

Leadership in Music Ministry

NPM Winter Meeting Program, St. Rose of Lima, Hill City
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January 26, 2019

What do we mean by leadership? How is it different than management?

Ideas from the NPM newsletter

Are you looking for

- tools to foster greater engagement with your choir or your musicians?
- strategies for collaboration with your pastor on liturgies?
- ideas and incentives to strengthen your role in music ministry?

What else would you like to gain from this session?

Purpose and Path

- *Purpose*: to create change
- *Path*: hmmm.... What's the best way to do this?
 - Option 1: Let's make a deal?
 - Option 2: Inspire from the inside out?
 - Option 3: It all depends
 - Option 4: WWJD?

Purpose: to create change

Path:

Option 1: Let's make a deal: **Transactional Leadership**

- “I’ll do this if you’ll do that”: A *transaction* between leader and followers
- Intended to be a mutually beneficial relationship
- Leader has ways to reward (perhaps punish) followers
- *Examples in music ministry?*

- Sometimes reactive rather than proactive (Burns, 1978; Hickman, 2010)
- Leader has ways to punish (rather than reward) followers
- May dissolve into control issues
- *Examples in music ministry?*

Purpose: to create change

Path:

Option 2: Inspire from the inside out: **Transformational Leadership**

- create a positive, collaborative, and productive environment (Burns, 1978; Hickman, 2010; Underwood, Mohr, & Ross, 2016)
- establish a sense of belonging and identification with the leader and their mutual purpose
- focus on optimal outcomes through collaboration, positive rapport, and motivation
- *Examples in music ministry?*

- takes time!
- may not work in urgent or complex situations
- not applicable to members who don't want to go beyond what they are comfortable with
- appeals to assumed common values
- *Examples in music ministry?*

Purpose: to create change

Path:

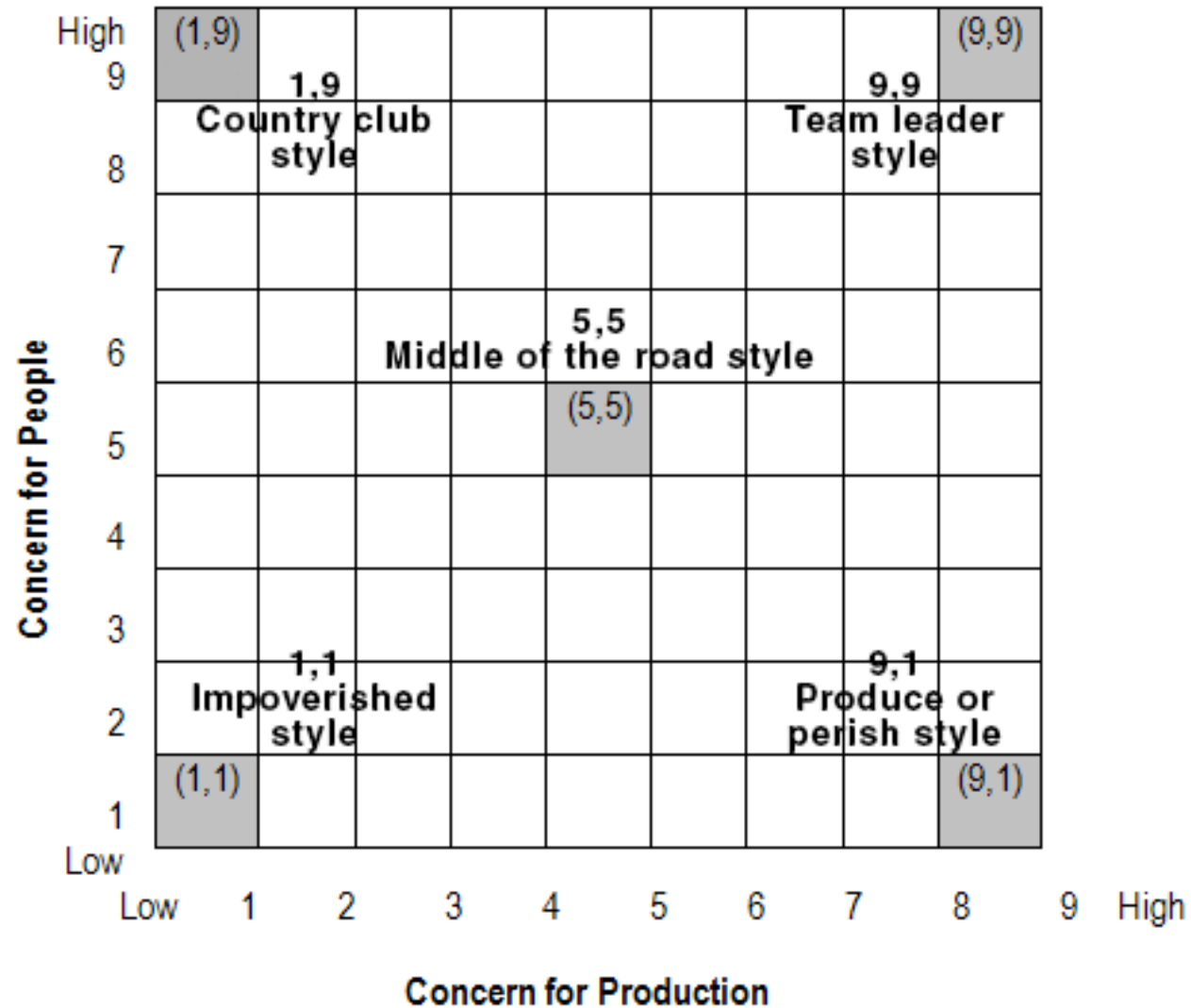
Option 3: It all depends **Situational Leadership**

