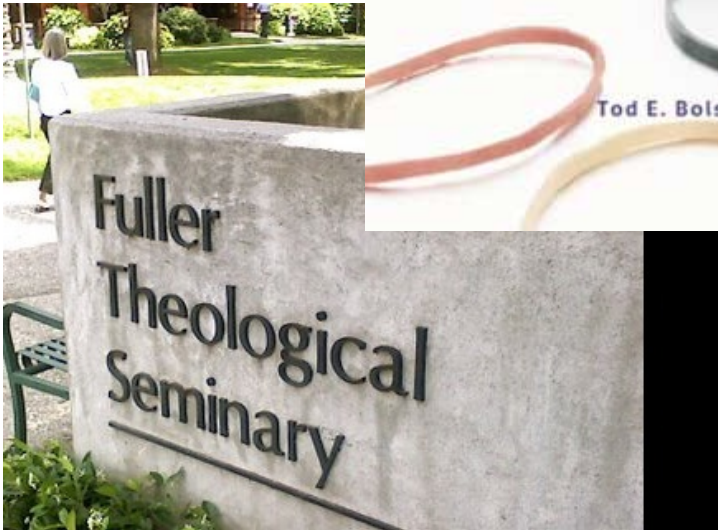
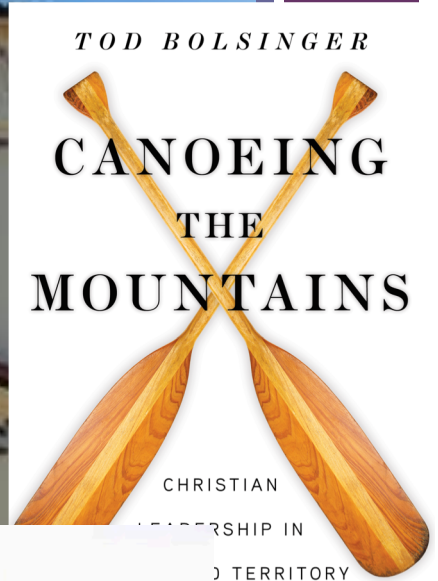
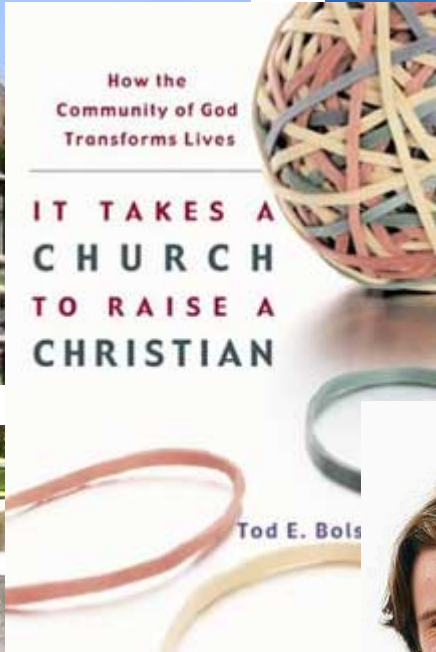
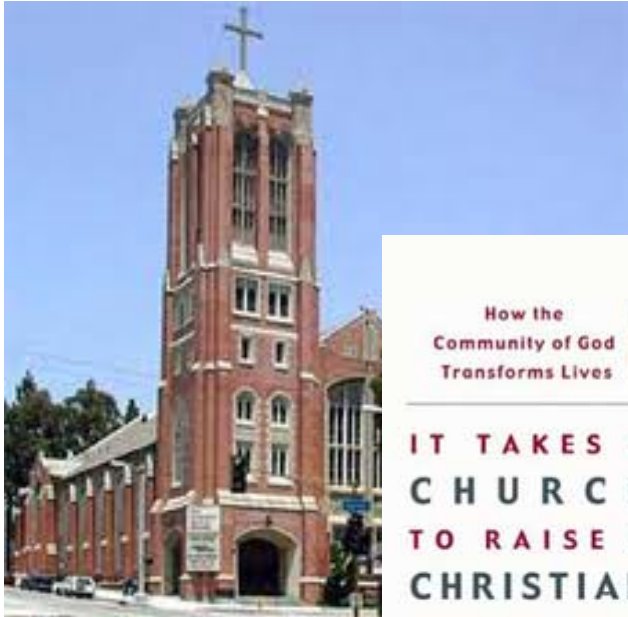


Leading in Uncharted Territory

Tod Bolsinger, PhD
Fuller Seminary





“Leadership is disappointing
your own people at a rate
they can absorb.”

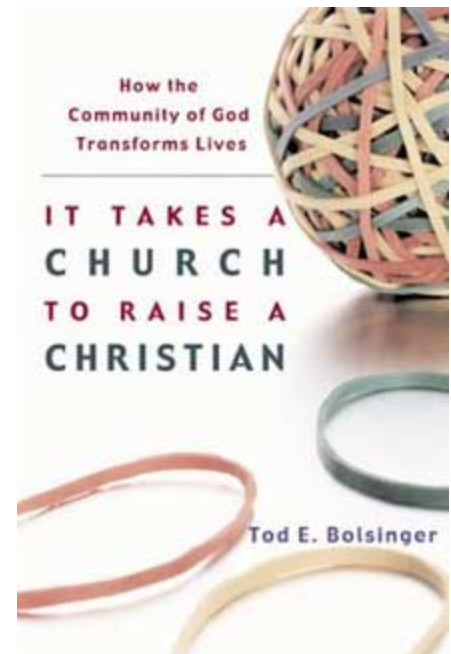
Ronald Heifetz

+ Defining Leadership



Leadership is energizing a community of people toward their own transformation in order to accomplish a shared mission in the face of a changing world.

One Afternoon with the Maine Methodists...





“What can we do to keep our churches from dying?”



