Comparing Turnaround Leadership in a Rural Church and in Schools [Dissertation Notice]

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This dissertation examines servant leadership and its biblical antecedents from specific biblical texts and non-biblical literature. The biblical presentation of a comprehensive servant theology is consistent through both the Old and New Testaments. Servant leadership theory is connected with these biblical origins utilizing the lens of biblical slavery as a model for Christian leadership discovered in Mark 10:42-45. In addition, the christological paradox of “power through powerlessness” is introduced. Differences between the biblical view of servant leadership and the social science perspectives, particularly as seen through the writing of Robert K. Greenleaf, are discussed. The dissertation closes with an examination of Walter C. Kaiser’s Principalizing Model for moving beyond theology to propose a means to discover biblical principles of servant leadership.


This qualitative study sought to illuminate successful practices of a turnaround leader in a rural church that are applicable cross-contextually, so as to inform the leadership efforts of various organizations seeking to reproduce organizational renewal on a wide-scale basis. This case study utilized participant observations, mined documents, and interviews with the pastor, three part-time staff members, and 24 members of a rural congregation in a South-central Kentucky congregation that had grown 289% in active membership over the last 14 years. The data from the study revealed that members did not recall specific events that led to turnaround as clearly as they recalled unity and harmony; this was contrasted to the period of turmoil and split immediately before the turnaround and the initial, devastating split it had endured 20 years prior. They did not describe events as much as they did their pastor who helped bring peace and a culture that was conducive to revitalization. These findings propagate the notion that turnaround leaders often bear striking resemblances to one another, exhibiting many of the same personal character traits and intentional behaviors. These findings also suggest that turnaround leadership is not so much a product of individual charismatic leadership as it is the product of consistent, sustained attention to sound leadership behaviors.


Today, a growing number of African-American women are answering the call to the Baptist church ministry, but their preparation, training, and mentoring is often insufficient. This study involved interviews with 10 African-American women to learn about their backgrounds, education, support and roles as Baptist ministers in the church. Two research questions guided the study. (1) How did being mentored or not being mentored affect African-American women ministers’ perception of their effectiveness in ministry? (2) What relationship/role, if any, do mentors...