

# Generating Hope through Participative Leadership:

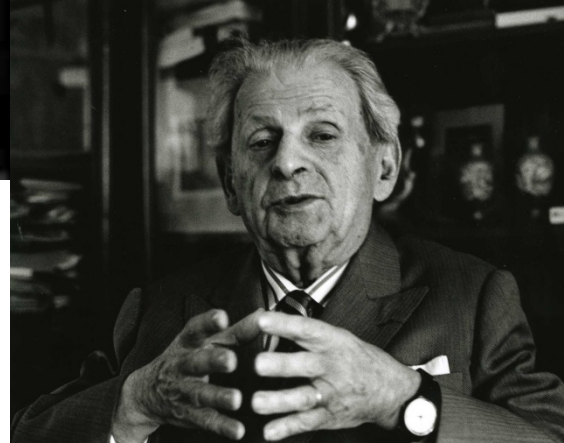
What does it mean? How does it work?

# Background

# Rahner and Buber (Rahner Window in San Francisco) and Islamic Religious Education in Innsbruck



# Communication References



# Experiences

# Facilitating interreligious groups (in India)



# (Qualitative) Empirical Research on Images of Leadership



# Questions

- What is a prominent metaphor for your understanding of leading?
- In what context are your leading experiences and how does this context influence your understanding and practicing of leading?
- Where and when do you encounter yourself most intensively as a leader (please give examples)?
- Where do you most experience your passion for leading and where do you most experience your burden of leading?
- Where are typical conflict areas and borders of your leadership?
- What are the (spiritual, theological, practical....) resources in your leadership?
- What future prospects do you see in your own leadership and in that of the church/religion?
- What for me is important in the future?



# Irritating Leadership of Pope Francis



"The Roman Pontifex obtains **full and supreme** power in the Church by his acceptance of legitimate election together with episcopal consecration. Therefore, a person elected to the supreme pontificate who is marked with episcopal character obtains this power from the moment of acceptance." (Can 332)

*or/and*

„**Time is greater than space: ... ,time‘** has to do with **fullness** as an expression of the **horizon which constantly opens before us**. ... This principle enables us **to work slowly but surely, without being obsessed with immediate results**. It helps us patiently to endure difficult and adverse situations, or inevitable changes in our plans. It invites us to accept the tension between fullness and limitation, and to give a priority to.... **Giving priority to time means being concerned about initiating processes rather than possessing spaces**. Time governs spaces, illumines them and makes them links in a constantly expanding chain, with no possibility of return. What we need, then, is **to give priority to actions which generate new processes in society and engage other persons and groups who can develop them to the point where they bear fruit in significant historical events. Without anxiety, but with clear convictions and tenacity** (EG, 222 – 224)

## Provokes Resistance and gives Hope

# 1<sup>st</sup> Theme:

What leading/facilitating  
experience challenges me most  
and what makes me most  
hopeful?

- 10' for yourself: write down challenges and hopes (2 colours)
- exchange in whole group and cluster the results

# Variety of Theories and Praxis Tools from Ancient Greece to Today

- What qualities distinguish a leader from other people? (Plato)



- “Trait Theory“ (from Carlyle and Galton to Zaccaro)

