



THE *Journal* OF
APPLIED
CHRISTIAN
LEADERSHIP

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2005

THE JOURNAL OF APPLIED CHRISTIAN LEADERSHIP

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The Journal of Applied Christian Leadership is a refereed, semi-annual publication from the Christian Leadership Center of Andrews University. *JACL* is designed to encourage an ongoing conversation between scholars and practitioners in the field of applied Christian leadership theory.

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Contributors

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EDITOR'S NOTES

Welcome to the **sample copy** of our forthcoming journal, the *Journal of Applied Christian Leadership!* Why another journal? Hopefully, as you examine our mission and it's meaning, you will get a better grasp as to how we answer that important question. It is our hope that as you examine this sample, you will find the journal speaking to issues you as a practitioner, student, or scholar of leadership wrestle with as you continue the leadership journey. As part of the Christian Leadership Center at Andrews University, we hold to the fundamental belief in leadership as "servantship," believing the greatest demonstration of that leadership was the life of Jesus Christ. So examine away! We look forward to meeting you down the road in **January 2006** when our first issue is released. Our intention is that we will publish one copy per year but produce two Adobe pdf issues per year that can come to you wherever you are via your computer. If you are interested in submitting an article for publication, please contact us at johngrys@comcast.net. Here is a summary for submission:

- Must be completed in APA Style.
- Research-based articles between 8,000 – 10,000 words.
- "Field Feature" articles 4,000 – 6,000 words.
- Book reviews between 2,000 – 4,000 words.
- Emailed either in Word Perfect or Word (preferably Word).

"To provide a peer-reviewed published dialogue on applied research in Christian servant leadership across denominational, cultural, and disciplinary environments."

Our Mission

Our mission is simply this: *"To provide a peer-reviewed published dialogue on applied research in Christian servant leadership across denominational, cultural, and disciplinary environments."*

This mission involves several elements that upon further investigation provide a greater sense of what we seek to accomplish. Examining key words serves as a window into the "culture" of those operating the *Journal of Applied Christian Leadership*.

Peer-reviewed: This element describes the editorial nature of the journal. The *Journal* encourages articles for publication that will be reviewed by peers in the field of leadership for evaluation both in content and style. This process will include suggestions of improving articles and/or other resources that might be considered as part of the dialogue. This will also allow for an expansion of the field to occur so that at the time of publication the article can have a wider audience.

Published: Our initial goal is that the *Journal* be a semi-annual publication with an option of shifting toward a quarterly and then possibly a monthly publication at some future point.

Dialogue: The *Journal* seeks to encourage a respectful dialogue between scholars, students and practitioners of leadership. Writers will present their findings in ways that are prescriptive and encourages dissent and a shared conversation.

Applied: The content of what is presented derives from strategies, principles, philosophies, and dynamic elements of leadership put into practice in a host of varied environments. What is presented is not an untried theory but “theory-in-use” applicable to various places and times.

Research: There are many leadership journals that provide an “anecdotal” approach to understanding leadership. While this approach is vital to growth in understanding, the rigor of research-based studies is vital as well to give a more rounded perspective on leadership. Therefore, the vast majority of approved articles will consist of a research base. This is a core component of the *Journal*.

Christian: A second core component regards our focus on Christian principles as they intersect with leadership in action. While there will no doubt be “Christian” principles located in non-Christian environments, the tenor of the *Journal* will be based upon scriptural elements of leadership.

Servant: A third core component is the centrality of servant leadership. While this nomenclature is widespread today (even outside Christian circles), we recognize that “servant” leadership arises largely out of the life and leadership of Jesus Christ and as expressed powerfully by the Apostle Paul in Philippians 2. It is our dynamic understanding of His life and this passage that serves as a platform for our understanding.

Leadership: Every endeavor in human history has involved a leader of one type or another. The *Journal* is about leadership. It is about the way people motivate, inspire, and lead others to accomplish as a group what could never be accomplished by themselves, all the while providing a dynamic transformation of all involved.

Across: Leadership is exemplified across religious, racial, and national boundaries. Fundamental to a dynamic understanding and application of leadership is a soul belief that no one group has sole propriety of leadership wisdom. In fact, when the discourse concerning leadership transcends all time and space our comprehension expands and our practice of leadership moves with greater effectiveness.

Denominational: This first of three environments demonstrates the *Journal’s* fundamental worldview that learning can take place regardless of creed and denominational divides. In fact, the more one studies various leadership issues throughout the denominational world, the clearer becomes the commonality of our leadership challenges. Since the *Journal* centers upon Christian leadership, it is imperative that our research expand beyond denominational borders.

Cultural: One of the greatest challenges facing any organization in the 21st Century is the growing expanse of globalization, whether that globalization is reflected in micro-globalization through immigration or macro-globalization through increased universal communication and transportation.

Fundamental to any leader of the 21st Century is the ability to lead across national, sub-cultural, and multi-cultural boundaries.

Disciplinary: A final arena where boundaries can be removed for the benefit of leadership comprehension is the vital area of academic discipline. Increasingly, various schools are making leadership the focus of study. Each school has provided incredible insight into the theory, philosophy, and practice of leadership. However, if our leadership comprehension is to expand, it will require the synergy of cross-disciplinary dialogue to occur. Continuously in the leadership world, contribution is coming from such schools as history, sociology, theology, and philosophy. To deny the syncretistic dynamic of leadership comprehension would substantially minimize and/or prevent leadership learning.

