ADVENTIST LEADERSHIP:
Some Reflections on Seventh-day Adventist Leadership
By Bertil Wiklander

There is a growing awareness in the Seventh-day Adventist Church that Leadership Development is very important and that, not only are pastors leaders, but they are the most important leaders in the Church – I use “pastors” in a broad sense here, including all believers who in some way “lead the flock”.

What is required of a Seventh-day Adventist church leader today? What should a leader be like? What should a leader do and how? How does a leader grow and develop his/her gifts for leadership, which Paul makes reference to in Romans 12:8?

Today, leadership is difficult, demanding and exhausting. Leaders face new challenges and more decisions at a faster pace. We are expected to make quick choices, prioritize what is most important, delegate that which we don’t have time to do, and maintain checks and balances by working effectively in teams.

The matters we were trained to deal with are no longer there. The rapid cultural change has led to a crisis in leadership. One Christian author says that “the major challenge for leaders is not only the acquisition of new insights and skills, but also unlearning what they already know. Today’s leaders need the courage and ability to risk their false sense of confidence and to surrender their predetermined, “wired” responses, and outdated and inaccurate mental maps.”

We are being challenged to change, learn, and grow as an on-going commitment in life. How do we do that?

It helps to begin with a general definition of “leadership”. There is much talk of various “leadership styles” these days. But more important than style is substance. We need to know what leadership actually is before we can know the best style in which to do it.

The definition I propose has been proposed by Edwin Locke and captures the essence: “Leadership is the process of inducing others to take action toward a common goal”. With this starting-point, leadership includes four parts:

1. **Leadership is about relations:** Leaders must know how to inspire and relate to their followers. If you have no followers, you are not a leader.

2. **Leadership is a process:** Leaders must act and set events in motion. Just holding a position of authority does not make you a leader.

3. **Leadership is persuasion:** Leaders induce or persuade followers to take action. Leaders influence followers by inspiring their trust, acting consistently, and motivating them by words and deeds. Examples of the tools of leadership are: legitimate authority, setting an example, setting goals, team-building, and communicating a vision.
Leadership. The chapters are organized around the bad, or needs revising. This is not an overwhelming task. You will be the job and in a quiet time later, you can begin to sort out what is good, questions. Evaluate yourself. By reflecting on your journey, both while on one chapter a week and, with conscious awareness, observe how these remind you of your responsibilities. If you read it, it will challenge you to purchase, it will help you. If you simply have it on your bookshelf, it will review many other books on leadership, my conclusion is simple.

As a gentle reminder and positive encouragement, Kousel and Posner observe, “It is your job as a leader to lift people’s sights and lift people’s spirits. You must remind others, who are often so mired in the day-to-day details of work and life that they lose their bearings, that there is a larger purpose to all this doing. You and they are working hard in order to build something different, to make something new, to create a better future.”

Leadership is an affair of the heart. The best leaders are the best learners. Trust rules. Challenge is the crucible for greatness. Values drive commitment. Focusing on the future sets leaders apart. Leadership is purpose-driven: Leaders act in order that the organisation achieves its mission.

According to this model, church leadership may be defined as “the process of activating church workers (members, volunteers, employees) for the mission of the Church”. This leadership has a fundamental spiritual dimension. Every area includes cooperation with God and following God. Leaders count on God to change people in order to achieve God’s purpose. This happens by the leader’s and his followers’ faith and by the power of the Holy Spirit working in them. Because of that, we say that our work as leaders is “God’s work”.

This spiritual dimension comes across very strongly in J. Robert Clinton’s definition of leadership: “A Christian leader is a person with a God-given capacity and the God-given responsibility to influence a specific group of God’s people toward God’s purpose for the group.” Spiritual leadership must impact visible reality. If it is not happening through the leader’s actions of persuasion and an active response to them by his followers, it becomes a “spiritualised” leadership which remains in the leader’s heart, takes place in his office, and is seen at best in his spiritual attitude. There is such leadership in the church. I am not impressed by this. It is this leadership that abdicates from its responsibility with the excuse of leaving all things to God.

As a ministerial secretary, I once visited a pastor. I asked him to show me his plan for his work. He said: “I intentionally do not have a plan, because I feel I need to leave space for the Holy Spirit to do his work.” This man’s ministry was highly unproductive, although he prayed day and night. His problem was that he was self-centred and therefore irresponsible. He prayed to God about himself, not his responsibility or the people he was to lead. And nobody else in his team, or in the conference, knew what he was doing and why. Others could not relate to his work. He remained a lonely leader with no followers, although he was very “spiritual” in one sense. He longed for God. But He was not a spiritual leader, because he misunderstood true spirituality. He did not see that true spirituality is always action-oriented. It impacts the real world. It impacts God’s people and those who seek him.