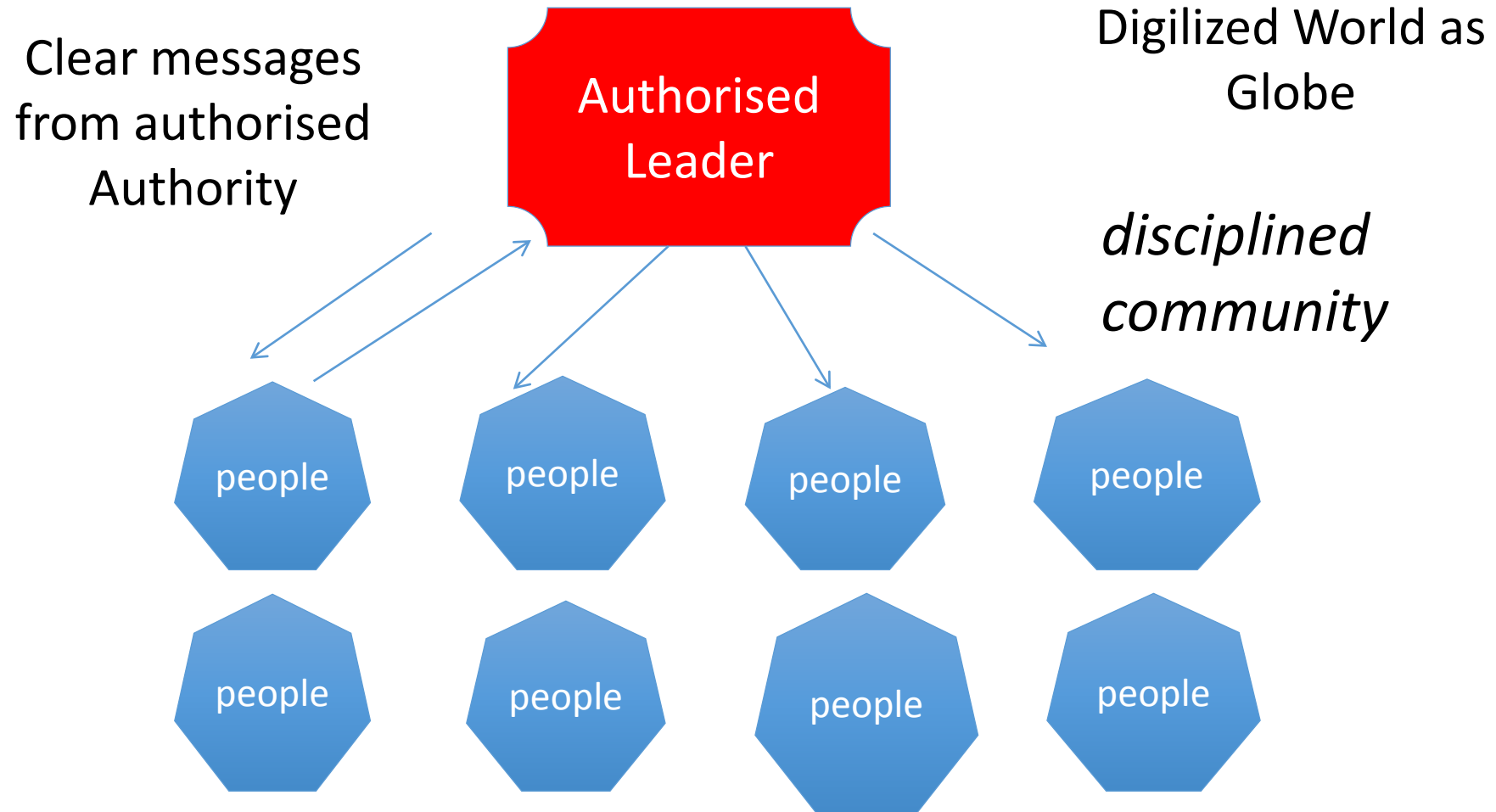
- Behavior taxonomies
- Styles: Authoritarian, Democratic and Laissez-Faire
- Situational and Contingency Theories (Fiedler, Vroom, etc.): acting as a leader, is dependent of the situations
- Integrated psychological theories: The need for leaders to develop their leadership presence. Further, they are connected with Servant Leadership and Authentic Leadership

## 2<sup>nd</sup> Theme:

My Imagination of Leading between  
leading “above”,  
leading “within”,  
participatory leading.

