CHARISMATIC LEADERS AS TEAM LEADERS:
AN EVALUATION FOCUSED ON PASTORAL LEADERSHIP

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Abstract: Drawing from recent literature on teams, team leaders, and charismatic leaders, three technical skills and three relational skills needed for team leadership are discussed. These six skills are compared with what is known of charismatic leaders. Both the potential strengths and potential weaknesses of charismatic leaders as team leaders are discussed. Three potential strengths of pastoral charismatic leaders are explored in the application section of the paper. Also in the application section are four reflective challenges for charismatic church leaders who aspire to team leadership.

Some leadership research predicts a shift away from charismatic leadership towards leadership by creative collaboration.[1] Such a shift seems to indicate that teams may replace individual leaders. By contrast, other researchers foresee a legitimate role for the charismatic

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[1] See Warren Bennis and Sarah Powell, "Great Groups and Leaders," *Team Performance Management,* 6(1/2) (2000): 34-36; P.W. Brodbeck, "Implications for Organization Design: Teams as Pockets of Excellence," *Team Performance Management* 8(1/2) (2002): 21-38; H. Doorewaard, G. Van Hootegem, and R. Huys, "Team Responsibility Structure and Team Performance," *Personnel Review* 31(3) (2002): 356-370; and N.E. Landrum, J. P. Howell, and L. Paris, "Leadership for Strategic Change," *Leadership and Organization Development* 21(3) (2000):150-156.

leader in the organizations of the future.[2] The question of whether effective organizations will be led by teams or by charismatic leaders affects the church as well. Research regarding leadership in the church seems to indicate strong support for both options—team leadership as well as individual charismatic leadership.[3]

The purpose of this paper is to analyze the critical issues confronting the pastor who attempts to function as a charismatic leader and a team leader simultaneously. The paper is divided into three sections. The first section defines and explains the terms *team*, *team leader*, and *charismatic leader*. The second section discusses the challenging issues a charismatic leader might encounter in attempting to lead an effective team. The third section explores the possibilities of a pastoral leader combining the roles of charismatic leader and team leader. This paper primarily provides a review of current literature. Section three does, however, offer several observations and applications. While the primary application is to the pastor, other leaders, both within the organizational structures of the church and those

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[2] See R. Birchfield, "Creating Charismatic Leaders ,"*Management* 47(5) (2000): 30-31; Jay A. Conger and Rabindra N. Kanungo, *Charismatic Leadership in Organizations* (Thousand Oaks, CA: Sage, 1998); J.M. Howell and Boas Shamir, "The Role of Followers in the Charismatic Leadership Process: Relationships and their Consequences," *Academy of Management Review* 30(1) (2005): 96-112; M. Maccoby, "Narcissistic Leaders," *Harvard Business Review* 78(1) (2000): 69-77; and Boas Shamir, "Charismatic Leadership in Organization (Book Review)," *Journal of Occupational and Organizational Psychology* 74(1) (2001): 112-114.

[3] See A.E. Cole, *Training for Effective and Efficient Ministry in the Local Church* (Unpublished doctoral dissertation, United Theological Seminary, 1999); L. G. Diaz, *A Team Building Seminar To Facilitate Team Building by the Pastoral Staff and Lay Leadership* (Unpublished doctoral dissertation, Biola University, 1996); B. Hybels, *Courageous Leadership* (Grand Rapids, MI: Zondervan, 2002); R.T. James, *First United Methodist Church: A Parish in Transition* (Unpublished doctoral dissertation, Theological School of Drew University, 2001); R. G. Kalal, *The Perceived Factors Deemed Necessary for Team Effectiveness in Multiple-Staff Evangelical Churches in North America* (Unpublished doctoral dissertation, Trinity International University, 2002); Lyle E. Schaller, *Discontinuity and Hope* (Nashville, TN: Abingdon, 1999); and Christian A. Schwarz, *Natural Church Development* (Carol Stream, IL: ChurchSmart, 1996).

without, will find reason for reflection from the findings of this literature review.

Definitions and Explanation of Terms

Definition of Team

Researchers define the word *team* in a variety of ways. Some explain it by defining what a team is not. For example, Salas, Burke, and Cannon-Bowers state that a team is not merely a collection of individuals within an organization.[4] Lawford says a team is not even a collection of individuals who are grouped around a common task within an organization. Lawford offers a definition of team that includes such concepts as the integration of values, purpose, attitudes, and action within a group.[5] Salas et al. define a team as "two or more individuals interacting adaptively, interdependently and dynamically towards a common goal."[6]

Other definitions include the concepts of shared responsibility;[7] shared performance objectives;[8] the combination of technical, organizational, and interpersonal skills;[9] collective behavior built on stable and clearly defined membership;[10] motivation drawn from its mission and goals rather than from its team leader;[11] and groups that are relieved of routine organizational

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[4] E. Salas, C. S. Burke, J.A. Cannon-Bowers, "Teamwork: Emerging Principles," *International Journal of Management Reviews* 2(4) (2000): 339-356.

[5] G Ross Lawford, "Beyond Success: Achieving Synergy in Teamwork," *The Journal for Quality and Participation* 26(3) (2003): 23-27.

[6] Salas, Burke, and Cannon-Bowers, 341.

[7] Doorewaard, Hootegem, and Huys, 356-370.

[8] E. McFadzean, "Developing and Supporting Creative Problem-Solving Teams: Part 1- A Conceptual Model," *Management Decision* 40(5/6) (2002): 463-474.

[9] P.R. Harris, and K.G. Harris, "Managing Effectively through Teams," *Team Performance Management* 2(3) (1996): 23-34.

[10] R. Wageman, "How Leaders Foster Self-Managing Team Effectiveness: Design Choices Versus Hands-on Coaching," *Organization Science* 12(5) (2001): 559-577.