An Old Southern Pastor and “Church Growth” Strategies



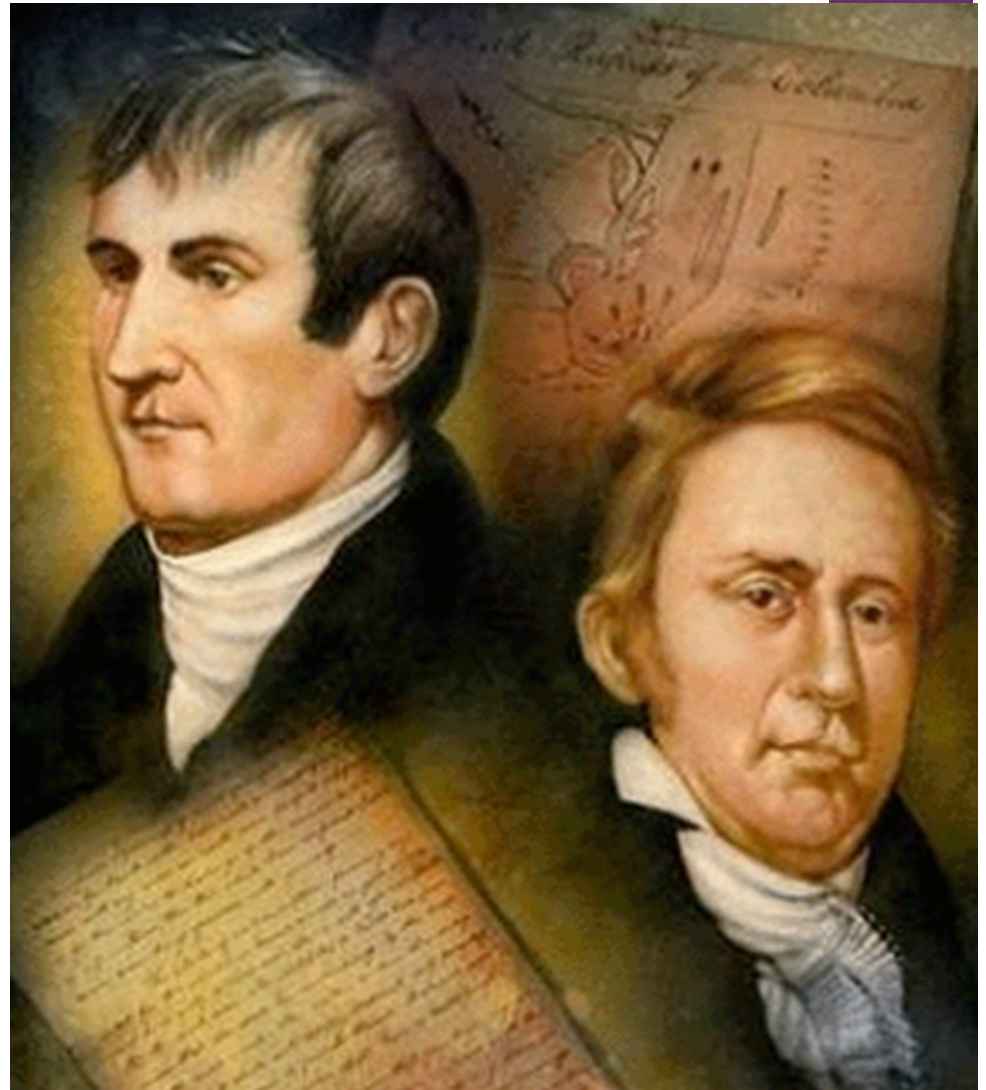
“If western societies have become post-Christian mission fields, how can traditional churches become then missionary churches?”

Darrell Guder



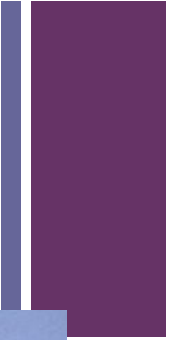
Lewis and Clark

Adventure or Die





August 12, 1805





**How do you “canoe”
over mountains?**



We were trained for a different context.

We were trained for rivers, not mountains.

We need to learn a new way of leading.



Conversation



- Introduce yourself. Name, what you do, why you are here?
- What is one way that you have experienced the changing world creating a changing context for church and ministry?



Rules for Uncharted Territory



- The world in front of you is nothing like the world behind you.
- No one is going to follow you off the map unless they trust you on the map.
- In uncharted territory, adaptation is everything.
- You can't go alone, but you haven't succeeded until you've survived the sabotage.
- Everybody will be changed (especially the leader).



The Priest and the Jet Fighter Pilot

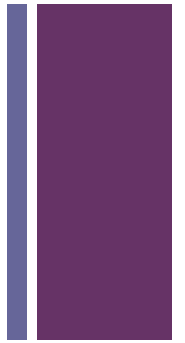


“At the moment of crisis, you will not rise to the occasion, you will default to your training.”



What do you do in default mode?

- Preaching (“Talking Longer”)
- Programs (“Old Tricks”)
- Pastoral Care (“Trying harder”)





Ed Friedman



- “...when any relationship system is imaginatively gridlocked, it cannot get free simply through more thinking about the problem. Conceptually stuck systems cannot become unstuck simply by trying harder. For a fundamental reorientation to occur, *that spirit of adventure* which optimizes serendipity and which enables new perceptions beyond the control of our thinking processes must happen first.”



“A spirit of adventure.”

+ The Spirit of Adventure



- Requires Learning.
- Results in Loss



The three hardest
words to say.



"In times of great change,
learners inherit the earth, while
the learned find themselves
beautifully equipped for a world
that no longer exists."

Eric Hoffer



The Only One who
Wasn't Lost...



Those who had neither power nor privilege in the Christendom world are the trustworthy guides and necessary leaders when we go off the map.

They are not going into uncharted territory.

They are at home.



“The future is already here; it is just on the margins.”

Dave Gibbons



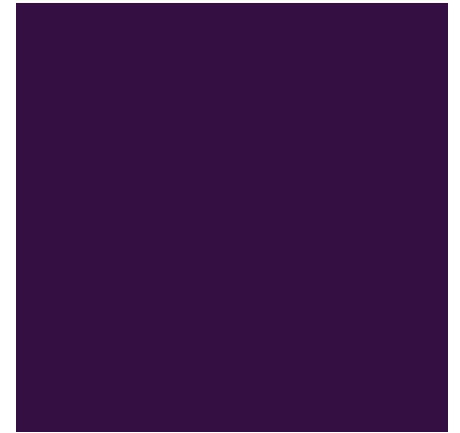
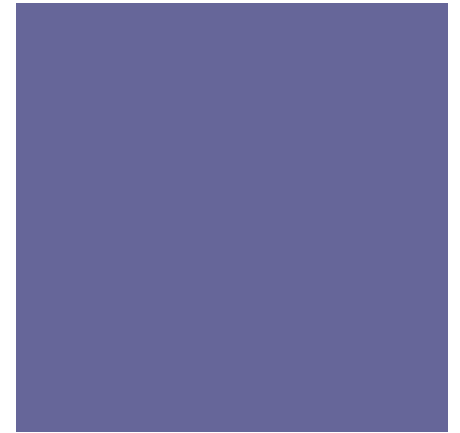
The first *loss* for most of us trained in Christendom is overcome the “expert expectation” and become *learners* who listen to and learn from the margins.