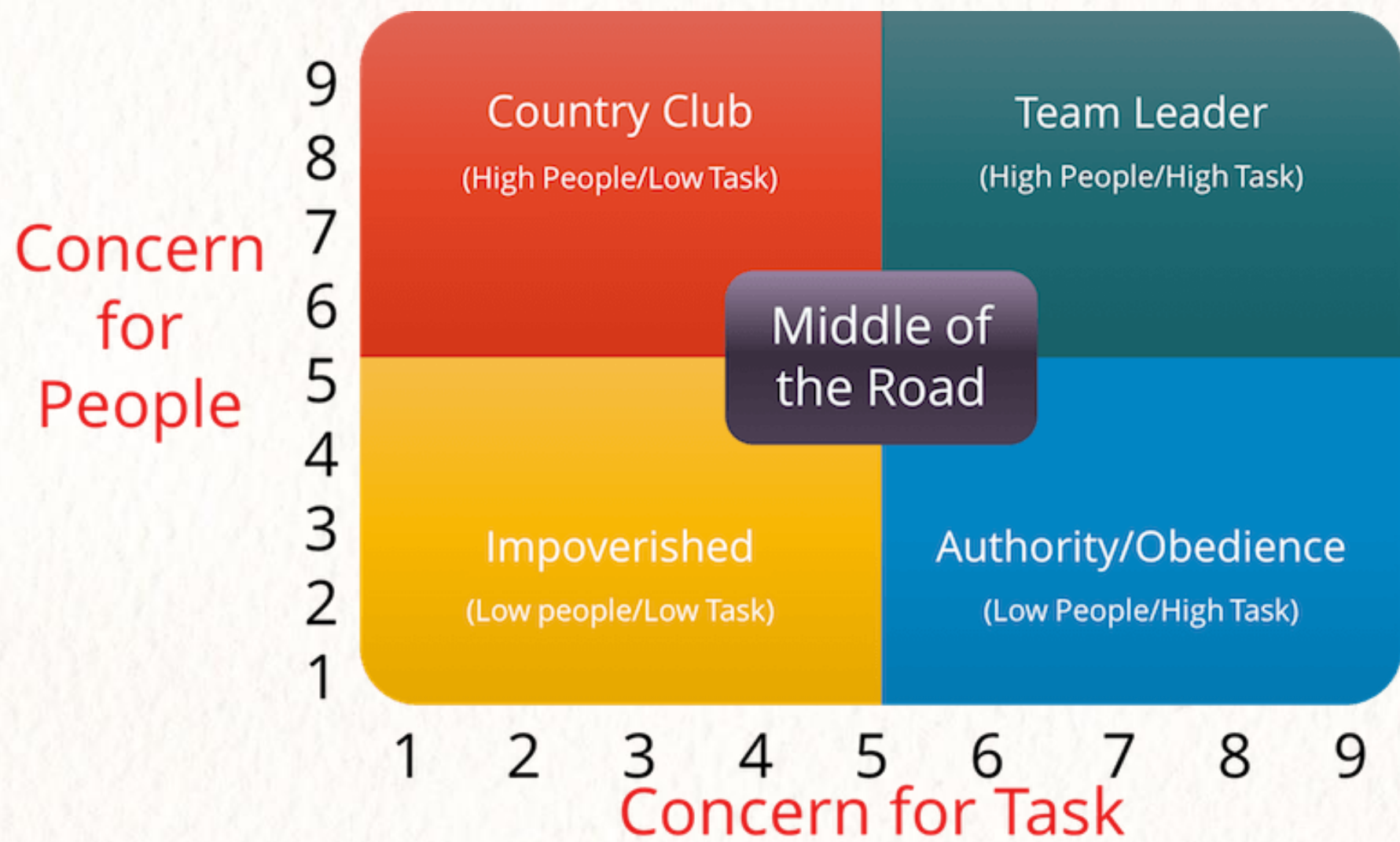
- Followers' readiness, maturity, and competence are taken into account (Leadership-Central.com)
- Leader adapts leadership approach to the goals to be accomplished
- based on contingencies organized into simple scales to guide leader on which approach to take
- enables self-analysis of leadership style

