SeLD-910 Authority and Organizational Effectiveness

by Artur Stele, PhD

"It doesn't matter if the world knows, or sees or understands, the only applause we are meant to seek is that of nail-scarred hands."

R. Scott Rodin

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"Leaders do not inflict pain, they bear it."

"Leaders do not absorb praise, they re-direct it."

R. Scott Rodin

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"Some leaders worry themselves into nameless graves, while here and there some forget themselves into immortality."

Ralph Waldo Emerson

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"Teachability is the primary fruit of humility"

"The depth of our character determines the breadth of our influence"

"The choices you make today determine how you will finish tomorrow"

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Boyd Bailey

"A leader who is through learning is through. And so is the team such a leader leads. It's what you learn after you know it all that counts"

John Wooden

"Leaders don't learn when they are talking; they learn when listening"

Brad Lomenick

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"Wisdom is the right use of knowledge. To know is not to be wise. Many men know a great deal, and are all the greater fools for it. There is no fool so great a fool as a knowing fool. But to know how to use knowledge is to have wisdom"

Charles Spurgeon

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"Those who know the most many times are the ones who say the least"

"**Leadership functions on the basis of trust. When trust is gone, the leader soon will be**"

Brad Lomenick

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"You can teach what you know, but you will reproduce what you are."

Nicky Gumbel

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"Talent and ability may help you get to the top, but it takes character and integrity to stay there"

Brad Lomenick

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"It is by doing what nobody wants to do that you end up doing what everybody wants to do"

Brad Lomenick

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"The wise man doesn't give the right answers, he poses the right questions"

Claude Levi-Strauss

Authority and Organizational Effectiveness

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What is Authority?

"Authority is defined as the right to give orders, supervise the work of others & make certain decisions. It is linked with the managerial position to give orders & expect to follow the orders"

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It is the power or right to give orders, make decisions, and enforce obedience

Synonyms for Authority: power, jurisdiction, command, control, dominance, rule, supremacy, domination...

Different Kinds of Authority

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Academic Authority
Charismatic Authority
Expert Authority
Founder Authority
Legal-Governing Authority
Organizational-Position Authority
Ownership Authority
Prophetic Authority
Punitive Authority

Relational Authority
Results Authority
Reward Authority
Spiritual Leadership Authority
Tenured Authority
Traditional Authority
Voting Authority

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Authority Boundaries

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Absolute Authority
Delegated Authority

Centralized Authority
Distributed Authority
Shared Authority …

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What is Organizational Effectiveness?

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Organizational effectiveness is the concept of how effective an organization is in achieving the outcomes the organization intends to produce

Etzioni, Amitia

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Organizational effectiveness is an ambiguous and highly subjective variable that depends on who is defining effectiveness (Cameron & Whetten)

Multiple constituents will define the same organization's effectiveness differently

(Connolly, Conlon, & Deutsch)

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How to evaluate the effectiveness of the:

General Conference?
Division?
Union?
Conference/Mission?
Local Church?

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Organizational effectiveness is the concept of how effective an organization is in achieving the outcomes the organization intends to produce

Etzioni, Amitia

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What are the expected outcomes, results for the:

GC?
Divisions?
Unions?
Conferences/Missions?
Local Churches?

The Role of a Mission Statement? Do all levels of Church Organization have one?

The mission of the Seventh-day Adventist Church is to call all people to become disciples of Jesus Christ, to proclaim the everlasting gospel embraced by the three angels' messages (Revelation 14:6-12), and to prepare the world for Christ's soon return.

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The North American Division of the Seventh-day Adventist Church's mission is:
To REACH North America with the distinctive, Christ-centered Seventh-day Adventist message of hope and wholeness.

BRIDGE

Church ➡ a multidimensional Entity

1. **Spiritual, Theological Entity**

2. **Social, Physical Entity**

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Church, as a spiritual entity ➡ the body of Christ

Church, as a physical entity ➡ an organization

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Church, as a spiritual entity ⟶ the Head of the Church: Jesus Christ

Church, as a physical entity ⟶ the leader: President/Executive Com.