Discussion



- Inspire. (!) What stands out positively so far and why?
- Inquire. (?) What questions have been raised?
- Irk. (#&*!) What has rubbed you wrong or created dissonance?
- Require. (Δ) What change(s) seem to be demanded of you?



Learning to Lead All Over Again

Tod Bolsinger, PhD
Fuller Seminary .



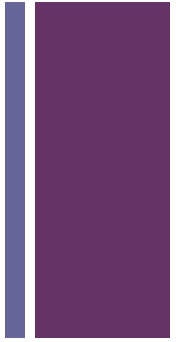
Big Ideas



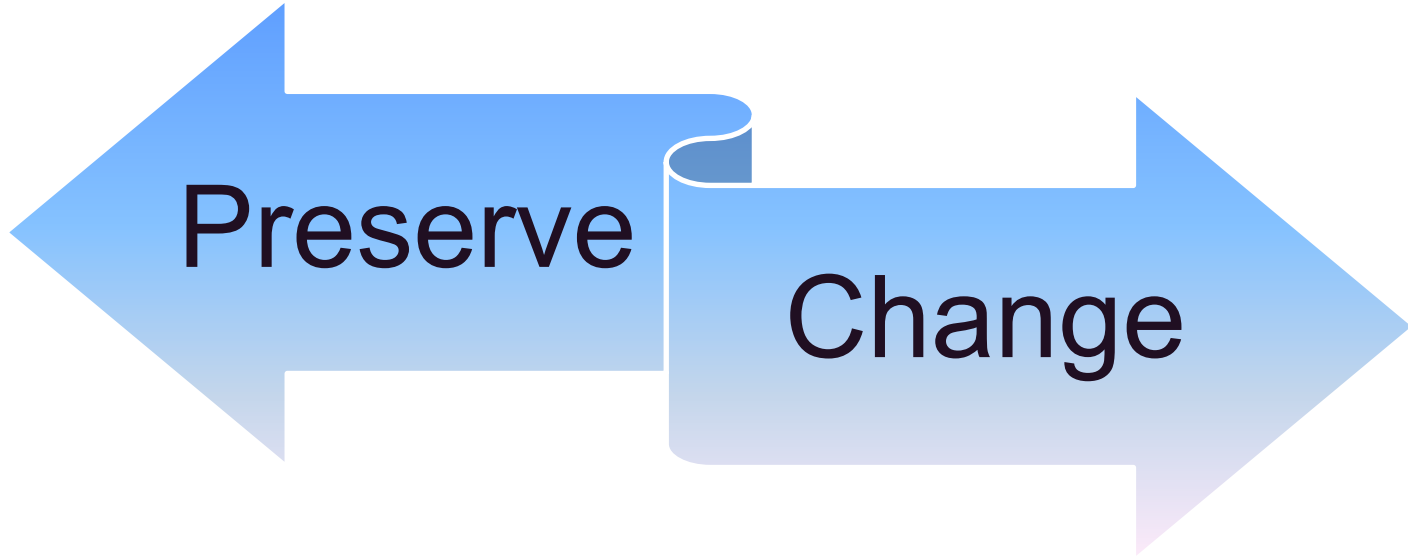
- We were trained for a different context.
- The fading of Christendom requires that we learn to lead all over again.
- Leading in uncharted territory *requires learning and results in loss*.



The Fundamental Task of Leadership



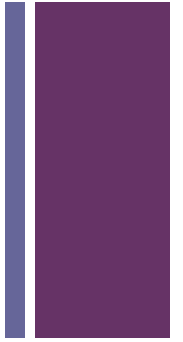
distinguish between what needs to be preserved and what needs to change.....



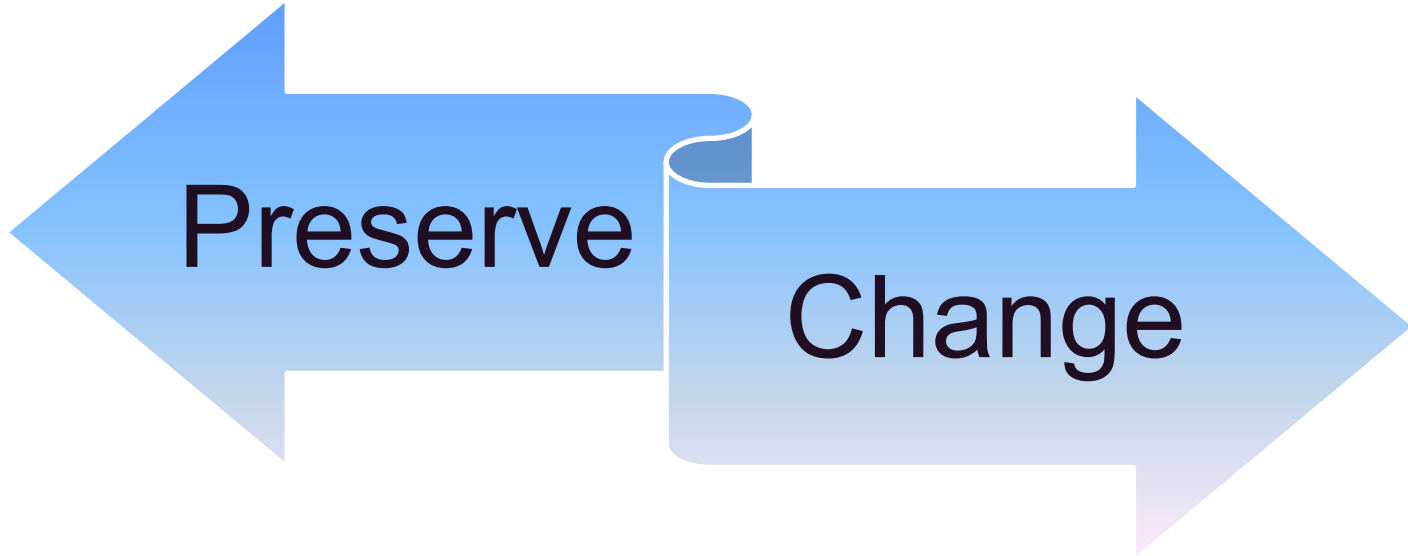




The Fundamental Task of Leadership

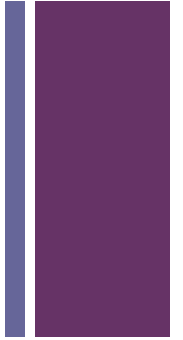


distinguish between what needs to be preserved and what needs to change.....





