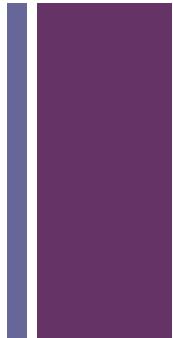


# Leading in Uncharted Territory

Tod Bolsinger, PhD.  
Fuller Seminary

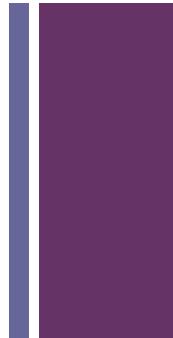


“Leadership is disappointing  
your own people at a rate  
they can absorb.”

Ronald Heifetz



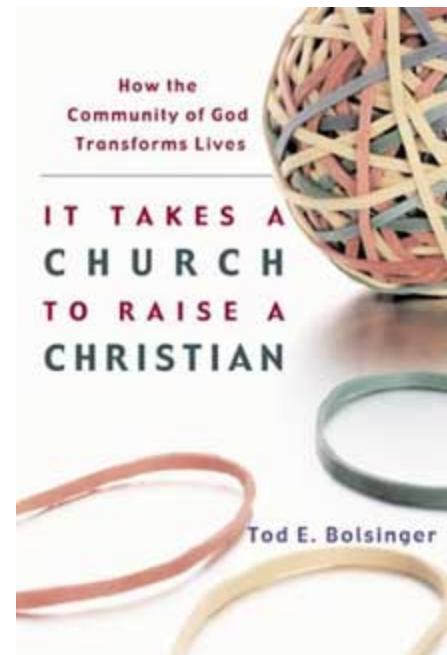
# Defining Leadership

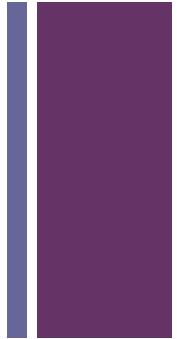


*Leadership is energizing a community of people toward their own transformation in order to accomplish a shared mission in the face of a changing world.*



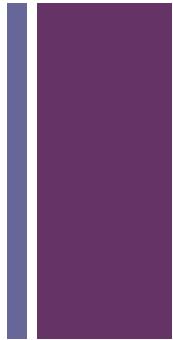
# One Afternoon with the Maine Methodists...





“What can we do to keep our  
churches from dying?”

# An Old Southern Pastor and “Church Growth” Strategies

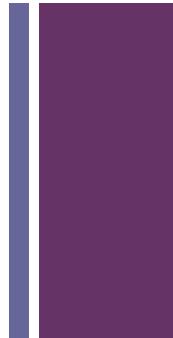


“If western societies have become post-Christian mission fields, how can traditional churches become then missionary churches?”

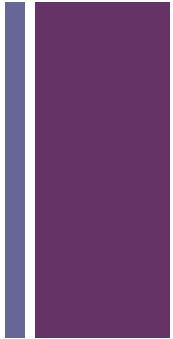
Darrell Guder



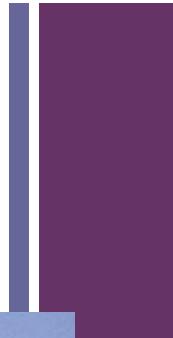
## Conversation

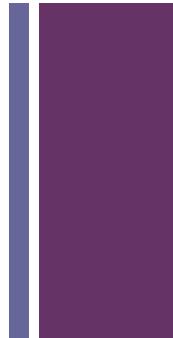


- Introduce yourself. Name, what you do, why you are here?
- What is one way that you have experienced the changing world creating challenges for your ministry?