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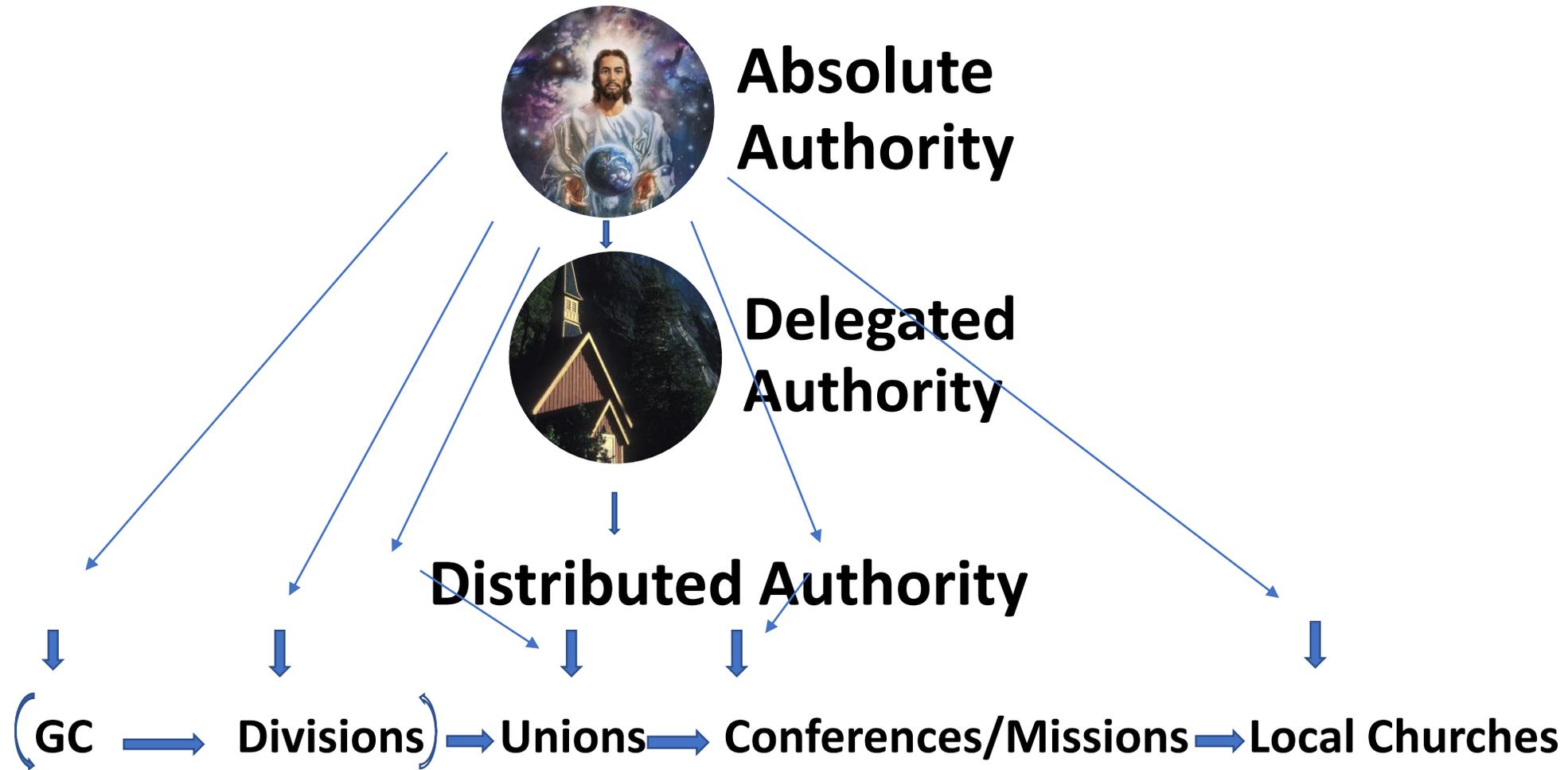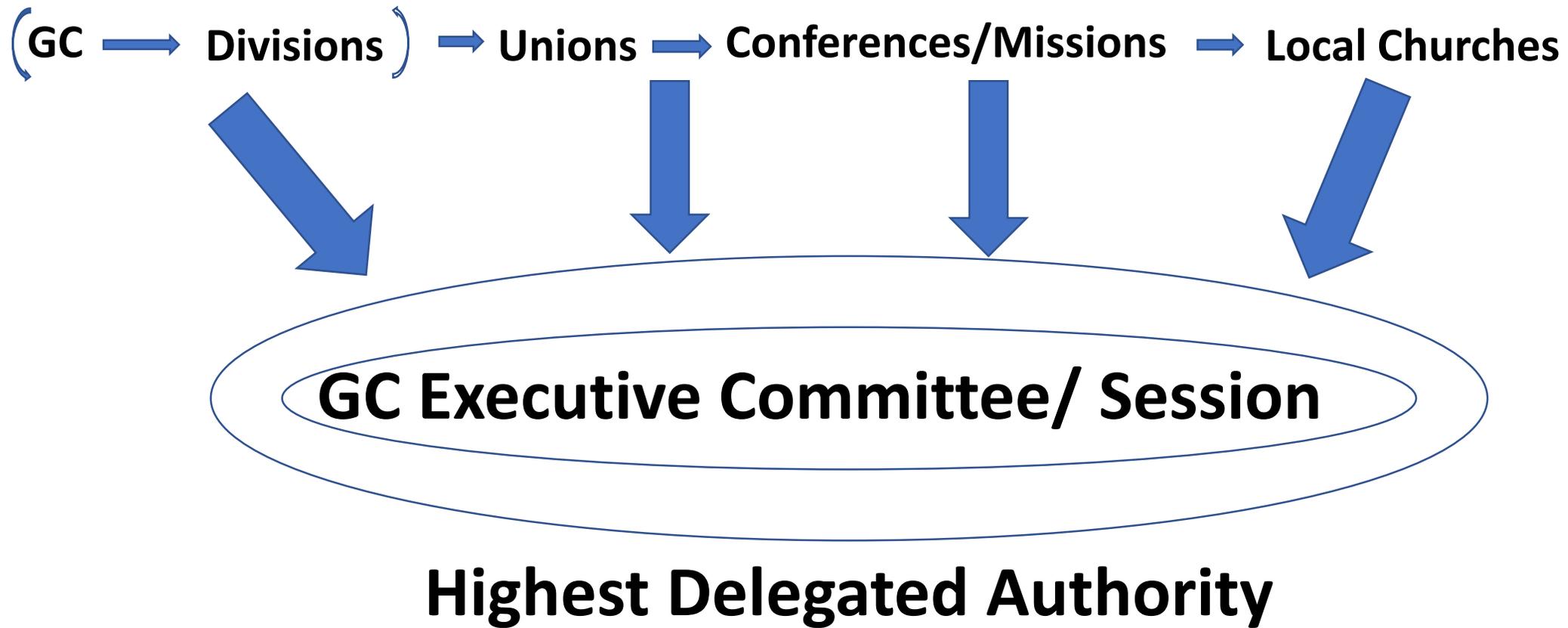
Is There a Correlation Between Authority Structure and Organizational Effectiveness?