- may take more time than is available
- may not work in urgent or complex situations (Leadership-Central.com)

Let's take a closer look . . .

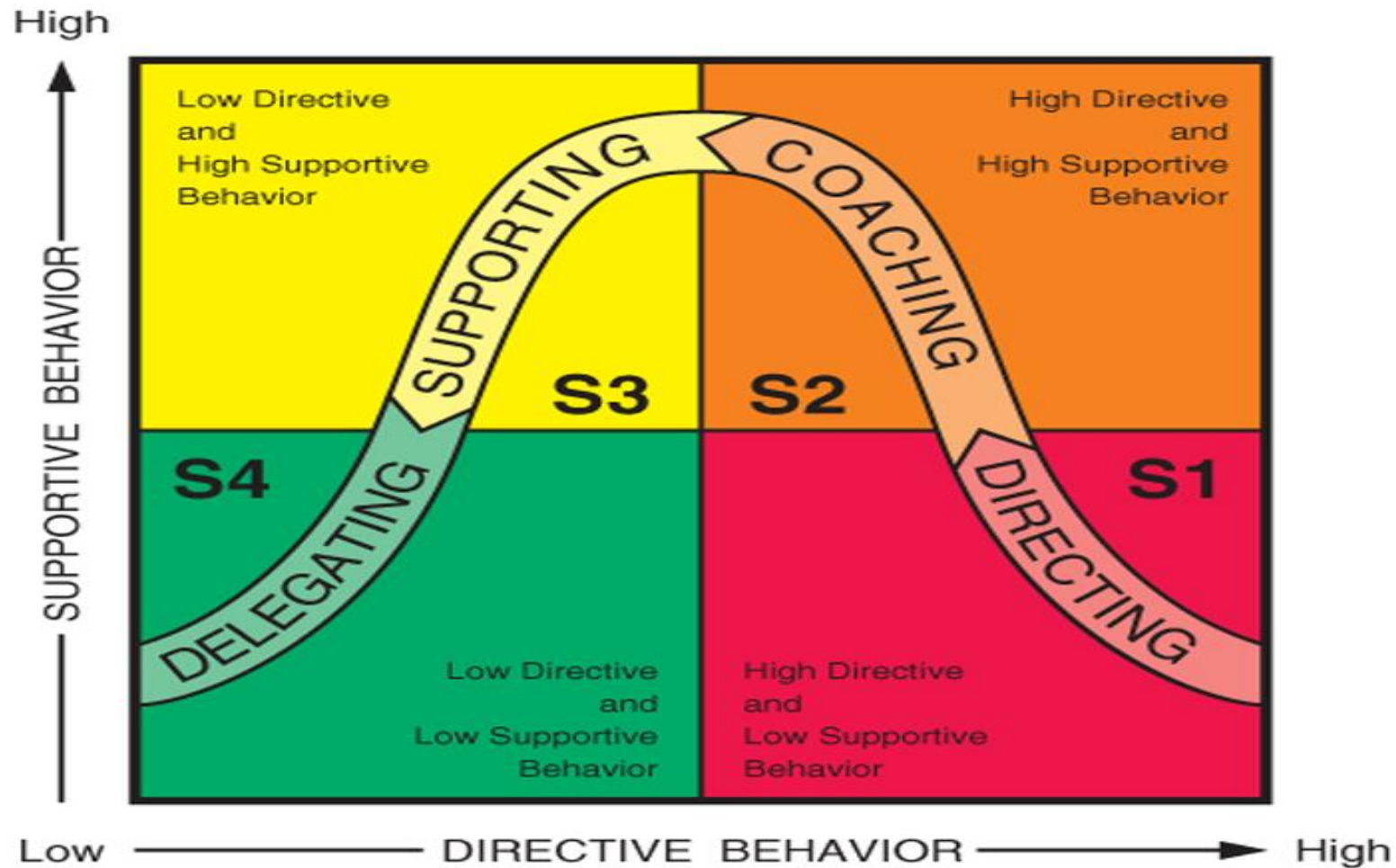
Blake and Mouton's Managerial Grid





. . . But the other side of the coin . . . From the followers' perspective

Hersey and Blanchard's Situational Leadership Model



Hersey and Blanchard's Situational Leadership Model

Four Leadership Styles:

Telling

The leader defines the roles needed to do the job and tells followers what, where, how, and when to do the tasks.

Selling

The leader provides followers with supportive instructions, but is also supportive.

Participating

The leader and followers share in decisions about how best to complete a high-quality job

Delegating

The leader provides little specific, close direction or personal support to followers.

But wait! Wasn't there one more?

Competence	Commitment	Leadership Style	Description
Low	High	<p><u>Directing</u></p> <p>Structure, organise, teach and supervise</p>	<ul style="list-style-type: none"> • Be very clear about what you want and the key steps to doing it. • Once they understand exactly what needs to be done let them get on with it. • Closely monitor task accomplishment.
Low to Some	Low	<p><u>Coaching</u></p> <p>Direct and Support</p>	<ul style="list-style-type: none"> • Again, be very clear about what you want and the key steps to doing it. • Closely monitor task accomplishment but also explain decisions, solicit suggestions and support progress.
