What Do Pastors in German-Speaking Europe Perceive as Important Leadership Competencies in Order to be Effective Pastoral Leaders

Thomas C. Gyuroka
Andrews University, Berrien Springs,. MI, gyuroka@andrews.edu

the nexus of leadership and spirituality, addressing the gap in the literature that considers this intersection, as evidenced by the Venn diagram that includes leadership, spirituality, thinking, and behavioral attributes.

While a qualitative study, the quantitative element used is Emergenetics, a 30-year-old psychometric tool that looks at the four thinking attributes of analytical, structural, conceptual, and social, and the three behaviors of expressiveness, assertiveness, and flexibility. With more than 630,000 profiles completed in 21 languages by people around the world, the universe for this study consisted of 14 one-to-one interviews and two focus groups of 14 people each, one in person and one online. The myriad of faith traditions with which the participants identified in their youth is provided. With regard to the tradition with which participants identify today, of the 42 participants, 24 identify as Science of Mind/Religious Science and 18 identify with other faith traditions or no faith tradition.

The primary question was does spirituality influence leaders' thinking and behaviors. The secondary questions included an exploration around ways spirituality influences thinking and behaviors. It also explored the questions as to spirituality informing the ways leaders can be challenging within their organizations, and if acknowledging one's spirituality publically helps or hinders building effective teams.

The highlights of the research include the finding that spirituality does indeed influence everything a leader does and is, whether thinking or behavior attributes, and the process of a leader's questioning. As well, while publicly acknowledging one's spirituality is thought to be positive, there are some confounding circumstances and those ideas are also presented.

The study also includes the group Emergenetics profiles for the two focus groups and all of the individual interviews as one profile, respectively, with an explanation as to how that informed the research.

Finally, the implications of this research to the study of leadership, the study of spirituality and leadership, and the use of the Emergenetics tool in such work is explored.

Gyuroka, T. C. (2016). *What do pastors in German-speaking Europe perceive as important leadership competencies in order to be effective pastoral leaders.* **Ph.D., Andrews University, Dissertations. 1600.**

Leadership competency models for teaching leadership to pastors in the Seventh-day Adventist Church—if used at all—usually have been adapted from business leadership models. The curricula for seminary leadership courses and continuing education programs are usually shaped by what seminary teachers or administrators deem important. Their criteria are often based on anecdotal evidence rather than on a research-based understanding of what Seventh-day Adventist pastors actually need in order to be successful leaders in their local churches. This study seeks to address this need within the Seventh-day Adventist church in German-speaking Europe, and globally by developing a competency model of pastoral leadership.

The study used a mixed-method research design. The explorative qualitative phase (phase 1) of the study worked with five focus groups. Four focus groups consisted of pastors in the Austrian Union, the German-Switzerland Conference, the North German Union, and the South

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German Union. An additional focus group was organized with the conference presidents of the seven German conferences. This phase resulted in a list of 104 competencies encompassing skills, abilities, personal, and spiritual characteristics.

In phase 2, a questionnaire was developed listing the 104 competencies from the qualitative phase and distributed to 311 ordained Seventh-day Adventist pastors in Austria, Germany, and Switzerland to evaluate the competencies from four different perspectives: (a) the importance of the 104 competencies for pastors generally, (b) the importance of the 104 competencies in view of one of the churches they were responsible for, (c) the frequency with which they personally used these 104 competencies in their work, and (d) their own proficiency in each of the competencies. The results were analyzed using descriptive statistics, Pearson correlations coefficient, and ANOVA multiple regression analysis.

Thirty-nine of the 104 competencies from the qualitative study were rated 5.00 and above. Four of them were leadership competencies, four were management competencies, and 31 were other competencies. Few regional differences were found in the German-speaking fields except for the North German Union. Only 29.9% of the pastors rated the leadership competencies associated with the core tasks of leadership as high. In contrast they tended to attribute more importance of those competencies they used on a more frequent basis and with greater proficiency.

These results suggest the need for training in actual leadership competencies. Thus, in the final step, a leader competency model was developed to serve as a basis for adjusting the curriculum for pastoral leadership development.

The data and findings that emerged from this study showed the need to more adequately understand and teach how the basic task of leadership, which is energizing a system for change, relates to pastoral ministry. Since the leadership toolkit of pastors is still limited, a systematic leader development master plan for pastors in German-speaking Europe should be formulated together with a curriculum for reaching leadership on the basis of the leader competency model of this study.

Henson, J. D. (2015). *An examination of the role of spirituality in the development of the moral component of authentic leadership through a sociorhetorical analysis of Paul's letter to Titus.* **Ph.D., Regent University, ProQuest Dissertations Publishing. 3682828.**

This study examined the role of spirituality in the moral development component of authentic leadership in comparison to leadership principles found in the Epistle to Titus. The study of moral development was drawn from literature on authentic leadership theory, spiritual leadership theory, and preexisting frameworks of moral agency, self-concept, and the stages of moral development. The exegetical process followed the methodology of sociorhetorical analysis and was interpreted for the moral, ethical, and leadership principles found in the pericope. The study yielded five themes of leadership from which 10 principles of leadership were discovered as found in Paul's letter to Titus. It was found that the principles in Titus generally support the literature on the moral development component of authentic leadership theory. In the case when there were differences, it was found that principles of Titus expand and elevate