# August 12, 1805





**How do you “canoe”  
over mountains?**



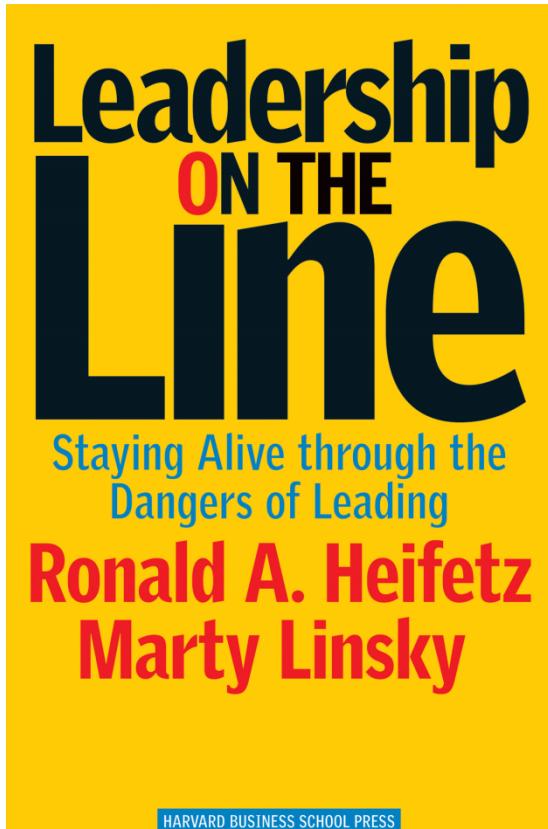
We were trained for a different context.

We were trained for rivers, not mountains.

We need to learn a new way of leading.



# Reframing Problems



Technical  
Problems

vs.

Adaptive  
Challenges

# +

# Technical vs. Adaptive

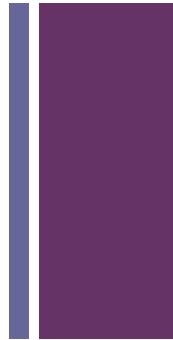
- “*Application of current knowledge, skills and tools to resolve a situation.*”
- “*Cannot be solved with one’s existing knowledge, skills and tools, requiring people to make a shift in values, expectations, attitudes or habits of behavior.*”
- “*Systemic problems with no clear answers.*”

Technical Problems

Adaptive Challenges



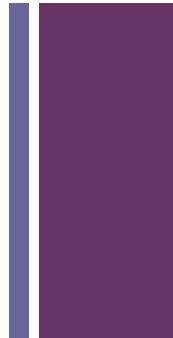
# Ed Friedman



■ “...when any relationship system is imaginatively gridlocked, it cannot get free simply through more thinking about the problem. Conceptually stuck systems cannot become unstuck simply by trying harder. For a fundamental reorientation to occur, *that spirit of adventure* which optimizes serendipity and which enables new perceptions beyond the control of our thinking processes must happen first.”



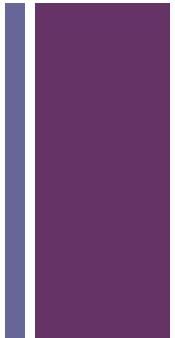
“A Spirit of Adventure”



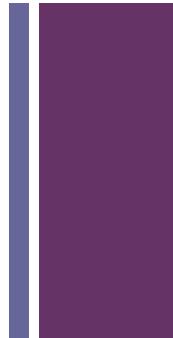
- Requires Learning.
- Results in Loss



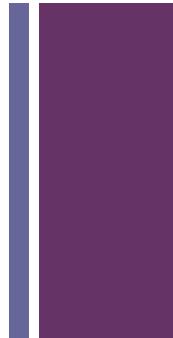
## Key Adaptive Principle #1



■ People don't resist change  
they resist *loss*.



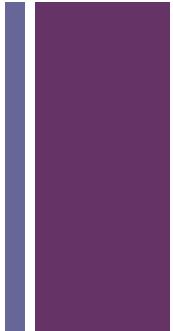
The three hardest  
words to say.



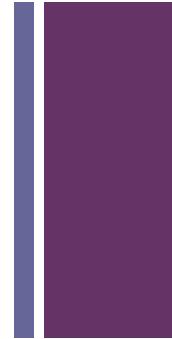
"In times of great change,  
learners inherit the earth, while  
the learned find themselves  
beautifully equipped for a world  
that no longer exists."

Eric Hoffer

+



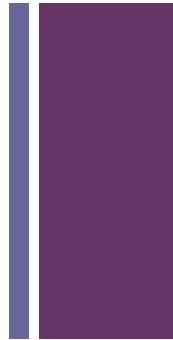
Learning to listen to an  
unexpected voice...



Those who had neither power nor privilege in the Christendom world are the trustworthy guides and necessary leaders when we go off the map.

They are not going into uncharted territory.

They are at home.