[11] J.R. Katzenbach and J.A. Santamaria, "Motivating the Front Line the US Marines' Way," *Human Resources Management International Digest* 7(6) (1999): 18-20.

responsibilities in order to accomplish specific organizational goals.[12] Deeter-Schmelz, Kennedy, and Ramsey acknowledge teams are so multi-faceted that it is almost impossible to define and discuss all their variables.[13] Nonetheless, researchers attempt definitions. Katzenbach and Smith offer one of the definitions frequently quoted in the literature, "A team is a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable."[14]

Definition of Team Leader

There is much material in the literature on the role of the team leader. Views on team leadership span the continuum, from the value of leaderless teams[15] to the absolute necessity of leader-led teams.[16] Most of the literature, however, recommends some form of leader-led teams. The recommended style of that leadership varies with the particular perspective of the researcher. Thus, a

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[12] Brodbeck, 21-38.

[13] D.R. Deeter-Schmelz, K.N. Kennedy, and R.P. Ramsey, "Enriching our Understanding of Student Team Effectiveness," *Journal of Marketing Education* 24(2) (2002): 114-124.

[14] J. R. Katzenbach and D. K. Smith, *The Wisdom of Teams* (New York: HarperBusiness, 1993), 45.

[15] J. Sivasubramaniam, W. D. Murry, B. J. Avolio, and D. I. Jung, "A Longitudinal Model of the Effects of Team Leadership and Group Potency on Group Performance, *Group and Organization* 27(1) (2002): 66-96.

[16] R.W. Boss, "Is the Leader Really Necessary? The Longitudinal Results of Leader Absence in Team Building," *Public Administration Quarterly* 23(4) (2000): 471-486.

variety of definitions and descriptions exist for team leader.[17]

Despite the differences in definitions, two common themes seem to emerge. Those themes are task accomplishment and group maintenance.[18] These two themes represent the technical side and the relational side of leading a team. Thamhain summarizes the many responsibilities of a team leader with two phrases that reflect the themes noted above.[19] According to Thamhain, team leaders must excel at working with the tools and techniques as well as with the people and the process—the technical and the relational aspects of team leading. Thamhain's formal definition reflects the same two-fold emphasis. "The effective team leader is a social architect who understands the interaction of organizational and behavioral variables and can foster a climate of active participation and minimal dysfunctional conflict. This requires carefully developed skills in leadership, administration, organization, and technical expertise."[20]

The two central concepts of Thamhain's definition of team leader appear to be social architect (relational aspect) and technical expert (technical aspect). Other researchers describe these two concepts with varying degrees of emphasis. Druskat and Wheeler, for example,

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[17] See V.U. Druskat and J.V. Wheeler, "Managing from the Boundary: The Effective Leadership of Self-Managing Work Teams," *Academy of Management Journal* 46(4) (2003): 435-457; F. M. Lafasto and C. E. Larson, *When Teams Work Best* (Thousand Oaks, CA: Sage, 2001); McFadzean, 463-474; M.S. O'Connell, D. Doverspike, and A.B. Cober, "Leadership and Semiautonomous Work Team Performance: A Field Study," *Group and Organization Management* 27(1) (2002): 50-65; T. Rickards and S. Moger, "Creative Leadership Process in Project Team Development: An Alternative to Tuckman's Stage Model," *British Journal of Management* 11(4) (2000): 273-283; H.J. Thamhain, "Leading Technology-Based Project Teams," *Engineering Management Journal* 16(2) (2004): 35-42; S. J. Zaccaro, A. L. Rittman, and M. A. Marks, "Team Leadership," *The Leadership Quarterly* 12(4) (2001): 451-483.
[18] Zaccaro, Rittman, and Marks, 451-483.
[19] H.J. Thamhain, "Team Leadership Effectiveness in Technology-Based Project Environments," *Project Management Journal* 35(4) (2004): 35-46.
[20] Thamhain, 41.

emphasize the relational aspect.[21] Their four basic team-leader functions are all relational skills—relating, scouting, persuading, and empowering. O'Connell, Doverspike, and Cober also emphasize the relational aspect with their research that indicates leaders are more effective when working with teams of eight members or fewer.[22] Rickards and Moger emphasize equally the relational and technical aspects of the team leader's role. They identify two potential barriers for teams in the Tuckman Team Development Model of form, storm, norm, and perform. According to Rickards and Moger, some teams encounter a relational barrier at the storm phase and others encounter a technical barrier at the perform phase. The answer they propose to both barriers is creative leadership that encompasses both relational and technical skills.[23] McFadzean gives heavier emphasis to the relational aspects of the team leader's role than to the technical aspects. Of her five general competencies for team leaders, only one, the competency of planning, deals with technical skills. According to McFadzean, the other competencies (group dynamics, problem solving, decision-making process, and personal growth and development) are all relational.[24] Lafasto and Larson appear to give equal emphasis to the technical and relational aspects of team leading. Three of their six competencies (focus on goal, demonstrate sufficient technical know-how, and set priorities) deal with the technical aspects of team leading. The other three (ensure a collaborative climate, build confidence, and manage performance) relate to the relational aspects.[25] To summarize, the literature seems to give a consistent report that, despite the degrees of emphasis placed upon

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[21] Druskat and Wheeler, "Managing from the Boundary," 435-457; V.U. Druskat and J.V. Wheeler, "How To Lead a Self-Managing Team," *MIT Sloan Management Review* 45(4) (2004): 65-71.

[22] O'Connell, Doverspike, and Cober, 50-65.

[23] Rickards and Moger, 273-283.

[24] McFadzean, 463-474.

