



# *Why Leaders Are Re-elected*

Segment Leadership Development (SeLD)  
Inter-American Division  
Miami, July 24-27, 2023  
Presenter: Lowell C Cooper

## *Legal notice and terms of use:*

---

The information in this slide deck is provided for non-commercial educational purposes only and is not intended, nor should it be used, as legal counsel. This material may not be used or reformulated for any commercial purposes; neither shall it be published by any person or agency other than an official organizational unit of the Seventh-day Adventist® Church, unless prior written authorization is obtained from Lowell C Cooper, [cooperlc@verizon.net](mailto:cooperlc@verizon.net). Subject to the foregoing terms, permission to copy or use these slides solely for non-commercial education use is hereby granted upon inclusion of this notice. Use of all or any part of this program constitutes acceptance by the User of these terms.

## *Objectives:*

---

1. To practice leadership that is not dependent on partisan political considerations.
2. To fulfill core leadership responsibilities.
3. To minimize the role of partisan politics in leadership selection processes.
4. To model trust-building servant leadership.

---

It is normal and natural to exhibit social behavior that is pleasing to self and others.

It is normal to desire the affirmation of others.

Anti-social behavior can be indicative of underlying anxieties or emotional imbalance.

---

Popularity is as fragile and transient as a soap bubble. It is not worthy of your time and attention!



## *Risks linked with need for popularity:*

---

The desire to receive approval from others can divert leaders into self-serving behaviors that are detrimental to an organization and its mission.

Difficult decisions are avoided, status quo is protected, criticism is rejected, transparency is compromised.

## *Leadership patterns—two extremes:*

---

1. “Authoritarian”—focusing solely on results and performance.
2. “Friend of all”—failing to achieve respect and not daring to make unpopular decisions.

---

Leadership primarily based on likeability and popularity usually results in diminished productivity.

---

Every organization needs leaders who can be respected rather than merely liked.

---

Today's leadership is more people-oriented and management styles that portray leaders as "one of the team" have gained in popularity.

## *The risks in thinking about re-election:*

---

1. Diverts leader's attention to self instead of service.
2. Shifts focus from long-term growth to short-term performance.
3. Prioritizes personal future over organizational future.
4. Creates fear of dealing with controversial issues.
5. Closes doorway to expression of diverse views.

---

If God wants to use you, He doesn't need to give you a position of leadership.

# *Math ratios and proportions:*

---

$$\frac{5 + 4 + 3}{2} = \frac{12}{2} = 6$$

$$\frac{5 + 4 + 3}{3} = \frac{12}{3} = 4$$

$$\frac{5 + 4 + 3}{4} = \frac{12}{4} = 3$$

The larger the denominator,  
the smaller the result.

## *Mathematics of trustworthiness:*

---

$$\text{Trustworthiness} = \frac{C + R + I}{S}$$

Where

C = Credibility (character and integrity)

R = Reliability (dependability, consistency in performance)

I = Intimacy (positive social relationships)

S = Self-orientation

—Galford and Drapeau, *The Trusted Leader*

---

“You can have all the facts and figures, all the supporting evidence, all the endorsement that you want, but if you don’t command trust, you won’t get anywhere.”

—Naill Fitzgerald, Former Chairman, Unilever

---

“The moment there is suspicion about a person’s motives, everything he does becomes tainted.”

— Mahatma Gandhi

---

Trust is a function of two things: character and competence.

Character includes your integrity, your motive, your intent with people.

Competence includes your capabilities, yours skills, your results, your track record.



TRU<sup>ST</sup><sub>TH</sub>

## *Foundation for great leadership:*

---

Great leadership is not primarily concerned with the personality of the leader—but with how the leader inspires others to believe in and participate in the mission of the organization.

---

Popularity should be a side effect of good leadership not the goal of leadership.

---

When leadership selection is done through group decisions (election process), being well-liked (popular) is important at least to some extent.

But if that leader is ineffective, he/she will end up being disliked. Popularity is a very unstable element of leadership life.