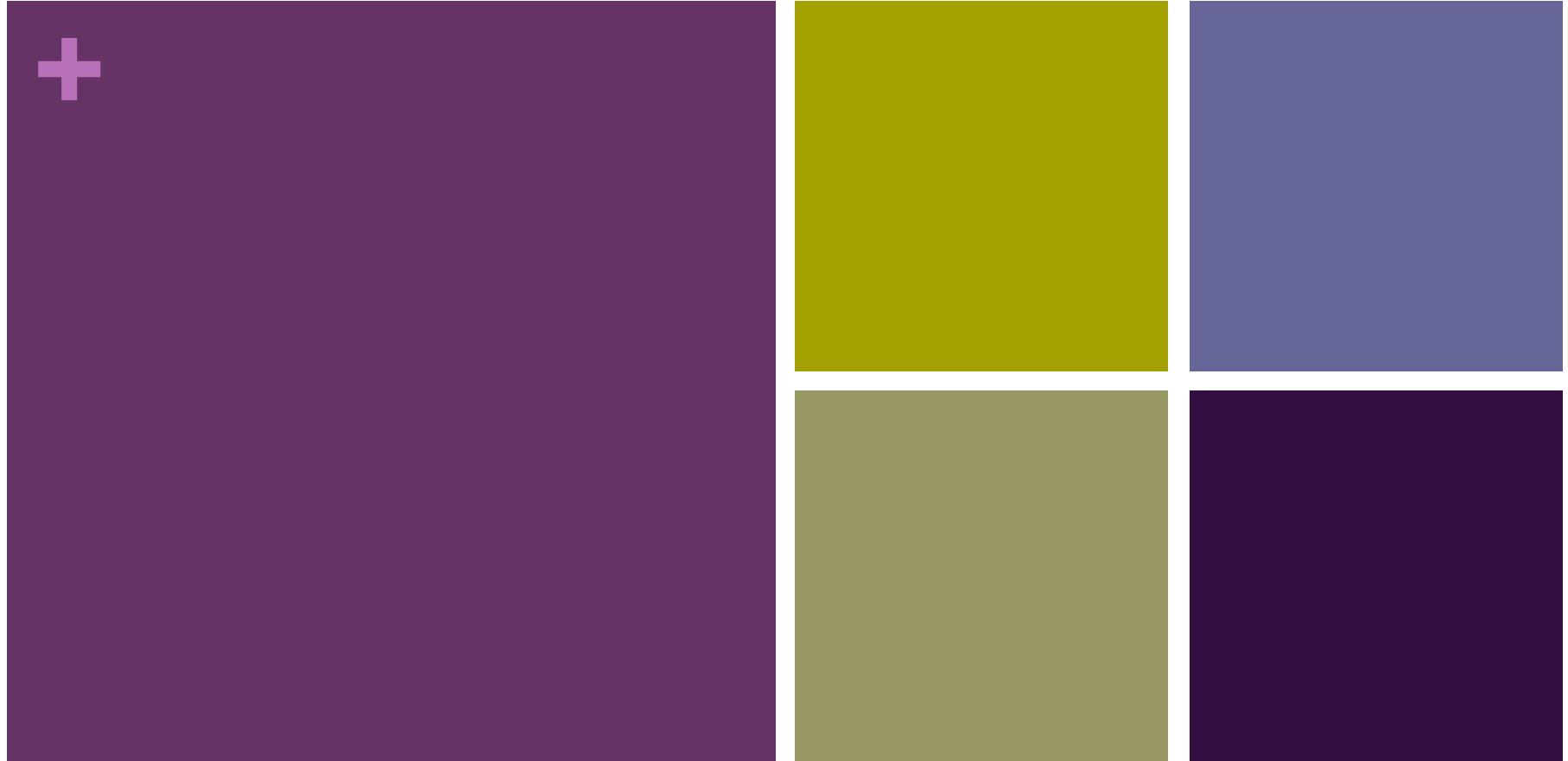
“The future is already here; it is just on the margins.”

Dave Gibbons



# Discussion

- Inspire. (!) What stands out positively so far and why?
- Inquire. (?) What questions have been raised?
- Irk. (#&\*!) What has rubbed you wrong or created dissonance?
- Require. ( $\Delta$ ) What change(s) seem to be demanded of you?