1902 –Struggle for Power
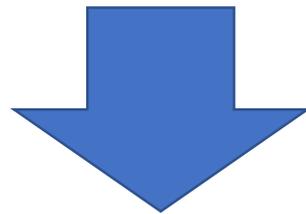
1901 – 78188 Sabbath Keepers **69356** Members in organized Churches and Companies

1902 – 73522 Sabbath Keepers **67150** Members in organized Churches and Companies

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The role of authority in organizations has evolved from advocating an oppressive command and control structure on the one hand to a lack of any authority boundaries on the other

(Taylor; Block; Manz & Sims)

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# Hierarchy has given way to self-directed teams

(Fisher, 1999; Hicks & Bone, 1990; Wellins, Byham, & Wilson 1993).

Negative views of authority are pervasive (Manz & Sims, 1995; Srivastva & Cooperrider,1986).

Democracy is heralded as the new way to organize through self management and majority vote (Block, 1996; Dew, 1997; Potterfield, 1999; Sholtes, 1988).

However, these newer approaches to authority, where everyone is "equal" in the workplace, may be no more effective than the old authoritarian command and control forms of authority (Terri L. Rieth & Michael Biderman)

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Concrete drive way

Dictatorial, Authoritarian, Oppressive Authority Structures can be effective, but only for a short time…

The same is true for the organizations without any Authority Boundaries

Organizations have confused authoritarian with authoritative, thus refusing to enact any authority boundaries to the organizations' detriment

In contemporary organizations all authority tends to be viewed as authoritarian authority, and all hierarchy tends to be viewed as bureaucratic, oppressive, and ineffective (Hirschhorn, 1998; Jaques, 1990).

L. Hirschhorn argues for a middle ground between authoritarianism and a complete absence of authority boundaries. He refers to this middle ground as a post-modern hierarchy: We do not need to rid ourselves of hierarchy; rather, we need to "post-modernize" it.

Although writers often contrast hierarchy with participative culture, well-functioning hierarchies are based deeply on the principle of delegation that, at bottom, stimulates and requires senior executives to share their leadership with their subordinates. When senior executives delegate leadership, they are lending their authority, never relinquishing it.

