第三堂 屬靈領袖是時代所需

領袖生命事工網

leadersbedoing.net

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一、廿一世紀的時代挑戰

疫症蔓延停擺

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教會震動與反思

✓ 廿一世紀像使徒行傳的時代，是個失序的世界。

✓ 領袖過去的知識和經驗都不夠應付了，只能完全地依靠神。

✓ **時代需要的領袖是：**
　① **與聖靈同工而獲得新的啟示和策略；**
　② **帶著聖經價值來做決策；**
　③ **建造屬靈團隊一起同行；**
　④ **朝向上帝於這個時代的帶領和目標，自然產生影響力！**

屬靈領導是時代所需

- 屬靈領導的研究，顯示它快速發展，有可能成為二十一世紀有影響力和創新管理的範式。（Crossman 2010：604）。
- 屬世的領導，還是屬靈的領導？當坊間不斷應用屬世的領導觀念，過去近10年，反而有更多領袖轉向研究屬靈領導，特別是基督教信仰的影響力，發掘永恆不變的領導真理和價值！

二、屬靈領袖應對21世紀的挑戰

新的視野和架構：

- 全球化問題帶來領袖非常巨大和艱難的挑戰。過去固有的做事框架 (mechanistic paradigm) 已不太適用。例如，企業需要同時關切人、地球和利潤。 Triple bottom line.
- Mechanistic paradigm：邏輯、理性決策、科學管理、目標和表現、對天然資源的短視。
- 屬靈領袖是一種新和活潑dynamic的機構架構，取代舊有的架構和操作 (dynamic spiritual practice取代mechanistic organization practices)

能迎向和創造未來：

- 屬靈領導關切但不懼怕現況，他們是創造未來。他們能創造和基於自己的內心世界真像來回應，而非讓現實限制或主宰他們的行為。

- 他們有自己的核心價值(CV/core values)或文化，既竭力保護CV，也修訂CV來鞏固其決策基礎，以迎向未來。
- 商業機構，例如3M, Hewlett-Packard, Disney & Marriot 能持續發展和有好表現超過64年，是因為以核心目標和價值導航，而非只為盈利。(Collins & Porras 2014)

補足其他領袖風格：
- 僕人領袖集中服侍他人，跟從者可以有自私的動機。真誠領袖是外在行為與內裡價值一致，相似的轉化型領袖同樣有機會出現 "動機不良" 的問題。
- 屬靈領袖以信仰理念/真理運作。也因信念(higher values)而發展正面價值(CV)，有發展人的動力。

- 而intrinsic motivation內裡動機，例如異象、盼望、信任、愛他人等都能改進個人和機構的表現。領袖、員工和機構是互相依賴和影響的。

對世界的影響：

- 領袖與前面所提的領袖理論有相同地方，但能超越是因為能從內而外的改變，帶來自我超越，並從錯誤中吸取教訓。他們能夠解決21世紀的問題，即個人因工作場所的貪婪，權力鬥爭，腐敗，失去信任和動力，失去了目標和意義，失去對人的尊重等。(Fry & Whittington 2005)

對員工及機構的影響：

- 研究發現，他們都以清晰的目標和正面價值來帶動。因而能夠對抗不公義和不良的文化，不道德行為，員工低動力問題，帶來機構良好的管治。

- 而機構基於正面價值、利他原則能帶來開放和透明的團隊互動，從身教表達自我及情感，思想和行為較為一致。 致力於轉化來改善自己，並從錯誤中汲取教訓。身教有助員工真誠表達各類情緒，從而得到重視和處理。

- 屬靈領袖會刻意帶動工作場所的靈性，燃點強烈的目的感，激勵他人工作的意義。 CV可以包括信任、誠實、道德和尊重等正面值觀，以人為本。

- 在屬靈領袖的帶動下，員工更能於工作環境中感到滿足。 而由價值帶動的機構，員工工作表現也會有所增加。有研究過過百機構的報告指出，屬靈領袖能增加人的投入感和機構的產量production。