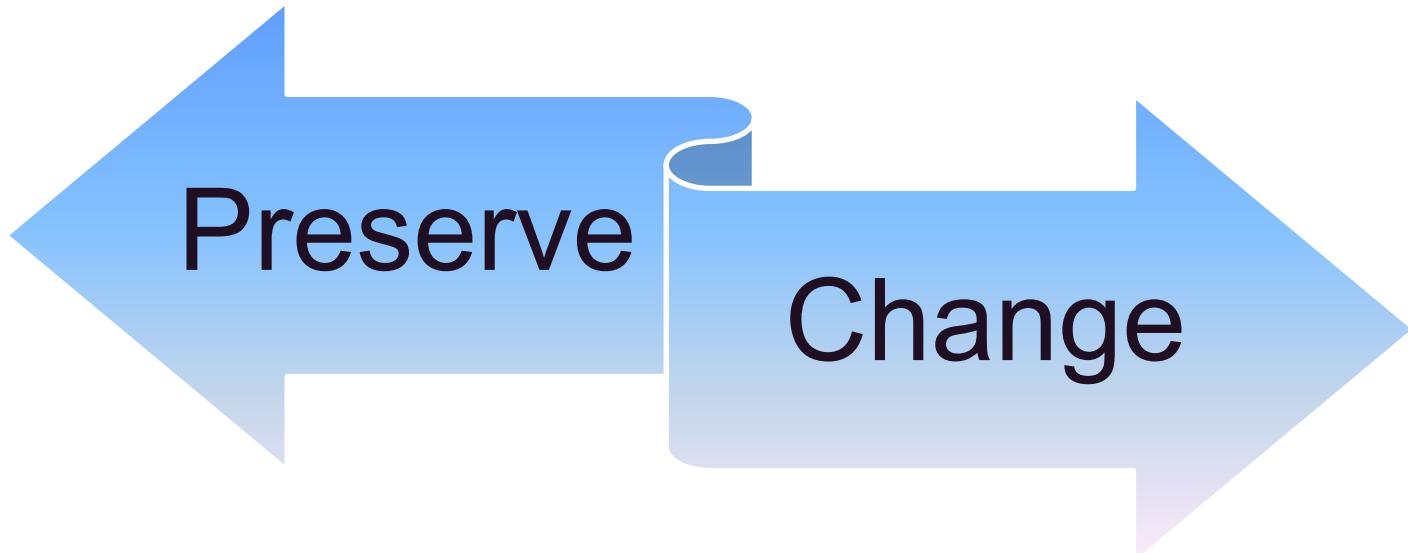
# Equipping the Saints--and their Leaders--for Uncharted Territory.

Tod Bolsinger, PhD.  
Fuller Seminary



## The Fundamental Task of Leadership

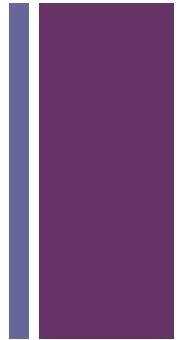
distinguish between what needs to be preserved and what needs to change....