[25] Lafasto and Larson, *passim.*

each aspect of team leading, a team leader must possess some combination of technical and relational skills.

Definition of Charismatic Leader

While Max Weber introduced the concept of charismatic leadership in the 1920s, it did not become a subject for empirical research until the 1980s.[26] According to Ehrhart and Klein,[27] the primary research on charismatic leadership has been conducted by Bass,[28] Conger and Kanungo,[29] House,[30] and Shamir et al.[31] Conger and Kanungo are considered two of the most influential researchers on charismatic leadership.[32] The psychometrics of their research have repeatedly demonstrated characteristics of validity and reliability.[33] In the literature several terms are used somewhat interchangeably to describe charismatic leadership— charismatic, transformational, visionary, and inspirational leadership.[34] There are some exceptions to this

[26] Bernard M. Bass, *Bass and Stogdill's Handbook of Leadership*, 3rd ed., (New York: Free Press, 1990).

[27] M.G. Ehrhart and K.J. Klein, "Predicting Followers' Preferences for Charismatic Leadership: The Influence of Follower Values and Personality," *The Leadership Quarterly* 12(2) (2001): 153-179.

[28] Bernard M. Bass, *Leadership and Performance Beyond Expectations* (New York: Free Press, 1985).

[29] Jay A. Conger and Rabindra N. Kanungo, "Toward a Behavioral Theory of Charismatic Leadership in Organizational Settings," *The Academy of Management Review* 12(4) (1987): 637-647.

[30] Robert J. House, "A 1976 Theory of Charismatic Leadership," in *Leadership: The Cutting Edge,* ed. J. Hunt and L. Larson (Carbondale, IL: Southern Illinois University, 1977), 189-207.

[31] Boas Shamir, "The Motivational Effects of Charismatic Leadership: A Self-Concept Based Theory," *Organization Science* 4(577) (1993): 594.

[32] Shamir, "Charismatic Leadership," 112-114.

[33] See Jay A. Conger and Rabindra N. Kanungo, "Charismatic Leadership in Organizations: Perceived Behavioral Attributes and their Measurement," *Journal of Organizational Behavior* 15(5) (1994): 439-452; Conger and Kanungo, "Toward a Behavioral Theory," 637-647; J. A. Conger, R.N. Kanungo, S. T. Menon, P. Mathur, "Measuring Charisma: Dimensionality and Validity of the Conger-Kanungo Scale of Charismatic Leadership," *Revue Canadienne des Sciences de l'Administration* 14(3) (1997): 290-302.

[34] Ehrhart and Klein, 153-179; Landrum, Howell, and Paris, 150-156; Shamir, "The Motivational Effects," 594.

interchangeable use of the terms. Mumford, for example, defines transformational and charismatic leadership in contrast to each other.[35] Bass differentiates slightly between charismatic and inspirational leadership.[36]

Ehrhart and Klein summarize the findings of Bass, Conger and Kanungo, House, and Shamir et al. with a four-point definition of charismatic leadership. "The charismatic leader, these works suggested: (a) communicates high performance expectations to followers; (b) exhibits confidence in followers' ability to reach goals; (c) takes calculated risks that oppose the status quo: and (d) articulates a value-based overarching vision and collective identity."[37]

House cites the positive effect of charismatic leaders in organizations. His findings indicate that charismatic leaders "receive higher performance ratings, have more satisfied and more highly motivated followers, and are viewed as more effective leaders by their superiors and followers than others in positions of leadership."[38] Conger and Kanungo's findings indicate that charismatic leaders are especially effective at innovation and helping organizations move beyond ineffective status quo attitudes and behavior.[39] Birchfield considers charisma and vision separate and independent components of leadership. He notes that, when charismatic leaders combine charisma with vision, they tend to have motivated, committed, and high performing followers.[40]

Not all researchers are as positive about charismatic leadership. Some question the potential positive contribution of charismatic leaders. Raelin describes charismatic leaders as grandiose, brutally exploitive, self-

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[35] M. D. Mumford, "The Leadership of Pragmatism: Reconsidering Franklin in the Age of Charisma. *The Leadership Quarterly* 12(3) (2001): 279-309.

[36] Bass, *Leadership and Performance*, *passim*.

[37] Ehrhart and Klein, 158.

[38] Robert J. House, "Charismatic Leadership in Service-Producing Organizations," *International Journal of Service and Industry Management* 3(2) (1992): 8.

[39] Conger and Kanungo, *Charismatic Leadership*, *passim*.

[40] Birchfield, 30-31.

promoters with a savior complex. He dismisses the need for charismatic leaders as mere myth.[41] Khurana observes that the positive effect of charismatic leaders is exaggerated and that, in fact, they tend to destabilize organizations.[42] Maccoby lists poor listening, sensitivity to criticism, lack of empathy, distaste for mentoring, and an intense desire to compete as some of the weaknesses of charismatic leaders.[43] Landrum et al. indicate that charismatic leaders tend to encourage groupthink and are not effective in leading strategic change.[44]

One other element about charismatic leadership from the literature is relevant to the present discussion. Various studies indicate that charismatic leadership is not solely dependent upon the leader's personality or individual qualities.[45] Rather, charismatic leadership occurs only when certain factors are present for both leader and followers. Howell and Shamir define charismatic leadership as a process through which a particular relationship is created and maintained. The leader offers an intellectually stimulating vision of a preferred future, expresses high expectations and confidence in the followers, and models behavior that contributes toward the creation of the preferred future. In order for a charismatic relationship to form, the followers must respond by accepting the leader's vision and committing themselves to it.[46] If the followers do not respond, there is no charismatic leadership. As Callon puts it, "charisma is in the eye of the beholder."[47]

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[41] J.A. Raelin, "The Myth of Charismatic Leaders," *T + D* 57(3) (2003): 46-51.