總結：屬靈領袖應對21世紀的挑戰

靈性與信仰：

- "靈性" 指個人追求真理，生命意義，更高目標，更高能力high power和發展自己最高的潛能。
- "信仰" 是指關乎個人或團體的信念、儀式和規範，對人的愛Altruistic Love是信仰和靈性的橋樑。而信仰是關乎關乎信心。
- 靈性關乎活出正面的價值，與信仰有關。

由內而外的影響力：

- 傳統領袖理論未能應對21世紀的挑戰，因為他們較集中主張改變外在環境和人。而屬靈領袖是由個人裏面改變。
- 人先改變自己和內裏的系統，就會帶來其他系統轉變(interconnected systems)，漣漪效應包括人、機構、社會和世界的改變。
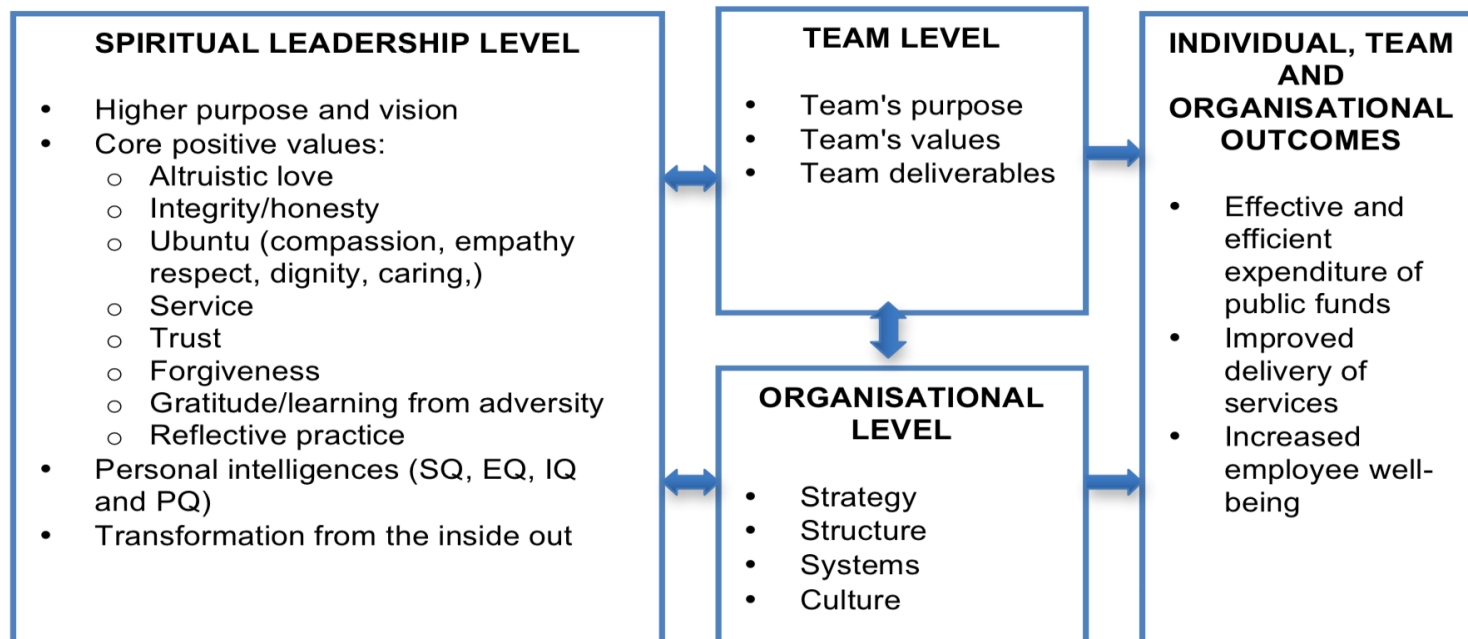
三、綜合屬靈領袖模式(ISL)
An Integrated Spiritual Leadership Model

Law, P. 2016. "Spiritual Leadership," in Leadership, Perspectives from the Front Line, Veldsman, T. H. and Johnson, A. J. (eds), Randburg: KR Publishing.