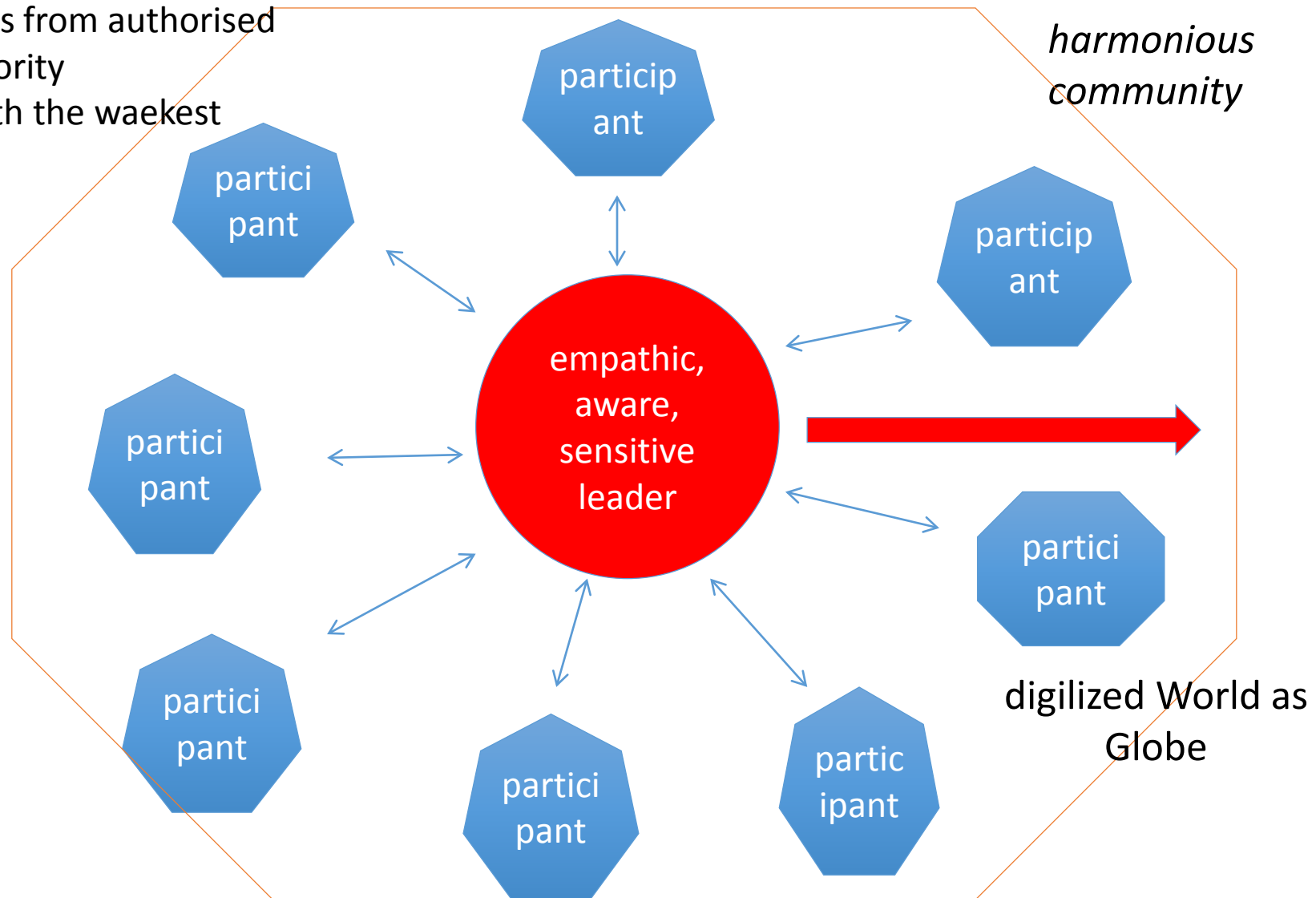
*Let's experience*

# Leading above....



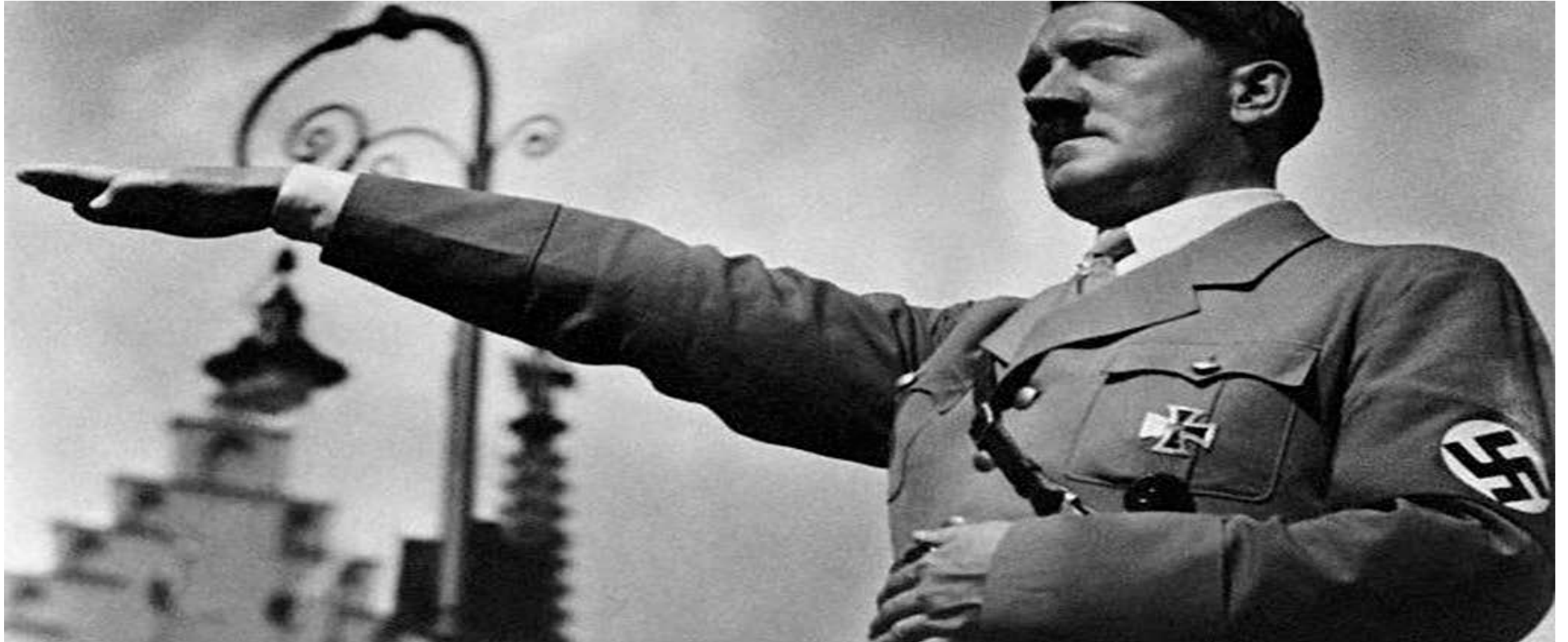
# Leading for/ leading within...

