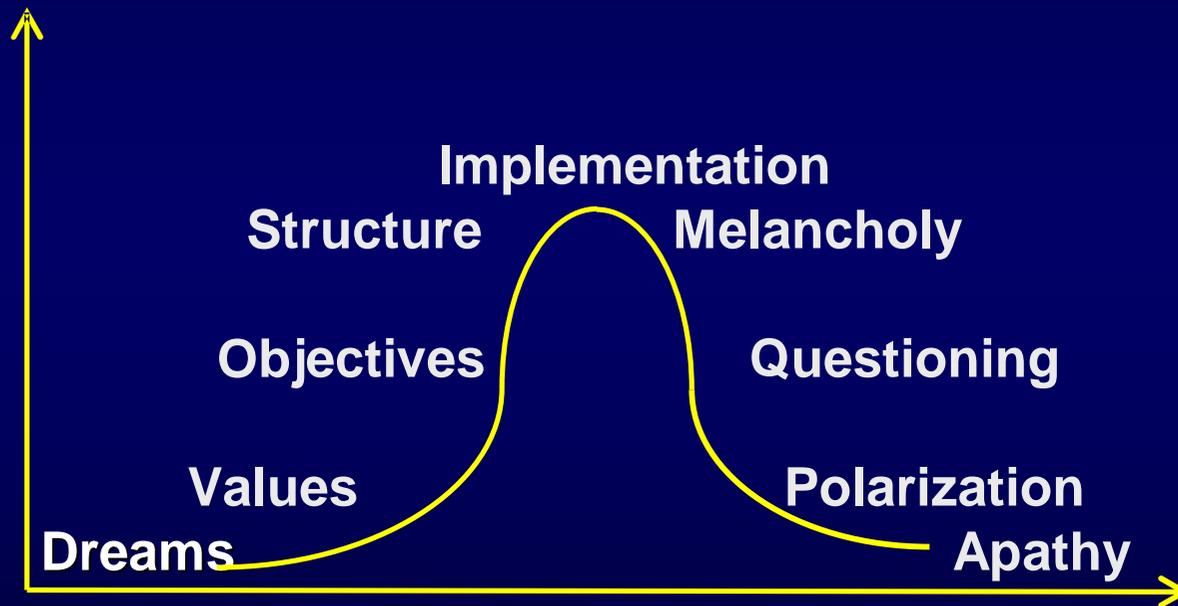
# The life cycles are also present in projects and undertakings



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

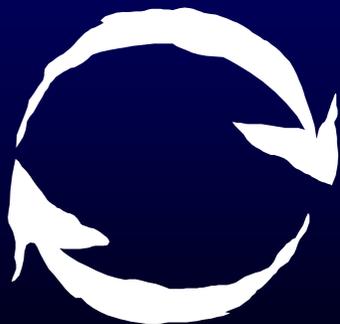
® Implementation

® Melancholy

® Questioning

® Polarization

® Apathy



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

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

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

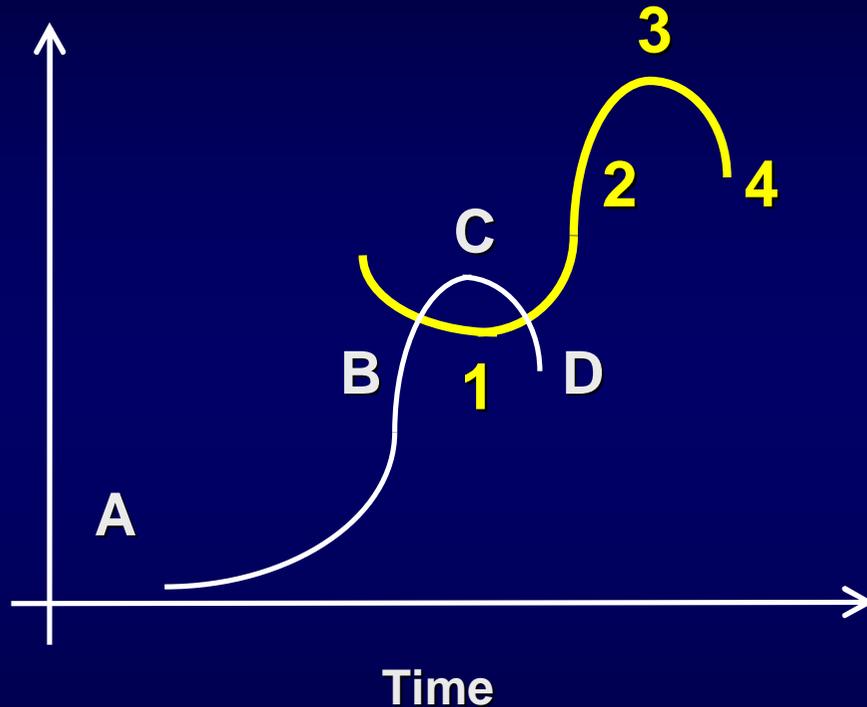


**It will be necessary to  
consider that:**

- 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

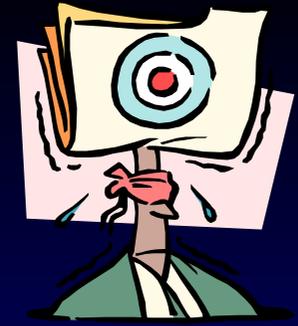
<b>ESTRATEGIC ATTITUDE</b>	<b>MAINTENANCE ATTITUDE</b>
<b>Effective</b>	<b>Efficient</b>
<b>Seeks success</b>	<b>Avoid failures</b>
<b>Acts</b>	<b>Reacts</b>
<b>Dynamic</b>	<b>Static</b>
<b>Flexible</b>	<b>Inflexible</b>
<b>Innovator</b>	<b>Traditional</b>
<b>Confronts</b>	<b>Avoids</b>
<b>Coordinates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

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

# Conclusion



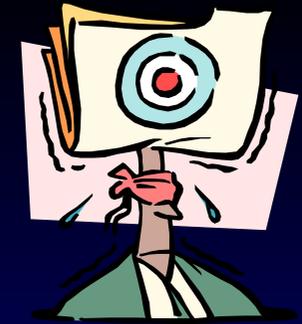
# Success in leadership



- 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.**



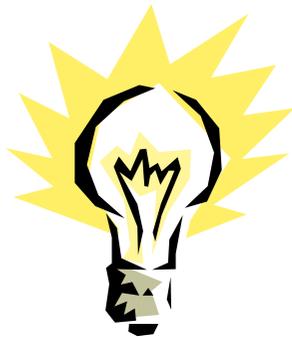
*Albert Einstein*



**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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