Another time, an elected president was invited to sit with the nominating committee and give advice on the candidates to be nominated to form his team. He declared: “I can work with anybody, because I am open-minded and it is God’s work, so he will do it. You may choose whoever you like.” Of course, everybody in the committee thought highly of this man’s tolerance and great faith, while incapable and totally unsuitable persons were nominated to make up his team! Five years later, after conflicts, lack of quality work, and no good team spirit, he was not re-elected because, although being considered a spiritual man, his leadership lacked efficiency. He failed to take responsibility for carefully selecting his team. Why? Maybe he feared personal conflicts, the danger of exposing his personal preferences for or against people, and the politics in his church, and resorted to a spiritualising attitude which always means failure in taking responsibility for the real world.

Of course, there are specific situations when we can do nothing but asking God to intervene, when we are desperate and there are no options. But we must be careful not to abdicate from our responsibility too soon. God has chosen to work through us, and we must do our work well, so that he can add his blessing to what we do. You may choose whoever you like.” Of course, everybody in the committee thought highly of this man’s tolerance and great faith, while incapable and totally unsuitable persons were nominated to make up his team! Five years later, after conflicts, lack of quality work, and no good team spirit, he was not re-elected because, although being considered a spiritual man, his leadership lacked efficiency. He failed to take responsibility for carefully selecting his team. Why? Maybe he feared personal conflicts, the danger of exposing his personal preferences for or against people, and the politics in his church, and resorted to a spiritualising attitude which always means failure in taking responsibility for the real world.

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and abilities and gifts to serve him faithfully and that, if we do that, God will add his blessing to it. And this is particularly important in light of Seventh-day Adventist leadership values.

In Adventism, based on instruction from Ellen White, the biblical view of man and the biblical view of work are of central importance. We say that man is not merely a spiritual being but a being in whom harmonious growth depends on an interaction between spiritual, mental (intellectual and emotional), physical and social dimensions. And, as far as work is concerned, it is God’s way of forming our character, developing it and refining it, in order to bring glory to the Creator. Something happens to us when God’s power, God’s gifts, and God’s will are allowed to pour out through us to the world. We change. We become like the Creator. We learn to create new things, and new things do not occur without change and growth. Spiritualised leadership fails to allow us to grow, which is God’s plan for us.

It is therefore an essential Adventist value that the spiritual dimension does not function in isolation from the human effort and its impact in the real world. Our ideal of spiritual leadership, therefore, is being so close to God in our faith that we hear his voice, act according to his will, and seek to achieve his purpose, so that God is performing his acts through us. This will only work if we are humble and see ourselves as God’s servants. “Servant leadership” is therefore a better term than “spiritual leadership”, because it draws attention to both our attitude and actions as leaders.

Before I proceed, let me prevent a misunderstanding. Just as there are leaders who spiritualise their work, putting all responsibility on God and doing little or nothing themselves, there are of course those who fail by the opposite extreme, i.e. by seeking to do everything themselves and not relying on God at all. God does not enter into their strategies, job descriptions, committees, decisions, conversations and speeches. While working in the church, they see God and his mission as a decoration, a romantic atmosphere which is put on at times, but when that is over the “real work” begins, and that is the human effort.

This is so obviously mistaken for us that I don’t need to spend time here on the obvious dangers of such a view. Emphasising the human effort and forgetting that we are doing God’s work is to fail as leader. Failing in this way is the great temptation for the gifted, well-educated, and hard working leader. There is only one remedy for it, and that is the gift of Christ’s humility (see Philippians 2:3-11).

Another factor leading to this kind of failure in leadership is where the leadership culture is governed by the concept of dictatorship, i.e. the strong and absolutist leader who concentrates all power and initiative to himself. Ultimately, this leadership is based on fear and an enormous misunderstanding of who you are – you think you are better and more perfect than you really are. Jesus taught us in clear words to shun such leadership:

“Jesus called them together and said, ‘You know that the rulers of the Gentiles lord it over them, and their high officials exercise authority over them. Not so with you. Instead, whoever wants to become great among you must be your servant, and whoever wants to be first must be your slave - just as the Son of Man did not come to be served, but to serve, and to give his life as a ransom for many.’” (Matthew 20:25-28)

The system of leadership in the Seventh-day Adventist Church is therefore not the presidential system but the committee system (see TED Working Policy D 05).

