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A Study in Leaderful Practice in Church Organizations

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A STUDY IN LEADERFUL PRACTICE IN CHURCHES

Kevin L. Womack
M.S. in Leadership
Fall 2020

Granite State College

The Study Details

Qualitative: Shared Leadership Theory

Quantitative:

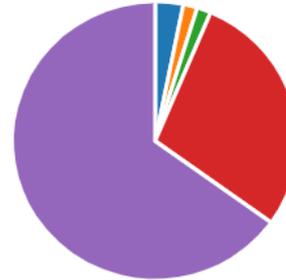
- 63 Participants
- Raelin's Leaderful Questionnaire
- Overall Leaderful Score
- Collective, Concurrent, Collaborative and Compassionate Leader Scoring

Results

4. [1]- Once you're a leader, you don't relinquish it to anyone else. [5]- Once you're a leader, you share it with others who may also be leading at the same time.

[More Details](#)

1 - completely agree with vie...	2
2 - somewhat agree with view ...	1
3 - neutral with views above	1
4 - somewhat agree with view ...	18
5 - completely agree with vie...	41



14. 1 - Leaders should share their deepest beliefs with only their closest associates 5 - Leaders should engage in a public dialogue that opens their deepest beliefs to the scrutiny of other group members

[More Details](#)

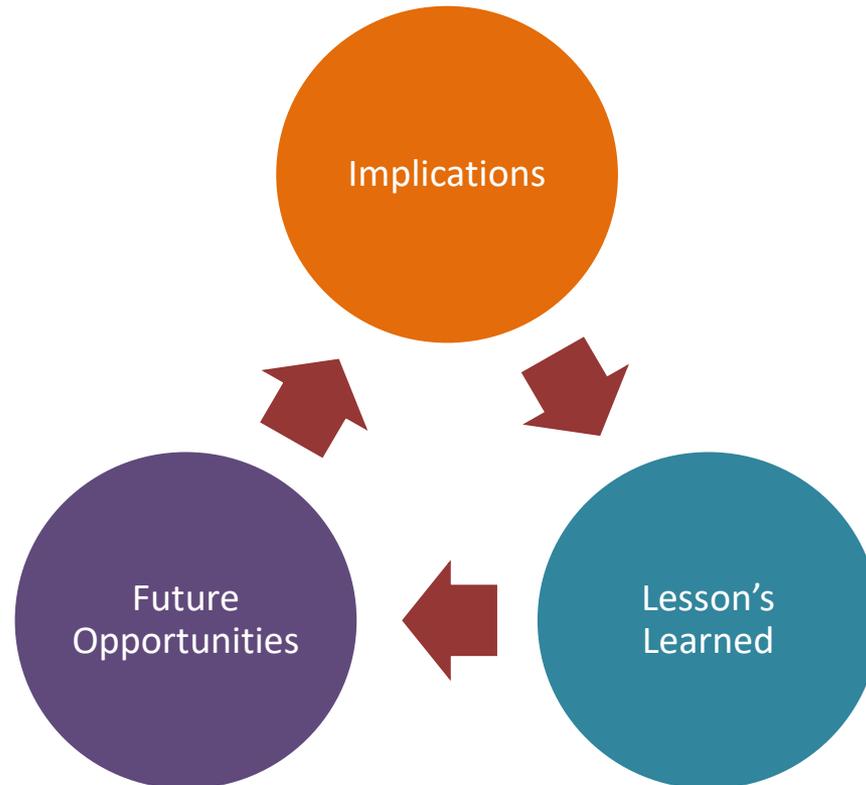
1 - Completely agree with vie...	2
2 - Somewhat agree with view...	9
3 - Neutral with views above	9
4 - Somewhat agree with view...	25
5 - Completely agree with vie...	18



Results – Leaderful Scores

*based on total of 63 participants	Average Score
Overall Leaderful Practice Score	47
Concurrent Leaderful Score	14
Collective Leaderful Score	12
Collaborative Leaderful Score	10
Compassionate Leaderful Score	10

Conclusions



Handout 1 - Survey Questionnaire

The use of human participants in this project has been approved in compliance with Granite State College’s Guidelines for the Protection of Human Subjects in Research. Participation in this study is completely voluntary, no coercion of any kind shall be used in seeking your participation. If you volunteer to be in this study, you may withdraw or be withdrawn at any time without consequences of any kind. You may also refuse to answer any questions you don’t want to answer and still remain in the study.