- 整合9個屬靈領袖模式的特質及優點,提供一個綜合模式,包括領袖、隊工及個人的互動和影響。可以作為認識、發展屬靈領袖培訓或mentoring program的基礎。
- 有兩個核心目的:
  - 首先是促進領導者的內裡轉化,涉及以更高目標和核心價值做出決策。
  - 其次是四種個人智能的應用 - 理性智力(IQ),身體智能(PQ),情商(EQ)和屬性智能(SQ)- 確保領導者以整體和綜合的方式來自我超越 self-transcendence.

綜合屬靈領袖模式(ISL) – Law, P. 2016

Figure 5.1 comprises the three core levels, namely: spiritual leadership; th team; and the organisation.

SPIRITUAL LEADERSHIP LEVEL

- Higher purpose and vision
- Core positive values:
  - Altruistic love
  - Integrity/honesty
  - Ubuntu (compassion, empathy respect, dignity, caring,)
  - Service
  - Trust
  - Forgiveness
  - Gratitude/learning from adversity
  - Reflective practice
- Personal intelligences (SQ, EQ, IQ and PQ)
- Transformation from the inside out

TEAM LEVEL

- Team's purpose
- Team's values
- Team deliverables

ORGANISATIONAL LEVEL

- Strategy
- Structure
- Systems
- Culture

INDIVIDUAL, TEAM AND ORGANISATIONAL OUTCOMES

- Effective and efficient expenditure of public funds
- Improved delivery of services
- Increased employee well-being

Spiritual Leadership Level

SPIRITUAL LEADERSHIP LEVEL

- Higher purpose and vision
- Core positive values:
  - Altruistic love
  - Integrity/honesty
  - Ubuntu (compassion, empathy respect, dignity, caring,)
  - Service
  - Trust
  - Forgiveness
  - Gratitude/learning from adversity
  - Reflective practice
- Personal intelligences (SQ, EQ, IQ and PQ)
- Transformation from the inside out

Integrated from 9 Spiritual Leader models.

Higher Purpose:
- Internal transformation of leader,
- Achieved by establishing the higher purpose and core positive value system that guides his behavior & to make decisions.
- As compass, life-long journey of self-discovery.
- Make positive difference in the lives of others & the world.

Core positive values:
- Guide towards higher purpose, meaning at work, moral behaviors.
- Based on genuine & pure intentions.

4 Personal intelligences
- spiritual intelligence, the core intelligence, its harmonious functioning with the emotional, mental and physical dimensions of intelligence is crucial.
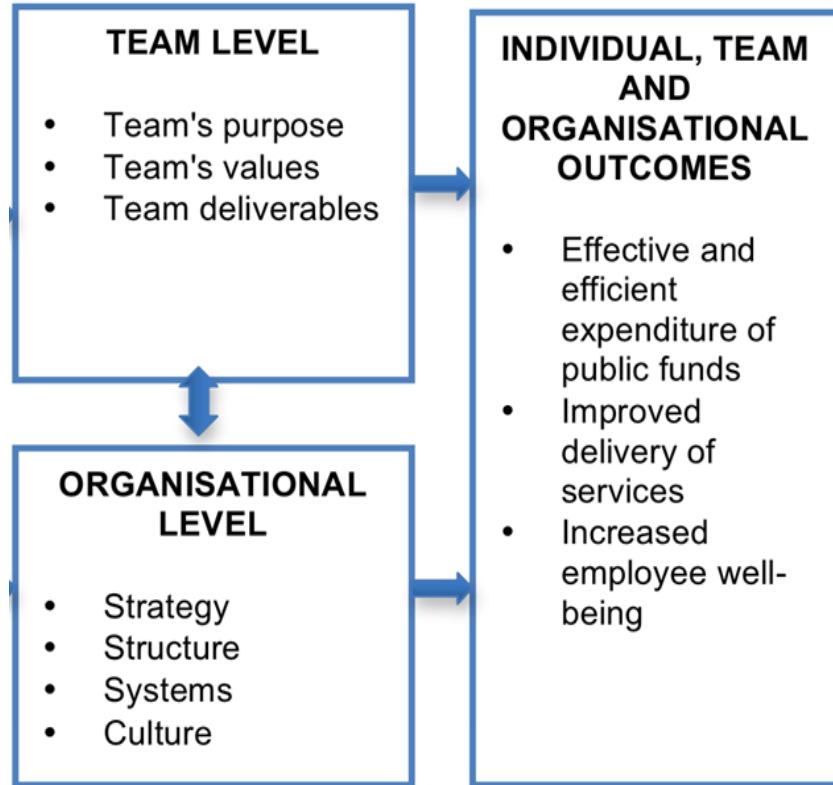
Four Personal Intelligences