Environments: Finally, the *Journal* recognizes that the culture of leadership is influenced by the various environments where leadership is practiced and the skills honed. From the military arena (in either a peace- or war-time environment) to the entertainment arena (how did Peter Jackson create such a tour de force?), leadership spans the limitations of environmental factors. Leadership is played out as well in the symphony hall, the science lab, and the sports arena. If leaders are to grow so that followers can grow so that organizations can grow so that our world can become a better place, it is imperative that our understanding of leadership cross the expanse of time and space.

We look forward to serving you in the future and may God go with you on your leadership journey!

FIELD FEATURE

Every issue will include a contribution made by a practitioner in the field who has sought to combine both a theory-base and a practice-base into their current organization. Authors will dialogue with the reader about what leadership theories and behaviors they consulted as they participated in the leadership process within their particular environment. These contributions will tend to be more anecdotal in nature while still maintaining the commitment to go beyond oneself for knowledge in the pursuit of more effective leadership. These articles will be shorter, between 4,000 - 6,000 words.

LEADERS AS LEARNERS

Leaders are learners. The question regarding how leaders learn and how learning contributes to our understanding and practice of leadership is vital for leadership and organizational growth. Much has been written about learning organizations. In this article, the author examines the role of learning as a part of a leader's portfolio. This article examines the "applied" to the *Journal's* "Applied Christian Leadership." What does it mean? How does it work? What difference does it make? These questions and more will be examined by the author.

IS THE BIBLE RELEVANT TO SERVANT LEADERSHIP?

Servant leadership is one of the most influential leadership theories of our time. It has been written about in various contexts, in both secular and Christian environments. Are the ideas found in servant leadership new to our age and culture, or are they derived from earlier sources? Robert Greenleaf wrote *The Servant as Leader* in 1971 and it became one of the defining works of servant leadership theory. Did Greenleaf discover these principles himself or is the basis for them found elsewhere? Is the Bible in fact the primary source of these principles? This paper studies each of the principles found in *The Servant as Leader* and suggests that their origin is in fact the Bible.

BOOK REVIEWS

The Nature of Leadership. Editors, John Antonakis, Anna T. Cianciolo, and Robert J. Sternberg. Thousand Oaks, CA: Sage Publications. 2004. 448 pages.

“Leadership scholars have made many inroads in understanding leadership. However, making sense of thousands of studies and hundreds of books is a difficult task, which is why many still incorrectly think that leadership is an elusive phenomenon. *The Nature of Leadership* is the first concise and integrated volume that address current issues in leadership research, including emerging topics such gender, culture, and ethics.”
(From the back cover of book.)

“Reading without reflecting is like eating without digesting.”
– Edmund Burke

Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies. Editors, Robert House, Paul J. Hanges, Mansour Javidan, Peter W. Dorfman, and Vipin Gupta. Thousand Oaks, CA: Sage Publications. 2004. 848 pages.

This book “reports the results of a ten-year research program, the Global Leadership and Organizational Behavior Effectiveness research program (GLOBE). GLOBE is a long-term program designed to conceptualize, operationalize, test, and validate a cross-level integrated theory of the relationship between culture and societal, organizational, and leadership effectiveness. A team of 170 scholars worked together since 1994 to study societal culture, organizational culture, and attributes of effective leadership in 62 cultures.” (From the back cover of book.)

WHAT IS ‘CHRISTIAN’ ABOUT CHRISTIAN LEADERSHIP?

This article addresses the topic—“What is ‘Christian’ about Christian leadership?”—through dialogue between Christian theology and Christian leadership. In this dialogue, Christian theology is defined as a Christ-centered study of God within a biblical framework and a creation context. The Christian Leadership Center (CLC) defines leadership as “a dynamic relational process in which people, under the influence of the Holy Spirit, partner to achieve a common goal - it is serving others by leading and leading others by serving.”

Three theological questions arise from the CLC definition. First, since the Holy Spirit influences non-Christians (“He will convict the world”—John 16:8), what is ‘Christian’ about the influence of the Holy Spirit on Christian leaders? Second, Christ said “the one who would be chief should be the servant” (Mat 20:27). However, there are practitioners of servant leadership who are not Christian. This provokes the question: What is ‘Christian’ about Christian servant leadership? Third, since not all dynamic relational processes and goal oriented partnerships are Christian, what is ‘Christian’ about Christian leadership dynamics, relations, processes, partnerships, and goals?

This article proposes that the dynamics, relations, processes, partnerships, and goals of Holy Spirit-influenced servant leadership should be Christ-centered within a biblical framework and relevant to the creation context. Such a model, influenced by a dialogue between Christian theology and Christian leadership, should encourage empirical research into its relevance in the “real world.” On the one hand, the aim of relevance to the creation context encourages a dialogue between Christian leadership and other models of leadership where Christians can learn from non-Christian research. On the other hand, the commitment to a Christ-centered biblical framework ensures that Christian leadership has something really ‘Christian’ to offer.

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THANKS!

I want to thank Doris Reece at Design Imprint (<http://www.designimprint.com/>) for her relentless pursuit of beauty. I would also like to thank Elder Harold Baptiste at the General Conference of Seventh-day Adventist for his support along with Dr. John McVay of the Theological Seminary at Andrews University and the many others for their contributions.



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Andrews University

The Journal of Applied Christian Leadership

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