

Syllabus Aim	To examine these characteristics as they occur in communities of faith / churches in local, national and international examples (Syllabus p8)
Syllabus Objectives	As a result of studying this section students should be able to: 1. Identify and describe different styles of leadership in human communities and in religious / church communities (Syllabus p13)
Key Concepts	Leadership, authority, service
Description of Content	Types and styles of leadership in human communities. The impact of these styles on communities. Looking at the leadership types in two local churches or communities of faith
Methodology	A variety of methodologies are used including role-play, group work, self-assessment activities, research and interpretation of data.

Procedure

Types and styles of leadership in human communities

Ask for 3 volunteers. Using *Student Work: ROLE CARDS* give each of the volunteers a card, and a couple of minutes to get into character. Ask the 3 volunteers to sit in a circle in the centre of the floor along with the teacher. The rest of the students are asked observe the proceedings, in particular what each of the volunteers says, and how they say it. *Student Work: WAYS OF BEHAVING* can be used to help students note the behaviour associated with the different styles of leadership they observe.

The teacher acts as an interviewer for a radio / TV chat-show. The volunteers are all leaders of various organisations and are being interviewed about their ideas and practices on leadership.

Interview Questions

1. How many people are in your community?
2. How long have you been the leader?
3. Do you enjoy your position? Why / why not?
4. What do you find difficult about being the leader?
5. How are decisions made in your community, (for example if you were to make a decision about everyone working ten hours a day over four days a week, rather than eight hours a day over five days a week, how would you make this decision)?
6. Would you describe your community as a good / happy one? /What words would you use to describe your community?
7. What words do you think people would use to describe how you are as a leader?
8. Where do you see yourself and your community in five years time?

Debrief the roles with the whole class:

1. What words would you use to describe the first leader?
2. Could you come up with a name for this type / style of leadership?
3. Do you think this person would bring the best out of the people in their community? Why / Why not?
4. What words would you use to describe the second leader?
5. Could you come up with a name for this type / style of leadership?
6. Do you think this person would bring the best out of the people in their community? Why / Why not?
7. What words would you use to describe the third leader?
8. Could you come up with a name for this type / style of leadership?
9. Do you think this person would bring the best out of the people in their community? Why / Why not?

Student Assignment:

- Name three types / styles of leadership.
- Write out the characteristics you would associate with each of these.
- Give examples of these types / styles of leadership in religious / church communities.

The impact of these styles of leadership on communities

Leadership is an exercise in power. Many people have mixed feelings about power because it is often abused, but power in itself is good. There are many different types and styles of leadership, and different situations call for different types. No one style of leadership is better/worse than another. But different situations need different styles. Read descriptions of different types of leadership for example - authoritarian, consultative and enabling from Training for Transformation Book 3.

Assignment:

Divide students into groups and give them time to decide which style of leadership would be best for making the decisions outlined in the following situations. Give reasons for their answers.

1. Your class teacher/tutor announces that your class is going to put on a play for the parents this Christmas. You are the captain of the class and you have to let the teacher know which play the class wishes to do. How will you make your decision?
2. It is lunchtime and you are with a group of students in your classroom. You see smoke coming from a press in the corner. What would you do?
3. Your team is not playing to its full potential. The manager points out that everyone wants to play in the same position. There is a course coming up called 'Be versatile, learn to play any position in your team.' You are the captain of the team, how would you go about getting team members to attend this course?

Take feedback from each group identifying the style of leadership they have chosen for each situation and emphasise that no one style of leadership is better/worse than another. But different situations call for different types of leadership.

Types and styles of leadership in religious / church communities

Present students with the images from *Student Work: WAYS OF SEEING CHRISTIAN COMMUNITIES* and profile what is meant by each of these ways of seeing religious / church communities as outlined in "Models of the Church"-Avery Dulles (Gill & Macmillan)

- After each profile discuss:
- Where would the leader be in this type of community?
 - What style of leadership would be necessary in this type of community?
 - Where would there be an emphasis on authority?
 - Where would there be an emphasis on service?
 - Where would there be an emphasis on ministry?

Student Written Assignment:

- What style of leadership would be involved in each of these ways of seeing religious / church communities?
- What words / behaviour would you associate with effective leadership in each of these religious / church communities?

Take feedback from students and identify the words / behaviour associated with leadership in the different ways of seeing of religious / church communities. Note responses on the chalkboard.

Looking at the leadership types in two local churches or communities of faith

Divide students into groups giving different groups the task of researching the way in which Catholic, Methodist, Anglican and Presbyterian churches are organised and structured in Ireland. This can be done through video (e.g. The Viewpoint Series - Veritas), Website addresses etc. When students have completed their research they present their findings to the rest of the class.

After each presentation discuss: What styles of leadership do you see in this community of faith?

Written Assignment: What styles of leadership do you associate with each of these Christian churches?
Or Research: Select a religious / church community near your home or school and survey it for the answers to some of the following questions:

- What is the name of this religious / church community?
- Where is it located?
- What geographical area does this community relate to?
- How frequently does this community gather for meetings or activities?
- How often does the community gather for religious services?
- What activities does this community organise on a regular basis?
- How many people belong to this community?
- How does this community communicate with its members?
- What are the names of the leaders of this religious / church community?
- In what ways does this community address the needs of people?
- In what ways are people of different ages / sexes involved in the life of this community?