Philippians 2:1-5

“If you have any encouragement from being united with Christ, if any comfort from his love, if any fellowship with the Spirit, if any tenderness and compassion, then make my joy complete by being like-minded, having the same love, being one in spirit and purpose. Do nothing out of selfish ambition or vain conceit, but in humility consider others better than yourselves. Each of you should look not only to your own interests, but also to the interests of others. Your attitude should be the same as that of Christ Jesus...”

In order for leadership to work, therefore we must be deeply connected with the spirit of Jesus Christ. Our devotional life is the key to such leadership. So, care for and cultivate your faith!

In conclusion, applying our model of church leadership helps us see that, by our faith and through the power of the Holy Spirit, we perform leadership in four ways in the church:

1. Church leadership is about relations:
Leaders achieve the mission of the church by inspiring, elevating and leading the people in their organisation, so that they do their assigned work exceptionally well and with joy. This requires an organisation, where it is clear to everybody what their role is – an organisation which is dynamic, flexible and effective enough to accomplish the mission. It also requires a culture, where Seventh-day Adventist values and particularly the value of mission set the tone. Adventist leaders, therefore, need to be effective organisers, peacemakers, and builders of Adventist church culture.

2. Church leadership is a process:
Leaders take action and something happens. They change people and the organisation through their actions. Leadership

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is not static but dynamic. It strives for excellence and constantly asks if there is a better way to do what we do, in order to achieve the mission. God is active in this process. It is therefore an Adventist tenet that "we must walk in the increasing light". This requires that we see ourselves as leaders functioning as agents of change, God’s change.

3. Church leadership is persuasion:
Leaders persuade or induce their followers to act, by various means, for example, by their legitimate authority, by how they manage relationships and conflicts, by the example they set, by goal-setting, encouragement and evaluation, re-organisation, team-building, and by communicating a vision. In all of these activities, the leader draws on his personal faith and draws on his biblical values. This requires skills in transparent communication, ability to inspire others, and being a team leader.

4. Church leadership aims at the mission of the Church:
Leaders need to define what this mission is and what it means to themselves and the organisation they lead.

The way God has defined the church’s mission is essential. We find that He has allowed variety in the wording of our mission. Various biblical authors at various times say it in various ways. Jesus taught his disciples a mission to the world which we have in at least four versions, in Matthew 28:18-20, Mark 16:15-18, Luke 24:45-49/Acts 1:8, and John 14-17. Luke then describes the fellowship of the first church in Acts 2:42-47. The mission of the church comes out in numerous instructions on church order in Paul’s writings. And it has a special significance for Adventists in John’s apocalyptic vision in Revelation 14:6-13, where we have found our eschatological mission defined.

But even today, we say it in different ways. The General Conference says it in one way. The Trans-European Division says it in another way. Unions, conferences, churches and institutions say it in yet other ways.

So, obviously, a mission statement can be worded in different ways, although the mission remains the same. The choice of statement reflects what the leader and his team feel should have priority at a specific point in time. For us as Adventist leaders, however, I have found no better wording than the one written by Ellen White in The Acts of the Apostles (p. 9):

“The church is God’s appointed agency for the salvation of men. It was organized for service, and its mission is to carry the gospel to the world. From the beginning it has been God’s plan that through his church shall be reflected to the world his fullness and his sufficiency. The members of the church...are to show forth his glory. The church is the repository of the riches of the grace of Christ; and through the church will eventually be manifest ... the final and full display of the love of God.”

If we believe this, a Garfield cartoon becomes pertinent (see adjacent box).

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The TED Tell the World Strategic Plan 2010-2015 is a serious commitment to

- **Reach Up** by renewing my own faith
- **Reach Out** by communicating the hope of Jesus Christ within my sphere of influence
- **Reach across** to embrace and protect the quality and health of my family of faith

The leader needs to have God’s mission for the world in his/her heart, apply it to his/her work, and communicate it to the followers. This requires a rich personal devotional life, including prayer, Bible reading, fellowship, and witnessing. It requires the skills of a visionary, a strategist, a goal setter, a decision maker, one who is able to show the direction and keep the organisation focused on God’s mission. If you don’t have these skills, build a team of people who have them, pray together and listen to each other. And God will speak through His spirit and lead you all the way!

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