When given a choice...



When
given a
choice...

90% die.



What doesn't produce change...

- Fear
- Facts
- Force



+ What brings change...

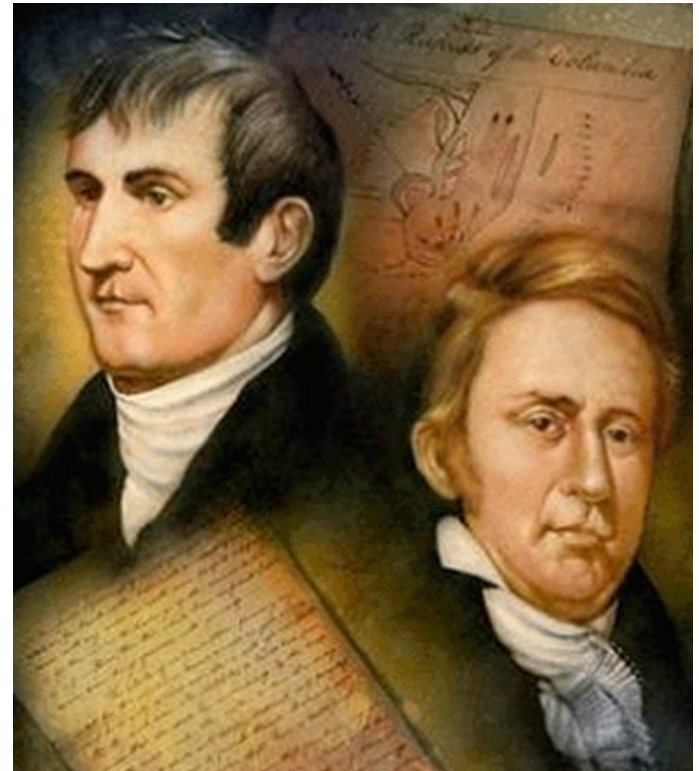
- Relate (new communities)
- Repeat (new practices)
- Reframe (new ways of thinking)
 - “Shifting”

Radical (Not “tweaking!”)

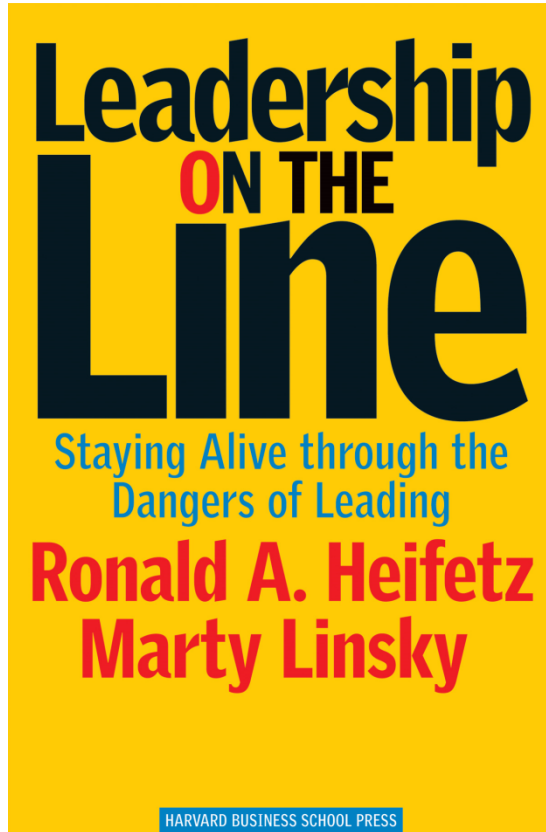


Reframe: Corps of Discovery

- From discovering of water route to discovery of a whole continent.
- *“I reflected that I had yet done but little, very little indeed, to further the happiness of the human race, or to advance the information of the succeeding generation . . . and resolved in the future . . . to live for mankind, as I have heretofore lived for myself.”*
Lewis on his 31st birthday.



+ Reframing Problems



Technical
Problems

vs.

Adaptive
Challenges



Identifying Adaptive Challenges



- Require learning
- Result in facing loss
- Reveal “gaps” in behavior, values, or strategies that must be negotiated. (“radical”)



"Adaptive Leadership for the pastor involves creating an environment in which the congregation can wrestle with the competing values and implications associated with a problem."

Jim Osterhaus



Conversations...

What is one challenge in your church that you just can't get traction on? What is one issue that no matter how hard you work on it, keeps coming back?

+ Technical vs. Adaptive

■ *“Application of current knowledge, skills and tools to resolve a situation.”*

■ *“Cannot be solved with one’s existing knowledge, skills and tools, requiring people to make a shift in values, expectations, attitudes or habits of behavior.”*

■ *“Systemic problems with no clear answers.”*

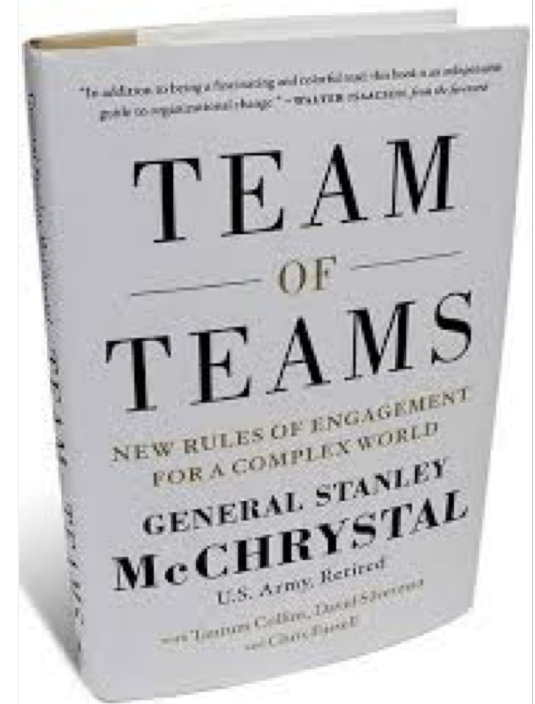
Technical Problems

Adaptive Challenges



“Adaptability is the key attribute of leadership today.”