(L. Hirschhorn, 1998, Reworking authority: Leading and following in the post-modern organization. Cambridge, MA: MIT Press, pp. 67-68)

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Authority boundaries are still necessary in order for organizations to be effective.

(Berg; Gould; Hirschhorn; Jaques; Klein, Gabelnick, & Herr).

The checks and balances that arise across an authority boundary may be key for making an organization effective.

(Terri L. Rieth & Michael Biderman)

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Organizational effectiveness is related to the type of authority boundary

Organizations tend to be more effective whenever they have more permeable authority boundaries. Boundaries that allow employees to provide input to their immediate supervisors, allow employees' ideas to be acted upon, allow employees to challenge their immediate supervisors, take employee suggestions seriously, and have managers who are open to criticism

(Terri L. Rieth & Michael Biderman)

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IN SEARCH OF A BALANCE

Christ the Head of the Church

One Man Leadership Kingly Power

A.T. Jones
E.J. Waggoner
W.W. Prescott

G.I. Butler
GC President
1871-1874
1880-1888
And others...

E. G. White

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"O how Satan would rejoice to get in among this people, and disorganize the work at a time when thorough organization is essential, ...
We want to hold the lines evenly, that there shall be no breaking down of the system of regulation and order. ...
We are living in a time when order, system, and unity of action are most essential." E. G. White SpTA03 60.2

"I learn that it is proposed by some of our brethren to do away with the organization of some at least of the branches of our work. No doubt what has led them to propose this step is that in some of our organizations the machinery has been made so complicated as really to hinder the work. This, however, is not an argument against organization, but against the perversion of it." Unpublished Testimony. GCDB February 27, 1899 Par. 3

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"The Lord has not placed any one of His human agencies under the dictation and control of those who are themselves but erring mortals. He has not placed upon men the power to say, You shall do this, and you shall not do that. But there is a power exercised in Battle Creek that God has not given, and He will judge those who assume this authority. ...

Far less of man's power and authority should be exercised toward God's human agencies.

Brethren, leave God to rule." TM 347.3

James White:

"Organization was designed to secure unity of action, and as a protection from imposture. It was never intended as a scourge to compel obedience, but, rather, for the protection of the people of God. Christ does not drive his people. He calls them…

Human creeds cannot produce unity. Church force cannot press the church into one body. Christ never designed that human minds should be molded for Heaven by the influence merely of other human minds. "The head of every man is Christ." His part is to lead, and to mold, and to stamp his own image upon the heirs of eternal glory

However important organization may be for the protection of the church, and to secure harmony of action, it must not come in to take the disciple from the hands of the Master."

James White, ORGANIZATION AND DISCIPLINE, R&H January 4, 1881

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In Words of James White

Church Force

"Between the two extremes, of church force, and unsanctified independence, we find the grand secret of unity and efficiency in the ministry and in the church of God"
R&H Jan 4, 1881

Unsanctified Independents

"What we want now is a reorganization. We want to begin at the foundation, and to build upon a different principle." E. G. White GCB April 3, 1901 Par. 25

"There must be a renovation, a reorganization; a power and strength must be brought into the committees…"
E. G. White GCB April 3, 1901 Par. 37

"Now I want to say, God has not put any kingly power in our ranks to control this or that branch of the work. The work has been greatly restricted by the efforts to control it in every line." E. G. White GCB April 3, 1901 Par. 34

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"Never should the mind of one man or the minds of a few men be regarded as sufficient in wisdom and power to control the work and say what plans shall be followed." 13MR 192.3

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"Wherefore I will not be negligent to put you always in remembrance of these things, though ye know them, ...In the church of God no one is to set himself up in kingly power and authority." E. G. White

BTS May 1, 1903 Par. 5

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- Materials:

Primary Sources:
*Minutes from GC meetings 1901-1903
*E.G. White Writings, R&H publications, etc.

Secondary Sources:
*Barry David Oliver, SDA Organizational Structure: Past, Present, and Future, 1989
*George R. Knight, Organizing to beat the Devil. The Development of Adventist Church Structure, 2001
*Kevin M. Burton, Centralized for Protection: George I. Butler and His Philosophy of One-Person Leadership, 2015
*G.T. NG, The Perils of Kingly Power, 2017
*Zorislav Plantak, Ethical Analysis Of Abuses Of Power In Christian Leadership – A Case Study Of "Kingly Power" In The Seventh-day Adventist Church, 2017

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Terri L. Rieth & Michael Biderman,
"The relationship between organizational effectiveness and authority boundary" Paper presented at the 18th Annual Society for Industrial and Organizational Psychology Conference, Orlando, FL, 2003.

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