

ECC Diocesan Bishop as Servant Leader**

A competent Servant Leader exhibits the following characteristics:

1. **Listening:** The servant leader seeks to identify the will of a group and to clarify that will. He or she listens receptively to what is being said and unsaid. Listening also encompasses hearing one's own inner voice. Listening, coupled with periods of reflection, is essential to the growth and well-being of the servant leader.
2. **Empathy:** The servant leader strives to understand and empathize with others. People need to be accepted and recognized for their special and unique spirits. One assumes the good intentions of co-workers and colleagues and does not reject them as people, even when one may be forced to refuse to accept certain behaviors or performance.
3. **Healing:** One of the great strengths of servant leadership is the potential for healing one's self and one's relationship to others. Many people have broken spirits and have suffered from a variety of emotional hurts. Servant leaders recognize that they have an opportunity to help make whole those with whom they come in contact. In his essay, *The Servant as Leader*, Greenleaf (1970/2002) writes, "There is something subtle communicated to one who is being served and led if, implicit in the compact between servant-leader and led, is the understanding that the search for wholeness is something they share" (p. 50).
4. **Awareness:** General awareness, and especially self-awareness, strengthens the servant-leader. Awareness helps one in understanding issues involving ethics, power, and values. It lends itself to being able to view most situations from a more integrated, holistic position. As Greenleaf (1970/2002) observed: "Awareness is not a giver of solace—it is just the opposite. It is a disturber and an awakener. Able leaders are usually sharply awake and reasonably disturbed. They are not seekers after solace. They have their own inner serenity" (p. 41).
5. **Persuasion:** Another characteristic of servant leaders is reliance on persuasion, rather than on one's positional authority, in making decisions within an organization. This element offers one of the clearest distinctions between the traditional authoritarian model and that of servant leadership. The servant leader is effective at building consensus within groups.
6. **Conceptualization:** Servant leaders dream great dreams. The ability to look at a problem or an organization from a conceptualizing perspective means that one must think beyond day-to-day realities. For many leaders, this is a characteristic that requires discipline and practice. The leader who wishes to also be a servant leader must stretch his or her thinking to encompass broader-based conceptual thinking. Servant leaders are called to seek a delicate balance between conceptual thinking and a day-to-day operational approach.
7. **Foresight:** Closely related to conceptualization, the ability to foresee the likely outcome of a situation is hard to define, but easier to identify. One knows foresight when one experiences it. Foresight is a characteristic that enables the servant leader to understand the lessons from the past, the realities of the present, and the likely consequence of a decision for the future. It is also deeply rooted within the intuitive mind.

8. **Stewardship:** Greenleaf's view of all institutions was one in which leaders, staffs, and trustees all played significant roles in holding their institutions in trust for the greater good of society. Servant leadership, like stewardship, assumes first and foremost a commitment to serving the needs of others. It also emphasizes the use of openness and persuasion, rather than control.
9. **Commitment to the Growth of People:** The servant leader is deeply committed to the growth of each and every individual within his or her organization. The servant leader recognizes the tremendous responsibility to do everything in his or her power to nurture the personal and professional growth of those who are led (e.g., employees, colleagues, volunteers, etc.).
10. **Building Community:** The servant leader seeks to identify means for building community among those who work within a given institution or participate within a given service organization. Servant leadership suggests that true community can be created among those who work in businesses and other institutions.

A competent servant leader as a diocesan bishop within the ECC will also exhibit the following qualities:

1. **Administrative Competence:** An ECC diocesan bishop, in cooperation with other lay and clergy members of the diocese who have such expertise, assumes and/or oversees a variety of administrative activities. In many instances some or all of these functions will be delegated to others. Yet, the diocesan bishop has ultimate responsibility to provide servant leadership in these areas. While the role of the diocesan bishop is primarily pastoral rather than administrative, administrative competence is necessary to serve a diocese as its bishop.
2. **Teaching Competence:** An ECC diocesan bishop, in cooperation with other lay and clergy members of the diocese who have such expertise, provides those in the diocese servant leadership in the area of teaching. This includes teaching the fundamentals of the Way of Jesus, the path of the Gospel; teaching the fundamentals of the Catholic tradition; teaching the fundamentals of the ECC polity and practices; teaching methods of prayer and spiritual growth, etc. The ECC diocesan bishop also oversees the teaching of others. Thus, teaching competence is necessary to serve a diocese as its bishop.
3. **Liturgical Competence:** An ECC diocesan bishop is ordinarily the principal celebrant of the liturgical gatherings of the diocese. In cooperation with other lay and clergy members of the diocese who have such expertise, an ECC diocesan bishop should have competence in planning and implementing a range of liturgical celebrations, including weekly community gathering, confirmations, ordinations, funerals, and special circumstance events. Thus, liturgical competence is necessary to serve a diocese as its bishop.

**Adapted from Altepeter (2014) "Here I am among you as one who serves..."