Empathic messages from authorised authority in solidarity with the weakest



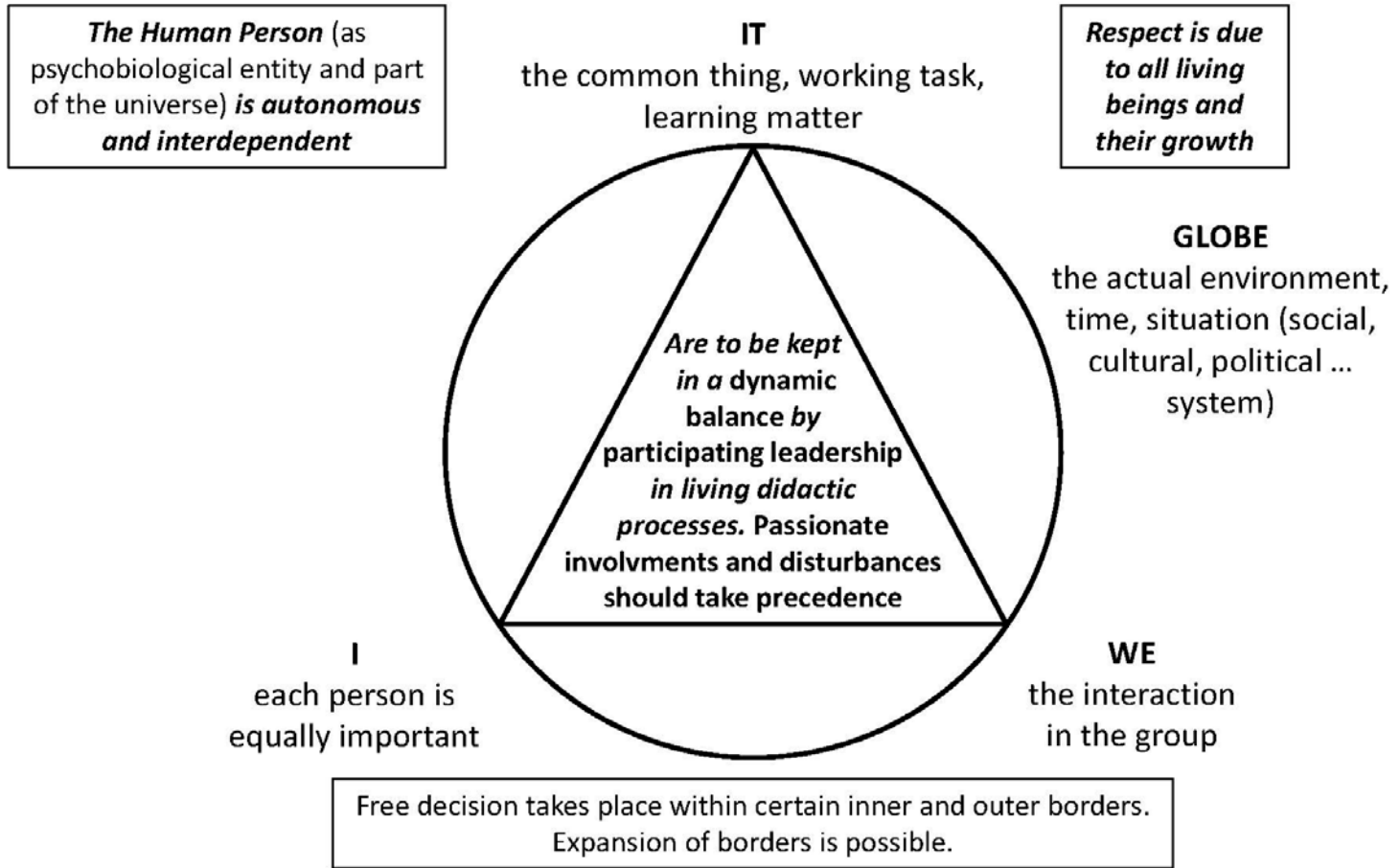
# Participating or Participative Leadership in the Theme-Centered-Interaction by Ruth C. Cohn.