[42] R. Khurana, "The Curse of the Superstar," *Harvard Business Review* 80(9) (2002): 60-66.

[43] Maccoby, 69-77.

[44] Landrum, Howell, and Paris, 150-156.

[45] See S. Callon, "Charismatic Leadership in Contemporary Management Debates," *Journal of General Management* 29(1) (2003): 1-14; Ehrhart and Klein, 153-179; and Howell and Shamir, 96-112.

[46] Ehrhart and Klein, 153-179; Howell and Shamir, 96-112.

[47] Callon, 10.

Challenging Issues for Charismatic Team Leaders

The literature does not appear to contain any research regarding the ability of charismatic leaders to lead effective teams. Instead, the literature contains many studies pertaining to either charismatic leadership or team leadership, but not the combination of the two. Therefore, conclusions from the literature regarding charismatic leaders as team leaders must be drawn tentatively and by inference.

As noted above, team leadership requires a combination of technical skills and relational skills. The research on charismatic leaders seems to indicate that a charismatic team leader might have difficulty in certain aspects of both these skill areas. Specifically, the literature appears to identify at least three technical skills and three relational skills needed for leading effective teams yet possibly difficult for charismatic leaders to perform.[48]

Lafasto and Larson emphasize the technical team-leading skills related to goals and vision, those related to abilities and resources, and those related to priorities and management. Lafasto and Larson also emphasize the three relational team-leading skills of managing performance with healthy relationships, empowering others, and creating a collaborative climate.[49] Noted below are the contrasting negative qualities many charismatic leaders are inclined to exercise in the place of these six positive qualities. The three technical skills, with their contrasting negative counterparts, are discussed first; then the three relational skills are explored.

Flawed, Self-serving Vision vs. Clear, Common Vision

One technical skill Lafasto and Larson's findings indicate is the skill of *focusing on the goal.* Their description

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[48] See Conger and Kanungo, *Charismatic Leadership*, *passim;* Druskat and Wheeler, "Managing from the Boundary," 435-457; Druskat and Wheeler, "How To Lead," 65-71; Lafasto and Larson, *passim*; Maccoby, 69-77; McFadzean, 463-474; Raelin, 46-51; and Salas, Burke, and Cannon-Bowers, 339-356.

[49] Lafasto and Larson, *passim.*

of this quality parallels what other researchers describe as the visionary quality of charismatic leaders.[50] If this were all the literature revealed, it could be considered an asset rather than a liability for charismatic leaders to possess. Conger and Kanungo, however, indicate several specific ways in which the visionary quality of charismatic leaders may become a liability. The three most common problems Conger and Kanungo find with vision among charismatic leaders are "(1) goals that are largely self-serving, (2) inadequate estimates of resources and political support, and (3) unrealistic assessments of the larger environment."[51] Each of these potential weaknesses to which charismatic leaders are inclined could undermine the very qualities Lafasto and Larson find to be vital in their study of six thousand team members and team leaders. Thus, a technical skill that might be difficult for a charismatic leader to exercise while leading a team is the ability to cast a vision that is not self-serving and that realistically assesses internal and external environmental factors. The technical skill of appropriate vision casting is a potential issue of concern for any charismatic leader who aspires to lead an effective team. Teams require clear communication of a commonly held vision. Charismatic leaders may be more inclined to offer a flawed and self-serving vision.

Overestimation vs. Accurate Estimation of Abilities and Resources

A second technical skill is the ability for charismatic leaders to *recognize their own limitations*. By nature, charismatic leaders tend to overestimate their own abilities.[52] Khurana observes that, in addition to the charismatic leader's overestimation, is the often-complicating factor of overestimation by followers as

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[50] See Conger and Kanungo, *Charismatic Leadership*, *passim;* Ehrhart and Klein, 153-179.

[51] Conger and Kanungo, *Charismatic Leadership*, 218-219.

[52] See Conger and Kanungo, *Charismatic Leadership*, *passim;* Khurana, 60-66; and Maccoby, 69-77.

well.[53] Crawford's study of charismatic leadership in educational settings finds that charismatic leaders might bring a boost in morale during a crisis, but they are also limited in the amount of change they can implement.[54] When charismatic leaders fail to recognize personal limitations, they are more likely to ignore necessary technology or appropriate management development. According to Conger and Kanungo, this issue was a primary problem to Anita Roddick of The Body Shop and the principle cause of Donald Burr's failure with People Express Airline.[55] Since one of the fundamental rules of good teamwork is the understanding that no single person possesses all the necessary skills,[56] this matter of overestimating one's skills is a potential issue for any charismatic leader who attempts to lead a team. Teams require accurate estimation of abilities and resources. Charismatic leaders may be more inclined to overestimate their own abilities and may encourage others to view them similarly.

Difficulty vs. Mindful Management of Subordinates

The third technical skill that may challenge the charismatic leader is the *ability to manage performance*. Lafasto and Larson state that this skill is among the six most important skills for a team leader. Lafasto and Larson include such behaviors in this skill as making performance expectations clear, giving constructive feedback, resolving performance issues, and rewarding superior performance. Charismatic leaders, however, are often individuals who give little attention to organizational details and whose management suffers from the same weakness.[57] The technical skill of managing performance is another potential issue of

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[53]Khurana, 60-66

[54] M. Crawford, "The Charismatic School Leader-Potent Myth or Persuasive Effect?" *School Leadership and Management* 22(3) (2002): 273-287.

[55] Conger and Kanungo, "Toward a Behavioral Theory," 637-647.

[56] C. Margerison, "Team Competencies," *Team Performance Management* 7(7/8) (2001): 117-122.