Written Assignment:

Write a paragraph about the religious / church community researched which includes the following sentences: As a result of my research I can say that in the religious / church community of

The style of leadership is This is seen in the way

Resources which teachers have suggested include:

- A New Commandment, The Light of the World Series 1, Gill & Macmillan, Unit 6
- A Time to Live The New Christian Way Series 3, Veritas, Unit 2
- Community of Hope Veritas, p. 78.
- Cyberclass Manuel, pages 1-7 and Scholastech Disk 3.
- Love One Another The New Christian Way Series 1, Veritas, Unit 9
- Models of The Church, Avery Dulles, Gill and Macmillan.
- Show Us the Way The New Christian Way Series 2, Veritas, Unit 9
- Teach Me Your Ways, The Light of the World Series 3, Gill & Macmillan, Unit 6
- Training for Transformation, Book 3.
- Video: The Viewpoint Series - Veritas

Student Work: ROLE CARDS

Volunteer 1	Volunteer 2	Volunteer 3
<p>You are the leader of a large community of women / men of all ages. You believe in letting them know who is boss and who is in charge. People have often described you as ‘straight to the point’, ‘very blunt’, ‘very loud’ and even ‘rude’. You will stop at nothing to get what you want done, even if this means giving someone a good dressing down. Please keep your character in mind when the interviewer is asking questions. (For example always jump in first with an answer, even if it does not make sense, and keep insisting that you are right!)</p>	<p>You are the leader of a large community of women / men of all ages. You believe in an easy life, and if that means leaving off till tomorrow what you could do today, all the better. As for making decisions, you would prefer not to have to. Anyway, you will always find some strong-minded person in the community to do that for you. People have often described you as ‘soft’, ‘not in control’, ‘weak’ and ‘not fit for the job’.</p> <p>Please keep your character in mind when the interviewer is asking questions. (For example don’t answer any of the questions unless the interviewer insists that you do, and even then agree with what the others have said before you!)</p>	<p>You are the leader of a large community of women / men of all ages. You enjoy your job and believe in trying to get the best out of everybody. When making decisions you will consult people and take into consideration what they are saying. However, you are not afraid to make decisions, when you feel you have considered everybody and everything. People have often described you as ‘fair’, ‘open-minded’, ‘able to get the best out of people’ and ‘patient’.</p> <p>Please keep your character in mind when the interviewer is asking questions. (For example show your patience’s but don’t let any of the other people being interviewed shout you down!)</p>

Student Work: WAYS OF BEHAVING

Below are lists of words and types of body language associated with different ways of behaving.

Which of these words and types of behaviour do you associate with different styles of leaders?

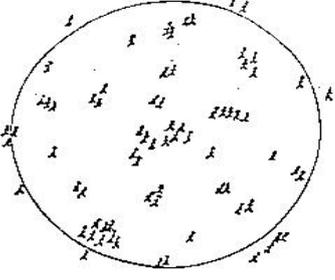
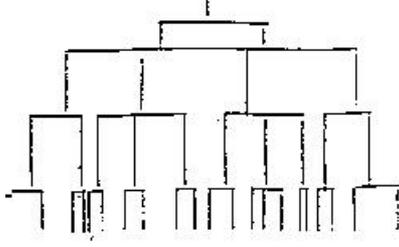
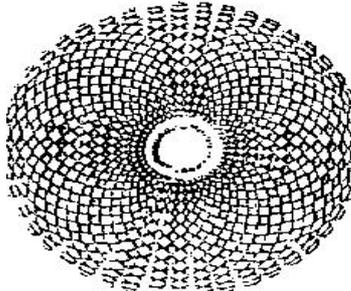
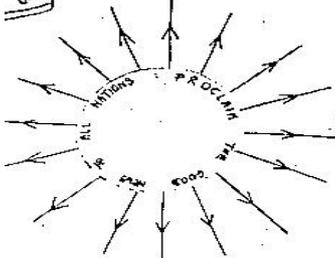
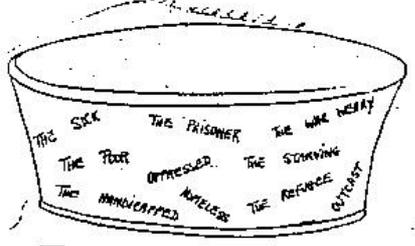
Associated Words:	Leader	Leader	Leader
offensive			
friendly			
hostile			
encouraging			
pushy			
explosive			
calm			
patient			
peaceful			
putting down			
heavy handed			
humorous			
apologetic			
over-anxious			
timid			

Associated Words:	Leader	Leader	Leader
personal			
angry			
quiet			
abusive			
relaxed			
blaming			
oppressed			
submissive			
direct			
silent			
positive			
courageous			
held back			
miserable			
open			

Associated Body Language:	Leader	Leader	Leader
relaxed body posture			
fist clenched			
steady eye contact			
pointing finger			
calm voice			
glaring eyes			

Associated Body Language:	Leader	Leader	Leader
voice raised			
hunched shoulders			
avoids eye contact			
apologetic tone			
hands fidget			

Student Work: WAYS OF SEEING CHRISTIAN COMMUNITIES

	<p>A religious / church community seen as B The People of God.....</p> <p>This community began with people gathering around Jesus to hear his words and be touched by his presence. It is made up of people who share in common a sense of God being present in their lives, calling them, loving them and binding them together.</p>
<p>A religious / church community seen as An Institution..... a</p> <p>This community has a very clear structure and authority is carried along hierarchical lines.</p>	
	<p>A religious / church community seen as B Mystical Communion.....</p> <p>This community is a fellowship of Christians who have a sense of being one with the Body of Christ active in the world today : "Now you together are the Body of Christ, each of you a different part of it."</p>
<p>A religious / church community seen as Herald of the Gospel..... a</p> <p>This community speaks words that make things clear, gives a sense of direction. What it has to say to the world today brings light and hope.</p>	
	<p>A religious / church community seen as B Loving Servant.....</p> <p>This community has a mission to listen to the cry of the world, to the pain and sorrow of others and to respond to their needs in imitation of Christ.</p>

(Adapted from Models of the Church by Avery Dulles, Gill and Macmillan)