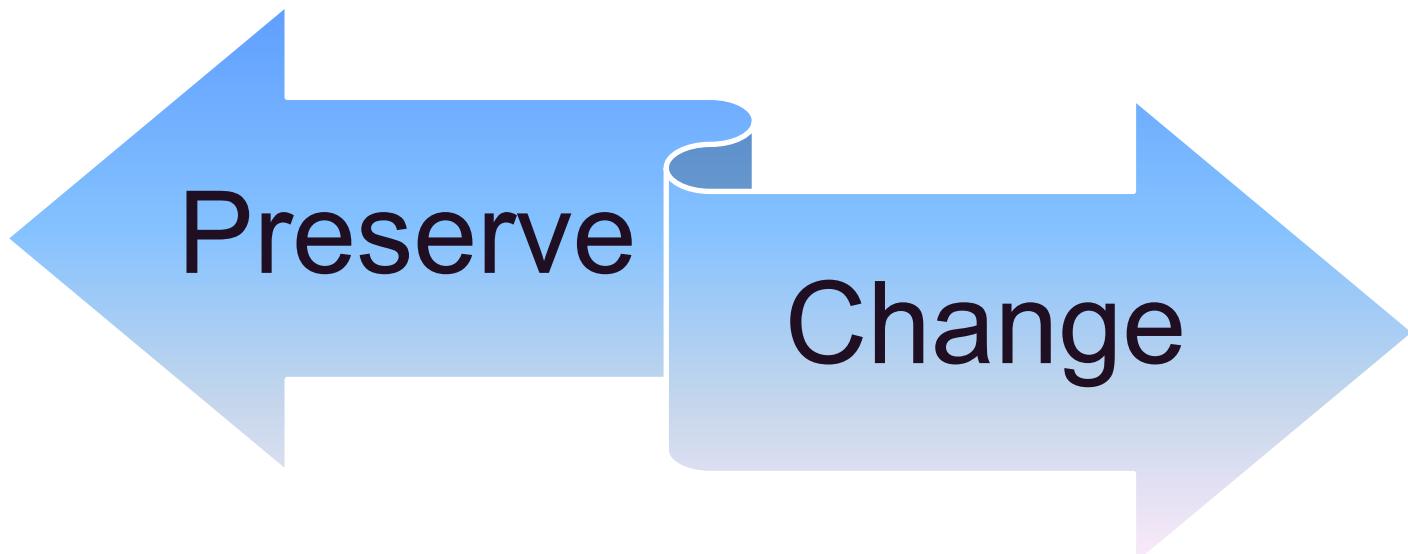




## The Fundamental Task of Leadership

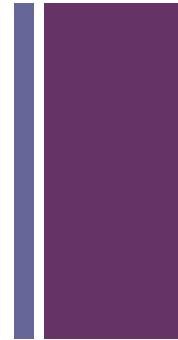


distinguish between what needs to be preserved and what needs to change....





When  
given a  
choice...





When  
given a  
choice...

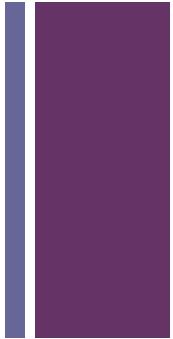
90% die.

+

What doesn't produce change...

- Fear
- Facts
- Force

**+** What brings change...

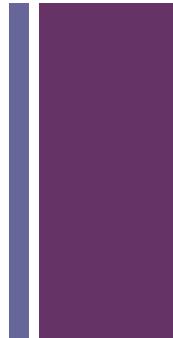


- Relate (new communities)
- Repeat (new practices)
- Reframe (new ways of thinking)
  - “Shifting”

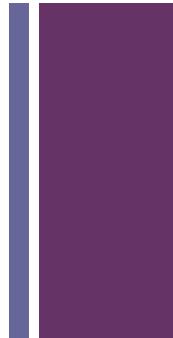
**Radical** (Not “tweaking!”)



## Key Adaptive Principle #2

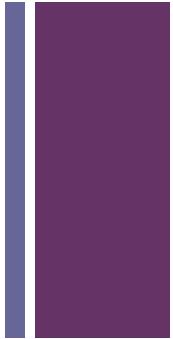


For change to last it must be  
a healthy adaptation of the  
“DNA” of the group.



“Adaptive change is an inherently conservative process.”

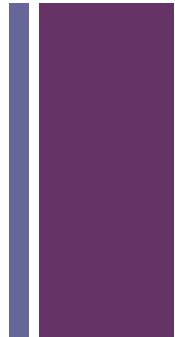
Ronald Heifetz



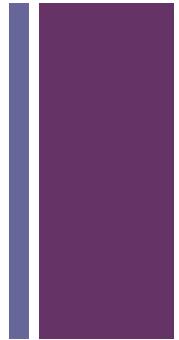
“Tell me a story...”



# Tell a story from your church's history...



- ...about a hero.
- ...about a cherished moment that is retold over and over again.
- ...one that says, “This is what we are really all about.”
- ....one that says, “This was the moment when I was most proud of us”.
- ....one that says, “This was when I knew I had found my people.”



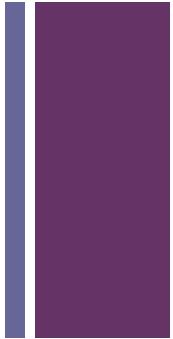
## Our Inspiring 9/11 Story

When The Communion Table was  
Destroyed

The Picture that Rebuilt our Church



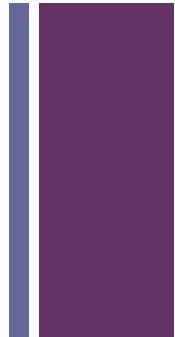
First Sunday School Held on Beach at San Clemente



“Tell me a story...”