[57] Conger and Kanungo, *Charismatic Leadership*, *passim*.

concern for any charismatic leader who aspires to lead an effective team. Teams require mindful management. Charismatic leaders may have little interest or inclination to manage the performance quality of others.

Dysfunctional Relationships vs. Building Relationships

Lafasto and Larson's first relational skill, *maintaining healthy relationship*, may be a challenge to charismatic leaders. According to McFadzean and Druskat and Wheeler, caring for team members and building an atmosphere of trust in the team is an essential practice for a team leader.[58] The charismatic leader may, however, find this difficult. Conger and Kanungo find that charismatic leaders have a tendency to manipulate relationships. Charismatic leaders may do this through using unethical means to win followers' support or by making unreasonable demands, breaking promises to followers, or taking personal credit for the ideas of subordinates. Conger and Kanungo classify such behavior by charismatic leaders as dysfunctional. They attribute the dysfunction to unchecked power and pathologic narcissism. Conger and Kanungo do not state that all charismatic leaders display such dysfunction, merely that the charismatic style of leadership appears to have a tendency toward this issue of unhealthy relationships.[59] Thus, a concern for charismatic leaders who lead teams is to beware of manipulating relationships and fostering dysfunction. Teams require careful relationship building. Charismatic leaders may tend to foster dysfunctional relationships.

Inappropriate Power Retention vs. Empowering Others

A second relational skill for team leaders is *empowering others*. According to Druskat and Wheeler, team leaders

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[58] Druskat and Wheeler, "Managing the Boundary," 435-457; Druskat and Wheeler, "How To Lead," 65-71; McFadzean, 463-474.

[59] See Conger and Kanungo, "Charismatic Leadership in Organizations," 439-452; Conger and Kanungo, *Charismatic Leadership, passim;* and Conger and Kanungo, "Toward a Behavioral Theory," 637-647.

must excel at empowering team members and at delegating authority.[60] It appears that charismatic leaders have particular trouble mentoring and developing successors.[61] Conger and Kanungo express various reasons why charismatic leaders appear to have difficulty with succession issues. Among them is the fact that charismatic leaders tend to foster dependence upon themselves rather than independence or interdependence. Conger and Kanungo also note possible succession issues for charismatic leaders because they are unwilling to share power, they centralize decision-making in themselves, they create unrealistic expectations for successors, and potential successors often transfer to other organizations where they can develop their own potential. These behaviors run counter to the relational skills of empowering and delegating authority needed by effective team leaders.[62] Thus, another issue facing a charismatic leader considering leading a team is the ability to mentor others. Teams require empowering. Charismatic leaders may tend to maintain personal power and neglect empowering others.

Destabilizing Tendencies vs. Creating a Collaborative Climate
    The third relational skill charismatic leaders may find difficult is *creating a collaborative climate*. Lafasto and Larson find this to be one of the most significant skills needed by team leaders. One of the components of that skill, according to Lafasto and Larson, is the team leader's ability to create a safe environment where members may discuss any issue openly. To that, they add the leader's ability to model openness and honesty, reward collaborative behaviors while not tolerating non-collaborative ones, promote productive group problem solving, and not allow one's ego to get in the way of the

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[60] Druskat and Wheeler, "Managing from the Boundary," 435-457; Druskat and Wheeler, "How To Lead," 65-71.
[61] Raelin, 46-51.
[62] Druskat and Wheeler, "Managing from the Boundary," 435-457; Druskat and Wheeler, "How To Lead," 65-71; and McFadzean, 463-474.

team's best interests. Salas et al. also describe team collaboration, specifically noting the attitudes of interdependence and willingness to back one another up during operations.[63] McFadzean's findings indicate that teams progress through five stages of collaborative effort. Each stage becomes increasingly more relationally demanding, starting with attention to the task in stage one and ending with attention to team trust in stage five.[64] Contrast these descriptions of effective teams with descriptions of certain charismatic leaders. Maccoby describes some charismatic leaders as driven to gain power and glory. As mentioned above, Maccoby also observes that charismatic leaders often tend to be sensitive to criticism, poor listeners, unsympathetic, and unnaturally competitive.[65] Raelin describes the non-collaborative charismatic characteristics of egocentricity and intolerance of dissent.[66] The charismatic leader with these traits might find creating a collaborative climate in a team very challenging. Very few researchers portray all charismatic leaders with such poor relational skills. However, many do acknowledge the inherent weakness of charismatic leadership to lean in such a direction.[67] If the observations of these researchers are correct, a final significant issue for potential charismatic team leaders to consider is the possible difficulty of creating a collaborative climate. Teams require a collaborative climate. Charismatic leaders may tend to destabilize a situation rather than create a climate of collaboration.

The three technical challenges and the three relational challenges all share a common theme. According to the

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[63] Salas, Burke, and Cannon-Bowers, 339-356.

[64] McFadzean, 463-474.

[65] Maccoby, 69-77.

[66] Raelin, 46-51.

[67] See Bass, *Bass and Stogdill's Handbook*; Conger and Kanungo, *Charismatic Leadership*; Ehrhart and Klein, 153-179; Howell and Shamir, 96-112; Khurana, 60-66; Lafasto and Larson; Landrum, Howell, and Paris, 150-156; Maccoby, 69-77; and Raelin, 46-51.

literature[68] each of these six proclivities stems from a charismatic leader's inflated ego. The literature suggests that when charismatic leaders allow self-centered motives to determine their actions, the results are destructive. Researchers cite such examples as Jim Jones, Adolph Hitler, Ayatollah Khomeini, and the Reverend Sun Moon.[69] From the business world, researchers point to individuals such as Lee Iacocca, Steve Jobs, Edwin Land, Michael Eisner, and Donald Burr. Each of these charismatic leaders made poor business decisions that appeared to be driven merely by unchecked egos.[70] On the other hand, when altruistic motives drive charismatic leaders, the results are constructive. Researchers cite such examples as Mahatma Gandhi, Franklin Delano Roosevelt, Andrew Carnegie, Thomas Edison, and Henry Ford.[71]

In summary, when the literature on charismatic leadership is compared with the literature on effective team leading, it seems to indicate possible challenges for a charismatic team leader. Challenges in the area of technical skills might include flawed and self-serving vision, overestimation of one's own abilities, and difficulty in managing performance. Challenges in the area of relational skills might include dysfunctional relationships, inappropriate power retention, and destabilizing tendencies.