Gen. Stanley McChrystal





Adaptive work:

“Look from the balcony and listen on the floor.”



Discussion

Identifying adaptive issues

- *What technical solutions have you already tried?*
- *What learning will be required?*
- *What losses must we endure?*
- *Why is this the most significant challenge for us to face?*



+ Identifying Adaptive Challenges

- A Cycle of Failure
- A Flight to Authority
- A Chorus of Complaints
- The Same Old Fight...
- The Result of Yesterday's Successes.

(sound familiar?)



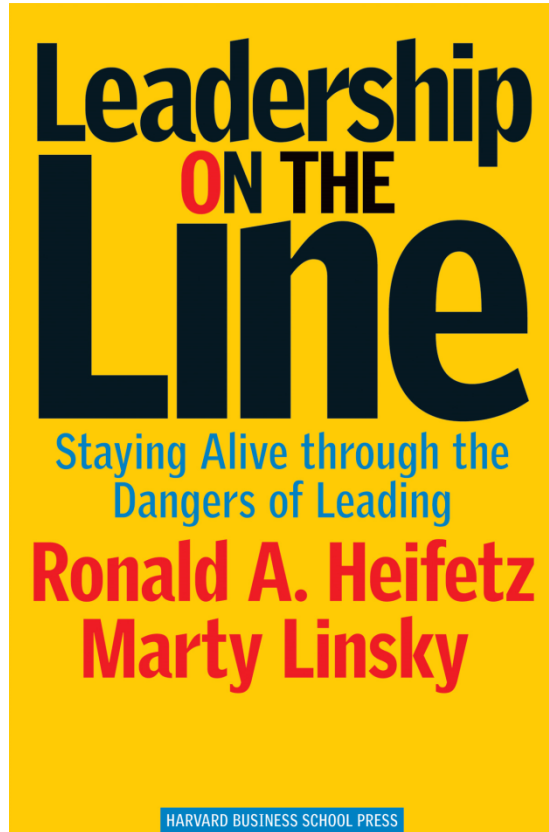
Key Adaptive Principle #1



- People don't resist change
they resist *loss*.



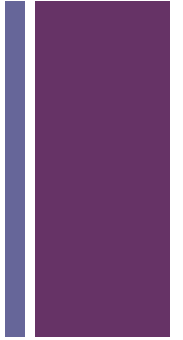
“Get beyond Win-Win”



“Win-win is
lose-lose.”



Key Adaptive Principle #2



For change to last it must be a healthy adaptation of the “DNA” of the group.



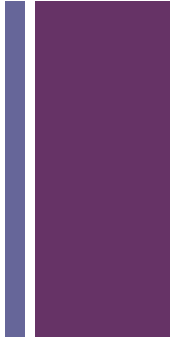
“Adaptive change is an inherently conservative process.”

Ronald Heifetz



“Tell me a story...”

+ Tell a story from your church's history...



- ...about a hero.
- ...about a cherished moment that is retold over and over again.
- ...one that says, “This is what we are really all about.”
-one that says, “This was the moment when I was most proud of us”.
-one that says, “This was when I knew I had found my people.”



Our Inspiring 9/11 Story

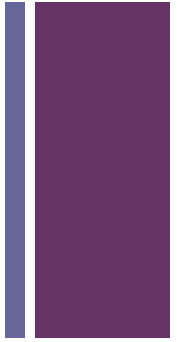
When The Communion Table was
Destroyed

The Picture that Rebuilt our Church



First Sunday School Held on Beach at San Clemente

+ Tell a story from your church's history...



- ...about a hero.
- ...about a cherished moment that is retold over and over again.
- ...one that says, “This is what we are really all about.”
-one that says, “This was the moment when I was most proud of us”.
-one that says, “This was when I knew I had found my people.”

+ Reflecting on the story.

- What are the recurring themes of these stories?
- What do these stories tell us about ourselves?
- What are the core values (not aspired values!) that these stories express?



+ A tale of two founders...





Leaders Like...

- A businessman...
- A Hawaiian church planter...
- Mega church pastors in the largest church in the western hemisphere...





The Leadership Formation Gap



Degrees

“Help me help my people grow”

Organizational
leaders

Church discipleship

+ The Fuller Leadership Platform

- A digital learning space and online community.
- A relational-digital space for Fuller and our partners to create formational content and experiences for leaders in a rapidly changing world.



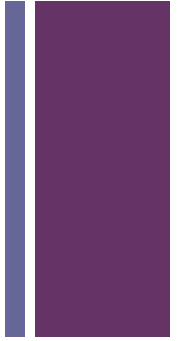


Key Adaptive Principle

For change to last it must be be a healthy adaptation of the “DNA” of the group.

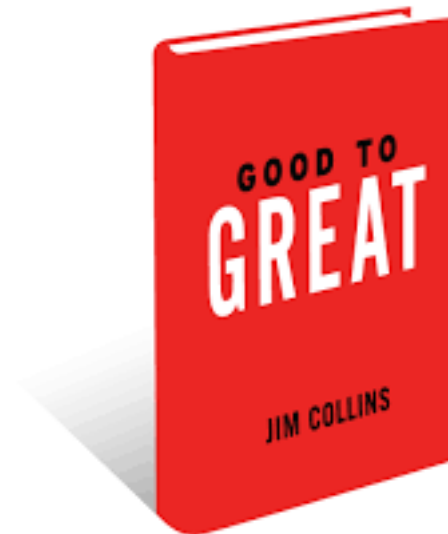
- *Work with those who are the healthiest expressions of the group DNA.*
- *“Adapt” to the maturing and motivated.*





Once you have determined what will never change, you must then be prepared to change everything else.

Jim Collins





Discussion

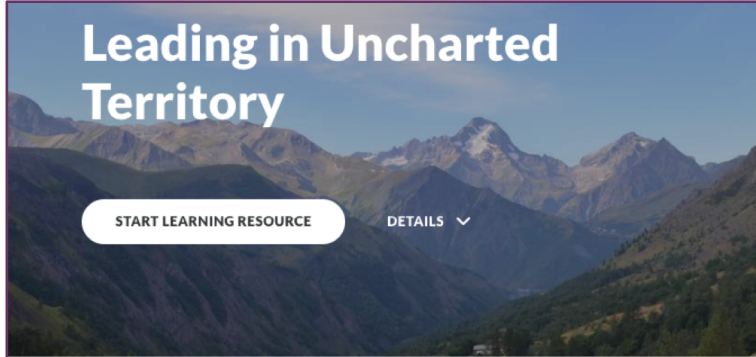


- Inspire. (!) What stands out positively so far and why?
- Inquire. (?) What questions have been raised?
- Irk. (#&*!) What has rubbed you wrong or created dissonance?
- Require. (Δ) What change(s) seem to be demanded of you?