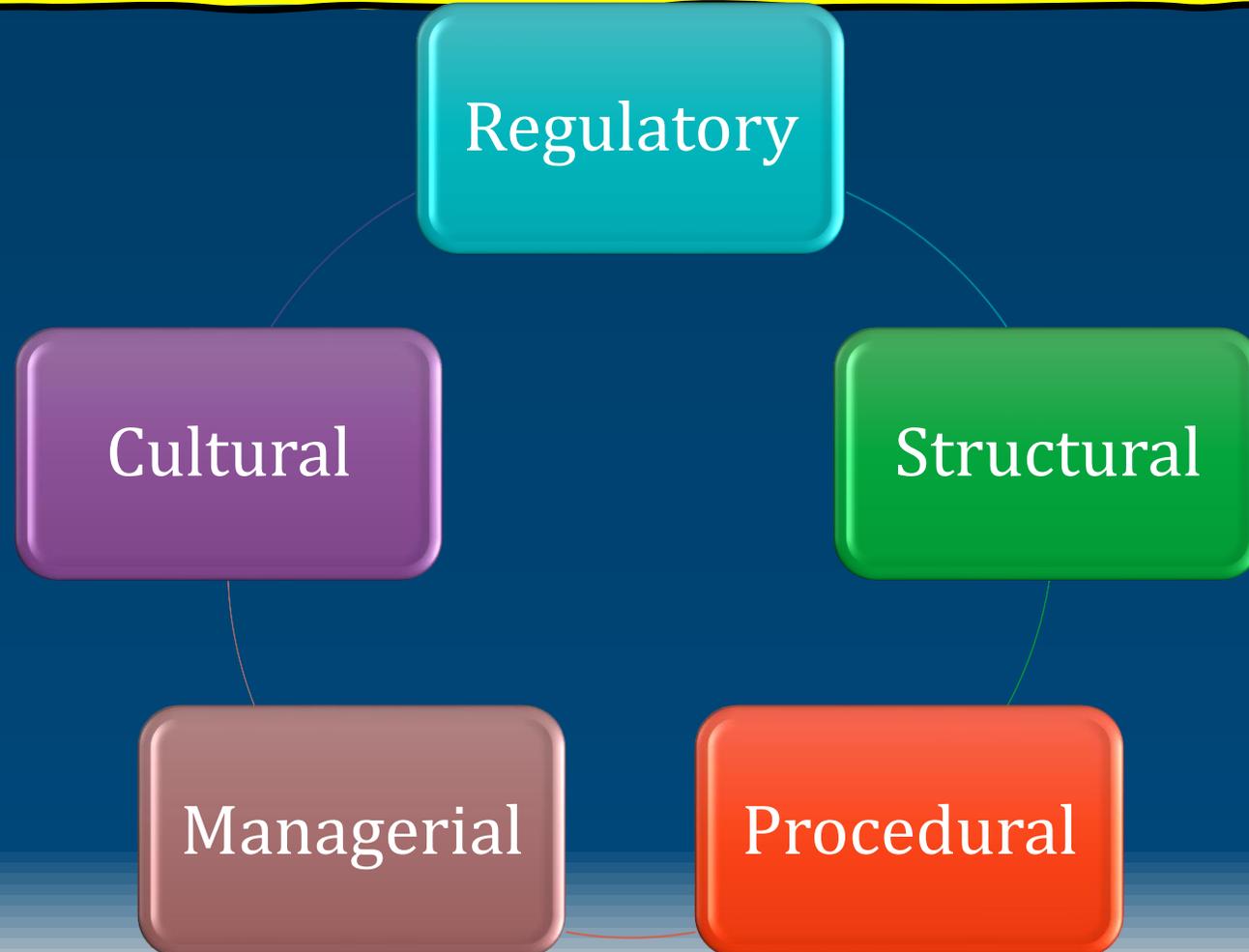
## *Why leaders get re-elected:*

---

1. They are trusted.
2. They are committed to excellence.
3. They are mission focused.
4. They seek to develop others.
5. They practice what they preach.
6. They forget self in pursuit of service.
7. They attend to the core responsibilities of leadership.
8. Their constituency desires their continuation.

# *Core responsibilities of leadership:*

---



## *Regulatory responsibilities:*

---

Maintain legal status (incorporated/un-incorporated)

Compliance with laws (employment practices, etc.)

Property title and documentation

Permits and authorizations

Building/environmental codes

Official cycle of meetings (constituency, executive comm)

Production and filing of periodic reports

Fulfill contracts/agreements

## *Structural responsibilities:*

---

Maintain denominational relationships

Comply with governance documents

- Constitution and Bylaws

- GC/Div/Union/Conference Working Policy

- Church Manual

- SDA Fundamental Beliefs

Internal distribution of responsibility and authority

Well-defined job descriptions and organizational chart

## *Procedural responsibilities:*

---

Systematic work schedule and calendar of events

Timely documentation of decisions

Timely publication of reports

Regular cycle of governance meetings

Employment practices (just, legal)

Standard of care ('prudent person rule')