Charismatic Pastoral Leaders as Team Leaders

While there are significant issues raised in the literature relating to the potential disadvantages of charismatic team leaders, there is also significant evidence in the literature relating to the potential advantages of charismatic team leaders. The following section examines several of those advantages and makes specific

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[68] Conger and Kanungo, *Charismatic Leadership*, *passim*; Lafasto and Larson, *passim*.
[69] Landrum, Howell, and Paris, 150-156.
[70] Conger and Kanungo, *Charismatic Leadership*, *passim*; and Khurana, 60-66.
[71] Maccoby, 69-77.

application to pastors who attempt charismatic leadership and team leadership simultaneously.

Increased Team Cohesion

Conger, Kanungo, and Menon demonstrate, with a study of 252 mangers, that charismatic leadership had a positive effect upon followers' sense of collective identity, feelings of empowerment, and group task performance.[72] In other studies, Conger and Kanungo indicate that charismatic leadership is positively correlated with increased team cohesion, value congruence, consensus, shared vision, and agreement about methods to use for achieving the shared vision.[73] In a study of mental health teams, Corrigan and Garman indicate that transformational or charismatic leadership builds cohesion and motivates teams.[74] Bass also indicates that inspirational or charismatic leadership can be expected to increase a group's cohesiveness.[75]

According to Deeter-Schmelz et al., the benefits to team cohesion are considerable. Cohesive *teams communicate with other members* of the team more readily. They *exhibit more team loyalty and commitment* to team goals. They *share new information with each* other more readily and *feel freer to challenge each other's ideas.* Cohesive teams tend to *generate more creative solutions to problems.* Deeter-Schmelz et al. conclude that team cohesion is essential for any effective team.[76]

House states that charismatic leaders "transform the needs, values, preferences, and aspirations of followers

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[72] Jay A. Conger, Rabindra N. Kanungo, S. T. Menon, "Charismatic Leadership and Follower Effects," *Journal of Organizational Behavior* 21(7) (2000): 747-764.

[73] Conger and Kanungo, *Charismatic Leadership, passim.*

[74] P.W. Corrigan and A.N. Garman, "Administrative Update: Transformational and Transactional Leadership Skills for Mental Health Teams," *Community Mental Health Journal* 35(4) (1999): 301-312.

[75] Bass, *Bass and Stogdill's Handbook.*

[76] Deeter-Schmelz, Kennedy, and Ramsey, 114-124.

from self-interests to collective interests."[77] He says this is particularly true of service organizations that deal with transcendent social and moral values. Peterson describes the pastor as one who cooperates with God in creating a cohesive community by continually articulating transcendent spiritual realities.[78] Peterson's community creation parallels House's transformation from self-interests to collective interests. It appears as if the charismatic-leader pastor may have an advantage in building effective teams in this way.

Increased Team Effectiveness

In a study of team effectiveness in multi-staff churches in North America, Kalal's findings indicate eighteen factors that contribute to the successful development of church staff teams.[79] Of those eighteen factors, four emerge as significantly more important than the other fourteen. The four most significant factors are identified not only by every church involved in the research, but by each of the three subgroups—senior pastors, associate pastors, and support staff—in every church in the study. These four factors have a significant overlap with Ehrhart and Klein's four-fold definition of a charismatic leader. Kalal's first two factors deal with clear mission and vision on the one hand, and caring relationships on the other. These two factors parallel Ehrhart and Klein's description of a value-based vision and collective identity. Kalal's third and fourth factors, clear communication and affirmation, parallel Ehrhart and Klein's description of communicating high performance expectations in a context of confidence in the followers' ability to reach the goals. Ehrhart and Klein's description of a charismatic leader opposing the status quo seems to be implied in Kalal's explanation of

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[77] R.J. House, "Charismatic Leadership in Service-Producing Organizations," *International Journal of Service and Industry Management* 3(2) (1992): 7.

[78] Eugene H. Peterson, *Working the Angles: The Shape of Pastoral Integrity* (Grand Rapids, MI: William B. Eerdmans, 1987).

[79] Kalal, *passim.*

the senior pastor's vision. The implication from Kalal's research seems to be that pastors who lead effective teams are either charismatic leaders or use behaviors very similar to charismatic leaders.

Pastors as External Team Leaders

Druskat and Wheeler explore the effective leadership of self-managing work teams.[80] They conclude that since such leaders are external to the team and bridge the gap between the larger organization and the team, their effectiveness is based on behaviors that successfully manage the boundary between organization and team. Druskat and Wheeler's first three categories of behaviors—relating, scouting, and persuading—require both organizational- and team-focused behaviors. The final category, empowering, has only team-focused behaviors. They state that superior external leaders excel in all or most of the eleven behaviors distributed among these four categories.