- Fostering the four intelligences contributes to the development of balanced leaders who possess the spiritual fortitude, emotional awareness, analytical abilities and physical agility required to overcome organizational problems.

- SQ: Being driven by meaning, vision and values; using intuition; using higher purpose to overcome adversity; and recognizing their interconnectedness with everything in the universe/ high power;

- EQ: Being aware of and able to regulate his/her own and other people's emotions; and establish authentic relationships;

- IQ: Applying rational, logical, analytical, metacognitive and problem-solving abilities; and

- PQ: Healthy eating, exercise, and understanding the metaphysical reasons for illnesses in order to achieve balance in life.

Law, P. 2016. "Spiritual Leadership," in Leadership, Perspectives from the Front Line, Veldsman, T. H. and Johnson, A. J. (eds), Randburg: KR Publishing.
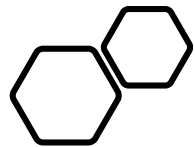
Higher purpose/Transforming from the inside out

- Traditional leaders focus on changing the behaviors, attitudes and skills of others, with little or no emphasis on changing themselves.
- SL, who opposed to talking or thinking about it. This in turn results in ethical wellbeing.
- Victim' thinking is replaced by taking responsibility for one's own actions instead of blaming others, and being proactive in finding solutions.
- If a situation in the external world is not desirable, one should first examine oneself, and then shift one's values, beliefs and feelings in order to alter one's reality.
- The inside out approach is to change our thoughts, reframing events and experiences, we are able to rewire our brains.
- but also feel empowered to transform their reality and the realities of others.
- Transforming one's beliefs involves two core processes: firstly, uncovering one's conscious and shadow beliefs, and, secondly, developing helpful beliefs.
- Changing beliefs is a relatively simple process but requires steadfast diligence and perseverance.

Team & Organization Level

TEAM LEVEL

- Team's purpose
- Team's values
- Team deliverables

ORGANISATIONAL LEVEL

- Strategy
- Structure
- Systems
- Culture

INDIVIDUAL, TEAM AND ORGANISATIONAL OUTCOMES

- Effective and efficient expenditure of public funds
- Improved delivery of services
- Increased employee well-being

- Result in enhanced commitment & calling in the workplace. This in turn would lead to team members greater sense of belonging, bolstering their work ethic and improving performance.
- While the spiritual leader should influence the direction of the teams and the organization, the team and the organizational levels also influence each other as well as the spiritual leader.
- The role of the spiritual leader is to ensure that leadership, teams and organization are aligned in terms of purpose and values, and to involve relevant stakeholders at multiple levels to promote buy-in to the ISL model.

總結 – 屬靈領袖能迎向21世紀挑戰

新的視野	由內而外	真誠隊工	轉化世界
創造未來	更新轉變	價值一致- 個人、隊工、機構	愛護世界 移風易俗