The Conflict that Transforms

Tod Bolsinger, PhD.
Fuller Seminary



Welcome to the Leading in Uncharted Territory
companion to *Canoeing the Mountains*
book about adaptive leadership and



For Presentation
Slides

and another free

*Leading in
Uncharted Territory*
resource

Text “Canoeing” to 66866



The organization is stuck where the leadership is stuck...

and that's the good news.

Why?

+ Defining Leadership



Leadership is energizing a community of people toward their own transformation in order to accomplish a shared mission in the face of a changing world.



Key Adaptive Principles

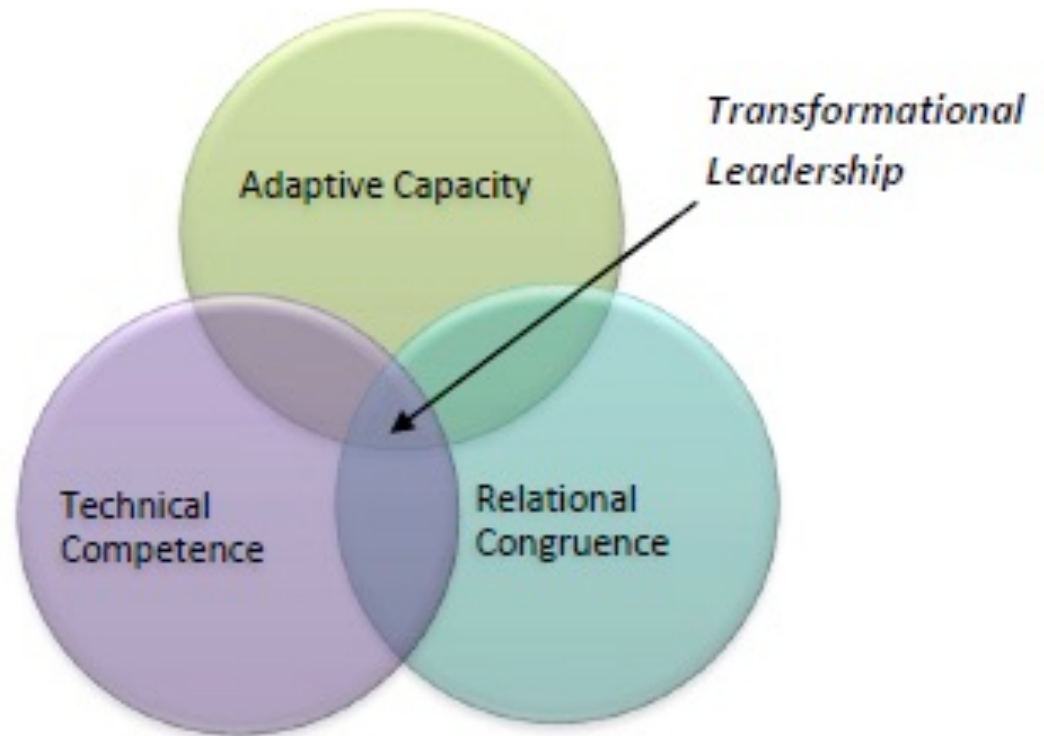


1. People don't resist change, they resist loss.
2. For change to last it must be a healthy adaptation of the "DNA" of the group.



No one will follow you off the map if they don't trust you on the map.

- Technical Competence
- Relational Congruence





Key Adaptive Principle #3



- You have not succeeded until you have survived the sabotage.

+ Conflict, Heat and Transformation

- Regulate the heat.
- Too “cool” nothing cooks.
- Too “hot” everything scorches.
- *What is “heat”?*
Urgency, anxiety, conflict.

*Think of healthy conflict as
steady, consistent heat.*



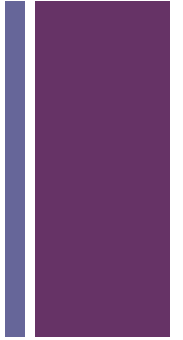


“If you are a leader, expect sabotage.”

Ed Friedman



Sabotage



The important thing to remember about the phenomenon of sabotage is that it is **a systemic part of leadership**—part and parcel of the leadership process. Another way of putting this is that a leader can never assume success because he or she has brought about a change. *It is only after having first brought about a change and then subsequently endured the resultant sabotage that the leader can feel truly successful.*

Edwin Friedman. *A Failure of Nerve: Leadership in the Age of the Quick Fix*



Sabotage is normal, natural, and to be expected.

It is what system naturally does to protect itself.

Sabotage is not the bad things that bad people do, but the human things that anxious people do.



Sabotage



- “A major difficulty in sustaining one’s mission is that others who start out with the same enthusiasm will come to lose their nerve. Mutiny and sabotage come not from enemies who opposed the initial idea, but rather from colleagues whose will was sapped by unexpected hardships along the way.”

Edwin Friedman



“Persistence in the face of resistance.”

Edwin Friedman on the attributes needed of leaders.



What are the characteristics of effective leaders?



Spiritual Formation

- Identity in Christ
- Humility
- Perseverance

Leadership Development

- Self-Differentiation
- Emotional Intelligence
- Resilience

- **Differentiated Identity**
- **Emotionally Intelligent Humility**
- **Hopeful Resilience**



Wise persistence to transform resistance.

The capacity for leading change requires hopeful
resilience,

formed through emotionally intelligent
humility,

grounded in differentiated Christian
identity.



“Stay the Course”: Hopeful Resilience



- *Hope*: Thy will *will* be done. Faith that looks to the future to stay *faithful* in the present. (1 Peter 1:3-8)

The Quartet and Divine Providence

- Hopefulness vs. Optimism. The danger of creeping cynicism.
- Hardships + Relationships = *Resilience*



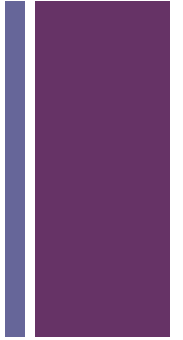
Humility and Emotional Intelligence



- Humility. From “humus” “down to earth”, creaturely. (Genesis 2L7)
- Matthew 23:10-12 “The greatest among you shall be your servant. Whoever exalts himself will be humbled, and whoever humbles himself will be exalted.”
- Humility as “being radically open to God’s guidance and grace”.
“A state of being in which we try to seek and serve God’s will in everything.” (Graham Standish)
- Grounding Prayer: “to learn and to serve.”