Moderate to High	Variable	<p><u>Supporting</u></p> <p>Praise, listen and facilitate</p>	<ul style="list-style-type: none"> • Give more freedom for them to work out what needs to be done and how to do it. • Provide support to help them work through their own challenges and share responsibility for decision-making with them.
High	High	<p><u>Delegating</u></p> <p>Turn over responsibility for day-to-day decision making</p>	<ul style="list-style-type: none"> • Let them know what you want to achieve and then get out of their way! • Provide them with the appropriate resources, remove the roadblocks and allow them the freedom to get the job done.

Purpose: to create change

Path:

Option 4: WWJD: **Servant Leadership**

- The servant leader inspires the others to follow (Dierendonck & Nuijten, 2011; Greenleaf, 1977)
 - The servant leader's inspiration leads to collective efforts
 - The servant leader takes the time to coach and mentor , to encourage followers to express their opinions
 - The servant leader's actions or decisions are guided by their ethics and concern for followers
- Considered by some to be more philosophical than practical
 - Might be perceived to be a submissive or passive leader

Purpose: to create change

Path:

Option 4: WWJD: **Servant Leadership**

Robert Greenleaf:

"Do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants?"

- *Examples in music ministry?*

What ideas do
you have to
share about . . .

- tools to foster greater engagement with your choir or your musicians?
- strategies for collaboration with your pastor on liturgies?
- ideas and incentives to strengthen your role in music ministry?

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