If you have questions regarding your rights as a research subject, contact the Office of Academic Affairs at the GSC Administrative Center, 603-228-3000. Please contact the principal investigator, Kevin Womack at klwomack@go.granite.edu, if you are interested in receiving a summary of the research results.

If you volunteer to participate in this study, we would ask you to complete the survey by [date] in order for the researcher to have sufficient time to analyze the data prior to the deadline for the project.

Part 1 General Demographics of Participants

1	What is your role at the organization? 1 – On staff, paid pastor, associated pastor 2 – Paid administration 3 – Volunteer in some leader capacity	
2	How long have you been in your current role? 1 – less than 1 year 2 – 1 to 4 years 3 – 4 to 10 years 4- Greater than 10 years.	
3	Church/Organization average member size 1 – 0-100 average members attend on regular basis 2 – 101-500 average members attend regular basis 3 – greater than 500 as average members attends regular basis	

Part 2 Leaderful Questionnaire

Source: Raelin (2003)

Instructions. Mark where you stand on the twelve contrasting leadership views presented, using a scale of 1 to 5. Mark 1 if you completely agree with the left viewpoints, 5 if you completely agree with the right viewpoint. Values 2 and 4 suggest that you somewhat agree with the given viewpoint, and 3 would mean that you fall in between or feel neutral. There is no correct answer; the questions merely attempt to characterize your leadership dispositions.

1	Once you’re a leader, you don’t relinquish it to anyone else	1 – 2 – 3 – 4 - 5	Once you’re a leader, you share it with others who may also be leading at the same time.
2	Leadership resides in one member of a group	1 – 2 – 3 – 4 - 5	Many people within a group may operate as leaders
3	A leaders duty is to direct the operation	1 – 2 – 3 – 4 - 5	The direction of an operation should arise from the entire group

4	A leader has to make the tough decisions for the enterprise first even if it hurts some stakeholders	1 – 2 – 3 – 4 - 5	A leader will consider the dignity of stakeholders first before making a decision for the organization
5	Once acquiring power, you attempt to sustain or increase it, no lose it	1 – 2 – 3 – 4 - 5	Power is acquired and increased by everyone working together
6	Authority is the principal basis of power in leadership	1 – 2 – 3 – 4 - 5	Power in leadership can come from many sources beyond the authority
7	A leader should speak for the entire group	1 – 2 – 3 – 4 - 5	Subordinates should feel comfortable to speak for the entire group
8	A leader is the authoritative source when problems arise in the operation	1 – 2 – 3 – 4 - 5	There is no one authoritative source in the group; all viewpoints must be considered when problems arise
9	Sharing power as a leader would be abdicating responsibility	1 – 2 – 3 – 4 - 5	Sharing power as a leader is a natural and desirable activity
10	One person should ultimately make the decisions on behalf of others	1 – 2 – 3 – 4 - 5	Decisions should be made by whomever has the relevant responsibility
11	Leaders should share their deepest beliefs with only their closest associates	1 – 2 – 3 – 4 - 5	Leaders should engage in a public dialogue that opens their deepest beliefs to the scrutiny of other group members
12	A leader's job is to assure subordinates that they can rely upon him/her to handle any problem	1 – 2 – 3 – 4 - 5	A leader encourages subordinates, not him or herself, to handle problems as they arise

Handout 2

THE TRADITIONS OF LEADERFUL PRACTICE



Concurrent

- *Situational Manager*
- *Team Facilitator*



Collective

- *Steward*
- *Learner*
- *Meaning-maker*



Collaborative

- *Change Agent*
- *Mutual Influencer*
- *Dialoguer*



Compassionate

- *Noncharismatic*
- *Conscience*
- *Social Caretaker*

Raelin, J. A. (2003). *Creating leaderful organizations: How to bring out leadership in everyone.*

Berrett-Koehler Publishers.