Emotional Intelligence: "Stay Calm and Connected"

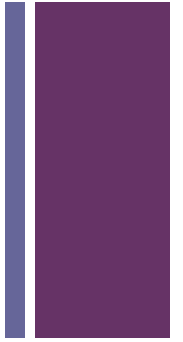


- Maintain self-awareness
- Manage self-reactivity
- Lead with empathy
- Bring change relationally

Rationale arguments need to be embedded in “friendly conversations” and “emotionally compelling stories.”



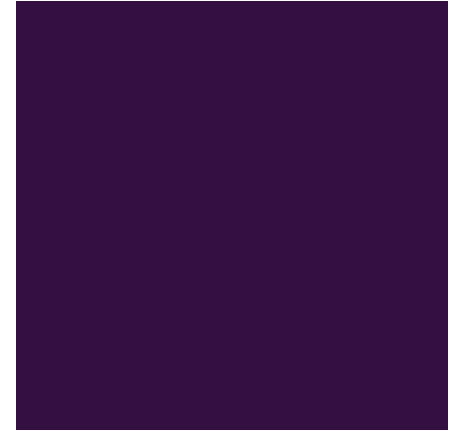
Differentiated Identity: Self vs. Role



- You are not your role.
- You must *bring* your self to your role.
- But...you are not your role.



"Stay calm,
stay connected,
stay the course."

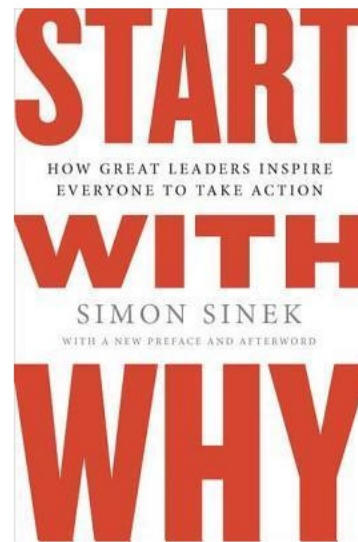
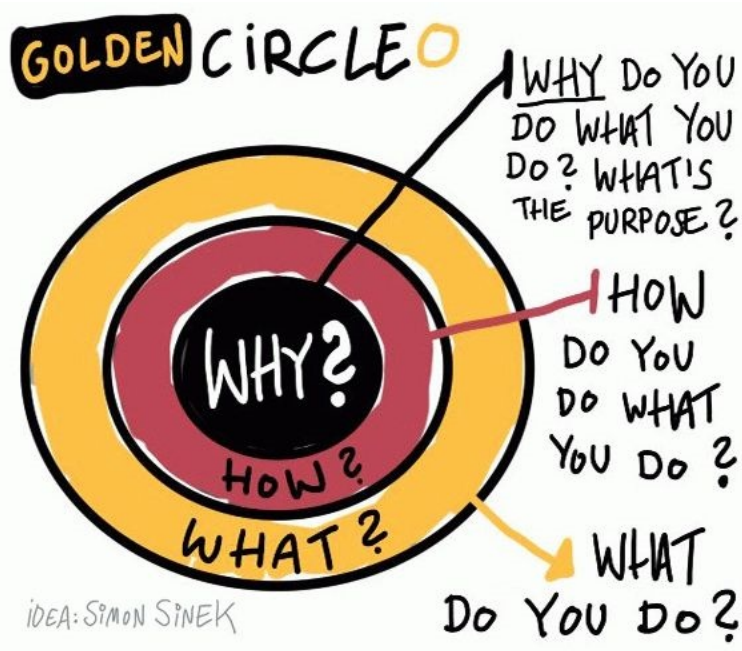


Tempered: Forming Leaders for a Changing World

Tod Bolsinger, PhD.
Fuller Seminary



The Why of Leadership...



- Why Leadership? *Love of neighbor*
- *Leadership begins in seeing the pain of our neighbor and deciding to participate in the change that God is bringing.*
- *What is the “pain point” that your leadership is addressing?*



Key Adaptive Principle #4



- Everybody must be changed...
especially the leaders.



Hewing Hope...



- *With this faith we will be able to **hew out of the mountain of despair a stone of hope.** With this faith we will be able to transform the jangling discords of our nation into a beautiful symphony of brotherhood.*

Martin Luther King, Jr

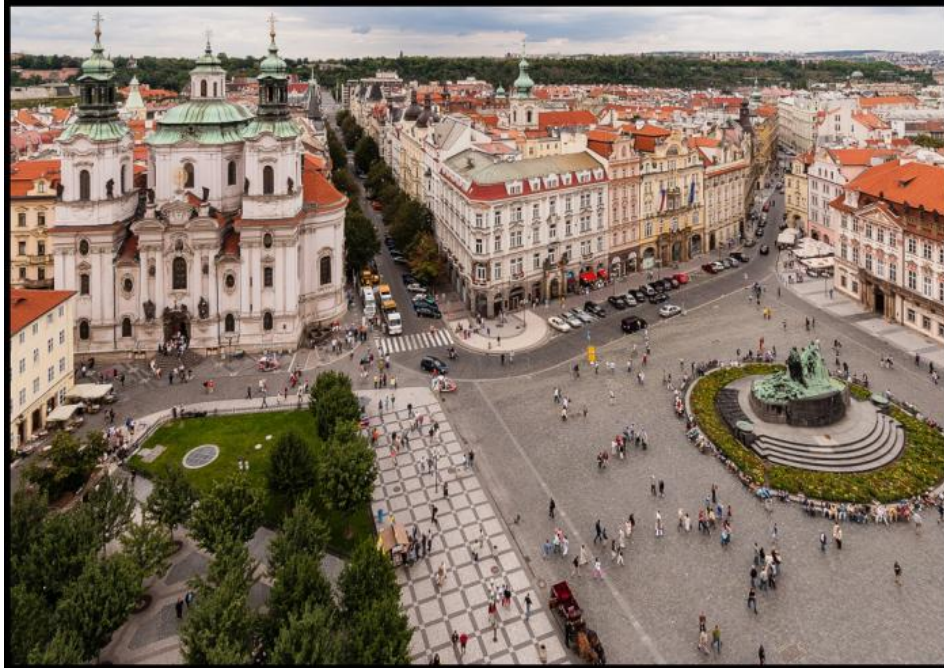


“Persistence in the face of resistance.”