Records retention system

Risk management

## *Managerial responsibilities:*

---

General oversight and supervision of entity

Supervision of direct reports

Orientation of new employees

Program development/oversight

Evaluation/assessment/accountability

Analysis of developments and strategic planning

Calendar of events continually updated

Leadership development and succession planning

## *Cultural responsibilities:*

---

Articulate mission, vision, values

Build trust

Empower others

Make it safe to communicate

Celebrate global and local identity

'Tone-at-the-top' set by officers

## *Cultural responsibilities:* (cont'd)

---

Service mentality

Pursuit of excellence

Teamwork attitude

Ethical climate: integrity, respect, trust, safety

Manage conflicts of interest

Room for creativity, innovation

## *The workplace environment:*

---

1. Sense of purpose: more than producing goods or services, one that makes a difference.
2. Sense of ownership: having some say in how the work is done.
3. Sense of fit: what I do fits into the larger mission.
4. Sense of community: we are doing this together.
5. Sense of contact: we can build worthwhile relationships

## *Servant leader misconceptions:*

---

Chosen by God thus can impose authority

Accountable only to God

Personal views seen as mandate from God—thus can be harsh towards critics

Reluctant to share power because it weakens their effectiveness

## *Characteristics of servant leadership:*

---

Commitment to an external purpose subdues self-interest

Develops people as partners

Willing to be held accountable

Seeks to inspire more than to control

Practices situational leadership

Fosters climate of trust and safety

## *Principles of empowerment:*

---

1. Comprehensive job descriptions—in writing
2. Thorough job orientation process
3. Mentoring
4. Individualized growth plan
5. Expand freedom to make decisions
6. Hold people accountable (performance reviews, learning from mistakes)
7. Active pursuit of excellence

## *Politics done rightly in leadership:*

---

### Appropriate leadership behaviors:

- ✓ Demonstrated commitment to openness.
- ✓ Honesty and integrity—live what you preach.
- ✓ Devotion to fairness and justice.
- ✓ Humility, with awareness that no one is right all the time.
- ✓ A mentality of service rather than status.
- ✓ Respect for and civility towards opponents.
- ✓ Courage to resist special interest groups.

## *Politics done rightly in leadership* —cont'd

---

### Appropriate leadership behaviors:

- ✓ Whole system thinking—how everything is connected.
- ✓ Willingness to listen to other perspectives.
- ✓ Commitment to non-violence and peaceful means.
- ✓ Habitual posture of collaboration and partnership.
- ✓ Consistent attention to building trust.
- ✓ Respect for diversity.

# *Politics done rightly in the Church*

---

Political activity that lends credibility to proclamation:

- ✓ Clearly defined procedures (constitutions and bylaws).
- ✓ Representative composition of decision-making groups.
- ✓ Group decision processes for the distribution of authority.
- ✓ Procedures and willingness to hold leaders accountable.
- ✓ Provision for adequate dialog/listening to all sides of a matter before determining a decision.
- ✓ Verification of information rather than reliance on rumor and presumption. (The role of an independent press is often a check on, and corrective to, official communications.)

# *Politics done rightly in the Church*

---

Political activity that lends credibility to proclamation:

- ✓ Appropriate use of technology in communication. (Technology can be misused as a political amplifier. The media controls the masses.)
- ✓ Timely communication of information.
- ✓ Recognition of majority authority principle while preserving respect for the minority(ies). (The majority is not always right.)
- ✓ Group members' personal submission to the lordship of Jesus Christ.

# *Politics done rightly in the Church*

---

Political activity that lends credibility to proclamation:

- ✓Honesty about personal motivations.
- ✓Sensitivity to diversity, the impact of culture, geography, and local circumstance.
- ✓Decision-making processes that involve prayer, spiritual reflection, and Spirit-guided discernment.

## *Politics done rightly in the Church*

---

The church is both a religious and a political organization. Its focus on mission and the exaltation of Jesus Christ as its head has, through the centuries, lifted it above ordinary politics.

## *Politics done rightly in leadership*

---

Every leader is expected to be Christ-like at all times. However, every leader will also know how easy it is to allow personal consideration to influence leadership behavior.

## *Politics done rightly in leadership*

---

The first political behavior of leadership is to get right with God and maintain that relationship. Doing so will inform and influence ethical conduct and bring moral reflection to motivations. When a leader looks after his/her private life with God, his/her public life will look after itself.

## *Politics done rightly in the Church*

---

What constitutes appropriate politics in the Church?  
How can an organization (such as the Church) establish and monitor its own political environment and processes so that it does not earn the criticism of being a 'political organization'?

- 
- Elected leaders perform under the spotlights.  
Everything is observed, the microphone is always on.  
Why do they get re-elected?

## *Why leaders get re-elected:*

---

1. They are trusted.
2. They are committed to excellence.
3. They are mission focused.
4. They seek to develop others.
5. They practice what they preach.
6. They forget self in pursuit of service.
7. They attend to the core responsibilities of leadership.
8. Their constituency desires their continuation.