Conger and Kanungo's extended discussion of charismatic leadership contains close parallels with Druskat and Wheeler's description of external team leaders. For example, Druskat and Wheeler's organizationally focused behavior for the first category, relating, is social and political awareness. This is very similar to Conger and Kanungo's description of the charismatic leader who senses opportunities and constraints in the larger environment. Druskat and Wheeler include two behaviors, building team trust and caring for team members, in the team-focused category of relating. Conger and Kanungo describe this same behavior in terms of the charismatic leader's sensitivity to followers and making appropriate accommodations for them. In Druskat and Wheeler's category of persuading, the organizational focus is obtaining external support for the team. Conger and Kanungo express this behavior as reaching into the larger environment for solutions to the

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[80] Druskat and Wheeler, "Managing the Boundaries," 435-457; Druskat and Wheeler, "How To Lead," 65-71.

team's problems. They illustrate it with the example of Lee Iacocca going to the United States government for external support during Chrysler's turnaround. The team-focused behavior in the category of persuading is influencing the team to make effective choices. Conger and Kanungo describe this behavior as articulation of the vision with language that aligns, shapes meaning, and builds credibility. Similar parallels exist between each of Druskat and Wheeler's categories of external team leaders' behaviors and Conger and Kanungo's discussion of charismatic leaders.[81]

Pastors are external team leaders. James, in his study of a team-based construct of the church, identifies more than twenty teams in a local church for which the pastor serves as an external leader.[82] With the exception of senior pastors, who lead a team of associate pastors, most pastors fit James' description and serve primarily as external team leaders. This arrangement implies a potential advantage to the charismatic team-leader pastor. According to the charismatic leadership research of Conger and Kanungo and the external team leadership research of Druskat and Wheeler, pastors with charismatic leadership may have an advantage when providing external leadership to teams in their churches.

Leading Teams in Postmodern Climate

Hawkins and Tolzin propose a new model of leadership in response to postmodern trends affecting organizations. According to Hawkins and Tolzin, postmodern organizations are characterized by both autonomy and interdependence.[83] These apparently contradictory characteristics require a new style of

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[81] Conger and Kanungo, "Charismatic Leadership," 439-452; Druskat and Wheeler, "Managing the Boundary," 435-457; and Druskat and Wheeler, "How To Lead," 65-71.

[82] R.T. James, *First United Methodist Church: A Parish in Transition* (Unpublished doctoral dissertation, Theological School of Drew University, 2001).

[83] K. Hawkins and A. Tolzin, "Examining the Team/Leader Interface: Baseball Teams as Exemplars of Postmodern Organizations," *Group and Organization Management* 27(1) (2002): 97-112.

leadership that can embrace both elements. Hawkins and Tolzin suggest charismatic-leadership behaviors as potentially the most suited to the challenge. In a similar evaluation of current social trends, Ashmos and Nathan propose a new approach to team leading.[84] They state that past models of teams have been strongly influenced by the mechanistic modern mindset of command and control. In the future, they suggest, team leaders must take into account the new trends of "ambiguity, complexity, equivocality, and rapid change."[85] They call their new approach the sense-making model of teams. It appears as if Ashmos and Nathan's sense-making team leaders need both status-quo-challenging characteristics and extraordinary group-dynamics skills. According to Conger and Kanungo, charismatic leaders, in their best form, could potentially meet both criteria.

According to McLaren, postmodern trends affect the church as significantly as they do any other organization.[86] This situation implies that pastors must also consider Hawkins and Tolzin's observations about the paradoxical blend of autonomy and interdependence, as well as Ashmos and Nathan's observations about sense-making teams. If their observations are correct, it is possible that pastors with charismatic-leadership skills will be uniquely matched for the team-leadership challenges of the twenty-first century.

The literature appears to indicate that the unique characteristics of charismatic leaders may serve as advantages in certain team-leading situations. The literature also seems to indicate that pastors with charismatic leadership may be well suited for leading teams within the church. A charismatic leader seems uniquely equipped to provide team cohesion. Charismatic

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[84] D.P. Ashmos and M.L. Nathan, "Team Sense-making: A Mental Model for Navigating Uncharted Territories," *Journal of Management Issues* 14(2) (2002): 198-217.

[85] Ashmos and Nathan, 198.

[86] Brian D. McLaren, *The Church on the Other Side: Doing Ministry in the Postmodern Matrix* (Grand Rapids, MI: Zondervan, 2000).

leadership also appears to give unique advantages to pastors who lead multi-staff pastoral teams and those who serve as external team leaders in a local church. Postmodern trends in society appear to call for new approaches to team leadership—new approaches for which charismatic leaders might be best matched.

Summary and Conclusion

Teams are small groups of individuals who work interdependently to accomplish a common goal and mission, and hold themselves responsible for both the approach and the results. Team leaders facilitate the work of teams with certain technical skills and relational skills that allow the team members to function at maximum capacity. Charismatic leaders are characterized by high performance expectations, confidence in followers' abilities, opposing the status quo with risk-taking behavior, and value-based vision that creates a collective identity. Charismatic leaders who decide to lead teams face certain technical and relational challenges. These challenges may include flawed and self-serving vision, overestimation of one's own abilities, difficulty in managing performance, dysfunctional relationships, inappropriate power retention, and destabilizing tendencies. According to the literature, each of these potential failings has a common source. The source is the charismatic leader's inflated ego. Notwithstanding the potential challenges for charismatic leaders who attempt team leading, charismatic leaders may also enjoy unique advantages as team leaders. They tend to build better team cohesion, lead effective church staffs, function as successful external team leaders, and possess the skills that enable them to lead effective teams in a changing cultural climate.

Predictions about collaborative team leadership replacing charismatic leadership are difficult to confirm or deny based on the literature. Questions about the ability of charismatic leaders to lead effective teams seem somewhat easier to answer. The literature apparently contains no research regarding charismatic team leaders;

yet there is significant research regarding both charismatic leadership and effective team leaders.

By comparing the literature on these two topics, it seems reasonable to draw certain tentative conclusions. It appears as if the unique traits of charismatic leaders could enable them to lead some very effective teams. It also appears as if the unique traits of charismatic leaders could allow them to destroy some potentially effective teams.