Edwin Friedman on the attributes needed of leaders.



One day in Prague...



+ Tempered: Becoming a tool for transforming Resistance.

The opposite of “tempered” is not soft, but brittle.

- The Shop: Leading
- The Fire: Reflection
- The Anvil: Relationships
- The Hammer: A Rule of Life
- The Water: Rhythm



+ The Shop: Leading!

- Leadership is only formed while leading.



+ Formation for Leadership

Why Leadership Programs fail:

- **Too Sheltered:**
Disconnection of learning from context
- **Too Safe:**
Disconnection of learning from actual work.
- **Too Heady:**
Disconnected from character formation
- **Too Rote:**
Disconnection of learning from reflection



Need *embedded* and *embodied* formation

+ Forming Transformational Leaders

Stewardship can be learned ahead of time.

Leadership is only formed while leading.

- Embedded Formation: In context
- Embodied Formation: In practice



Fire: Reflection

- You don't learn by experiences, you learn by reflecting on experiences.
- Pay attention to what moves you, what disturbs to, what challenges you, what comforts you.





Fire: Reflection

Vulnerability is the birthplace of love, belonging, joy, courage, empathy, accountability, and authenticity. If we want greater clarity in our purpose or deeper and more meaningful spiritual lives, vulnerability is the path

Brene Brown.





Fire: Reflection

- A Ground-Zero Practice
- Prayer of Examen





From Fire to Anvil

- Use reflection to help you show up oozy in your relationships.



+ Anvil: Relationships

- Heifetz' Winter Coat
- You become like the five closest people in your life.
- Hardships + Relationships = Resilience
- *Be a mentee*





Hammer: Spiritual Practices of Embodied Formation



- Embodied Cognition:
Your body changes your brain.
- Incarnation What you do
with your body affects
your soul.
- *Rule of Life*





Hammer: A Leadership *Rule of Life*

Spiritual Practices and Leadership Transformation



- Everybody has a Rule of Life... either intentional or unconscious.
- Rule of Life is your embodied theology. What you do that demonstrates what you really believe and value.
- A good ROL is call and context specific.





Hammer: A Leadership *Rule of Life*

Spiritual Practices for Self-Transformation

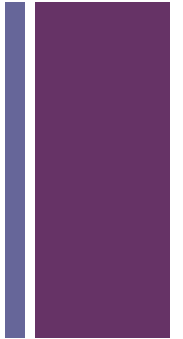
- Practices for *Learning*
- Practices for *Listening*
- Practices for *Facing Loss*
- *Lament* as a leadership practice





Hammer: A Leadership *Rule of Life*

Spiritual Practices for Organizational Transformation



- Managing Reactivity
- Reframing
- Leading Relationally
- *Stay calm and stay connected to stay the course.*





Reflection, Relationships, and Practices

- Without fire and anvil the rule of life only mars and scars.
- Hammer a piece of molten steel without an anvil and it destroys it, not shapes it.
- But together, fire, anvil, and hammer, *tempers*.





Rhythm: Water

- Quenching increasing toughness, removing hardness.

- Bill Bowerman of Nike:

“Gentleman, take a primitive organism, any weak, pitiful organism. Make it lift or jump or run. Let it rest. What happens? A little miracle. It gets a little better. That’s all training is: Stress—recover—improve.”





Hewing Hope...



- *With this faith we will be able to **hew out of the mountain of despair a stone of hope.** With this faith we will be able to transform the jangling discords of our nation into a beautiful symphony of brotherhood.*

Martin Luther King, Jr



Key Adaptive Principle #4



- Everybody must be changed...
especially the leaders.

+ Becoming Tempered

- Where are you leading now?
- What do you need to give yourself to formative reflection?
- Who will be the people who hold while you lead?
- **What practices will make up your ROL?**
- **What will be the rhythm that will sustain you?**

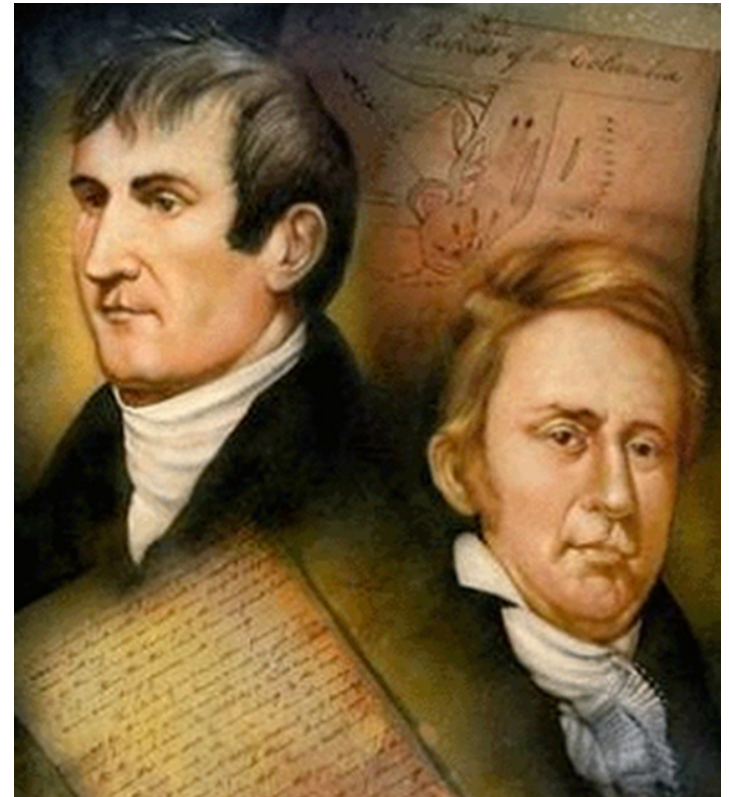




The Transformation of Uncharted Territory



- Men of their Era
- Be a Jefferson





Big Ideas



- We were trained for a different context.
- The fading of Christendom requires that religious leaders learn to lead all over again.
- Leading in uncharted territory *requires learning and results in loss and leads to a lifetime of transformation.*
- We are never better than when we are “on mission.”



Discussion



- Inspire. (!) What stands out positively so far and why?
- Inquire. (?) What questions have been raised?
- Irk. (#&*!) What has rubbed you wrong or created dissonance?
- Require. (Δ) What change(s) seem to be demanded of you?