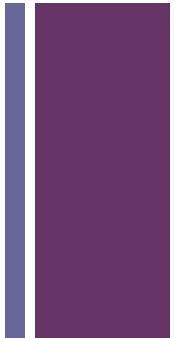
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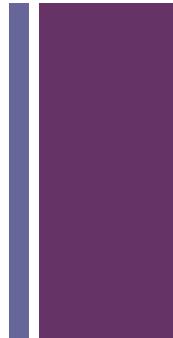
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## Key Adaptive Principle #2

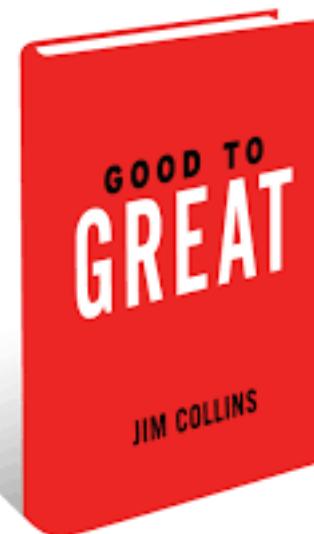


For change to last it must be  
a healthy adaptation of the  
“DNA” of the group.



Once you have determined what will never change, you must then be prepared to change everything else.

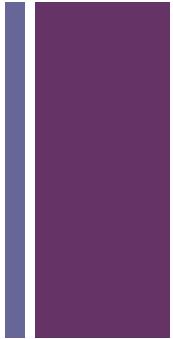
Jim Collins





## Key Adaptive Principle #3

■ You have not succeeded until you have survived the sabotage.

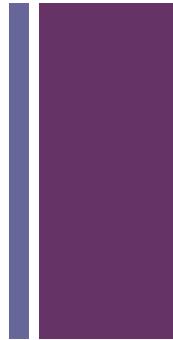


“If you are a leader, expect sabotage.”

Ed Friedman

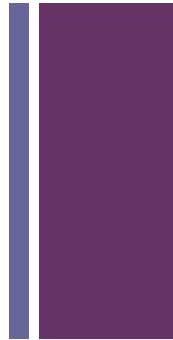


# Sabotage



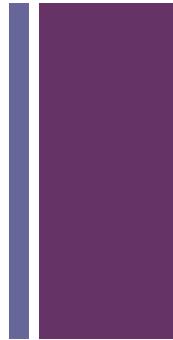
The important thing to remember about the phenomenon of sabotage is that it is a **systemic part of leadership**—part and parcel of the leadership process. Another way of putting this is that a leader can never assume success because he or she has brought about a change. *It is only after having first brought about a change and then subsequently endured the resultant sabotage that the leader can feel truly successful.*

Edwin Friedman. *A Failure of Nerve: Leadership in the Age of the Quick Fix*



Sabotage is normal, natural, and to be expected.

Sabotage is not the bad things that evil people do, but the human things that anxious people do.



"Stay calm,  
stay connected,  
stay the course."

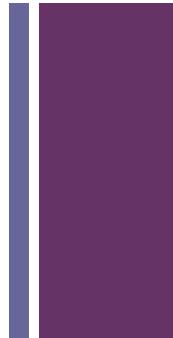


## Key Adaptive Principle #4

- Everybody will be changed  
(especially the leaders).



## The Mission Transforms

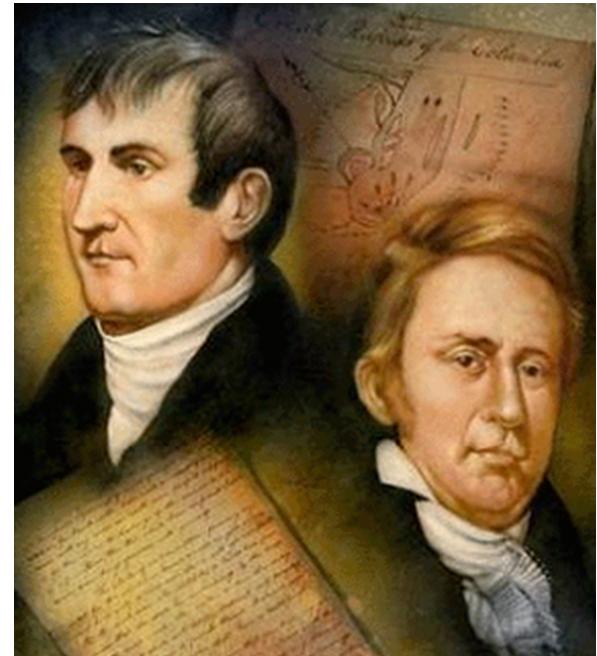


God is taking you into uncharted territory to transform you.

# + Innovation and Uncharted Territory

- Lewis and Clark

- A truly revolutionary vote.



For More Resources text  
*change*  
to  
66866





# The Transformation of Uncharted Territory

- Men of their Era...on Mission
- Be a Jefferson