What makes the difference between those two divergent outcomes? The literature offers a variety of answers, but one solution is stated more frequently than all others. Charismatic leaders must be willing to explore the possibility that they possess an inflated ego. Further, they must be willing to take appropriate steps to counteract their self-serving tendencies. Maccoby encourages professional psychoanalytic therapy for charismatic leaders to deal with such issues as grandiosity, rage, and alienation. He cites a successful example of a CEO whose charismatic leadership was improved with such therapy.[87] Conger and Kanungo contrast altruistic charismatic leadership with egotistic charismatic leadership. They recommend that all charismatic leaders engage in active self-examination and self-monitoring in order to avoid the egotistic extreme.[88] Howell and Shamir give names to these two extremes: *socialized* (altruistic) and *personalized* (egotistical) charismatic leadership. Like, Conger and Kanungo, they recommend leaders aim for the socialized end of the continuum.[89] Can charismatic leaders lead effective teams? Yes, if they will deal constructively with their own egos. Perhaps Bennis and Powell state it most succinctly, "Leaders…have to abandon their own egos to nurture the talents of the people working for them."[90]

What specific reflection points from this review of the literature might be useful for pastors and other

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[87] Maccoby, 69-77.
[88] Conger and Kanungo, *Charismatic Leadership*, *passim*.
[89] Howell and Shamir, 96-112.
[90] Bennis and Powell, 34.

leaders within the church who attempt leading teams as charismatic leaders? The following list is suggestive rather than exhaustive, but perhaps will create a starting point for the reflective charismatic leader.

1. *Reflection*
    Reflection is vital for charismatic leaders. Regular personal reflection is one of the best antidotes for such toxic charismatic inclinations as unrealistic expectations, self-serving goals, inability to recognize personal limitations, use of manipulation, unreasonable demands, inappropriate power retention, inability to listen, lack of openness and honesty, and fostering unhealthy relationships. Charismatic leaders often are more comfortable *doing* rather than *being*, *performing* rather than *pondering*, *talking* rather than *listening,* and *working* rather than *reflecting.* However, if charismatic leaders will discipline themselves in the art of regular personal reflection, generally they will find that they will not only discover the toxic traits that undermine their leadership, but will also discover the methods for reversing those same toxic traits. Starting points might be as simple as asking probing personal questions that arise from reading an article such as this one. Or, the leader might choose to read and respond to the probing questions found in such books as Robert E. Quinn's *Deep Change: Discovering the Leader Within.* Other similarly valuable resources include The Arbinger Institute's *Leadership and Self-Deception: Getting Out of the Box*; Barbara Kellerman's *Bad Leadership*; Peter Scazzero's *The Emotionally Healthy Church*; or Daniel Goleman's *Emotional Intelligence.* Each of these books nudges the leader to reflect on personal strengths and weaknesses and ask the tough probing questions. Several of these books actually include reflection questions with each chapter. This is not a one-time exercise. Rather it must be the start of a life-long habit for the charismatic leader. Reflection is vital for charismatic leaders.

Personal questions to ponder: What conditions in my life and leadership contribute to a reflective life? What conditions detract?

2. *Ego Confrontation*

   Ego confrontation is essential for the charismatic leader. This point is connected to the matter of reflection noted above but distinct from it. Reflection is useful for many reasons besides ego confrontation. Yet ego confrontation will not happen without reflection. Reflection awakens the leader to the toxic aspects of self-serving goals. Reflection may even begin the leader on a journey of exploration of new attitudes and behaviors. But ego confrontation is more than reflection. If the charismatic leader habitually manipulates or breaks promises, that leader has new habits to build and relational fences to mend. The reflection starts the process, but positive action continues the confrontation and exchanges toxicity for nourishment.

   Personal questions to ponder: What fears do I have of engaging in ego confrontation? What might be my first steps?

3. *Management and Spirituality*

   Management and spirituality are complementary yet distinct processes for the religious leader. Pastors and other religious leaders are inclined to spiritualize away legitimate management issues ("We don't need to rework our bloated budget. Let's just pray that people's giving will become more sacrificial."). On the other hand, religious leaders are just as likely to attempt management of their legitimate spiritual issues ("Let's not rock the boat by calling people to repent of bitterness and indifference. If we just develop a better annual strategy and marketing plan…"). Pastors and other religious leaders need to boldly tackle spiritual issues with spiritual solutions and management issues with management solutions. More importantly, they need the wisdom to discern one from the other. That discernment grows in

the environment of reflection and freedom from ego strangulation.
Personal questions to ponder: What management issues am I facing as a leader? What spiritual issues? Am I sure that I am not tangling the two?

4. *Church Safety*
   The church must be a safe place. Safe emotional places are never created by leaders who are preoccupied with turf protection and image management. To be an ego-driven self-serving leader is antithetical to creating safety and trust in any group. Churches are no exception. As long as pastors are more concerned with building their own kingdoms rather than with the people or kingdom of God, the church will never be a safe place. Trust, collaboration, and healthy relationships will not flourish. Resentment, manipulation, frustration, and alienation will flourish. Both management and spiritual nurture play a role in creating a safe climate. Charismatic leaders who are reflective, discerning, and self-directed yet not self-seeking can create safe spaces.
   Personal questions to ponder: What would my church (or other area of my leadership) look like as a "safe spot"? What would be my part in creating that?

Undoubtedly, the review of literature on charismatic leaders as team leaders evokes more reflective application than these four simple thoughts. These thoughts, however, may serve as starting points for charismatic leaders who aspire to lead highly effective teams in the context of the local church without losing any of their strengths as charismatic leaders.