„The“ Leader – „Führer“ – „Duce“



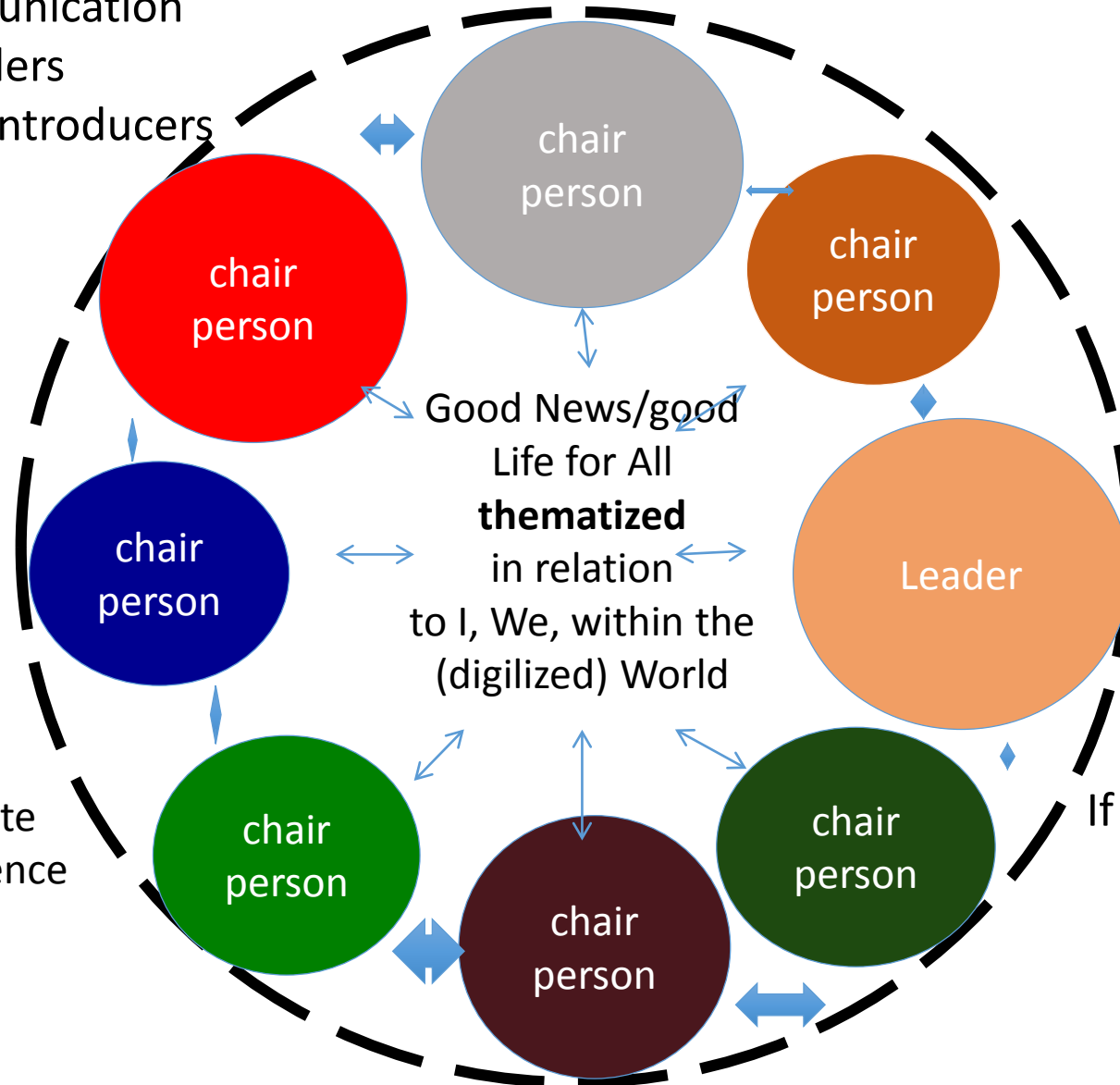






# Participatory leadership (of ecclesiastical and Religion authorities) within the concrete (digital) World: Where are the risks and where are the opportunities?

(Selective) authentic communication on generative themes: Leaders are founders, formulators, introducers and “holders” of themes



Disturbances and passionate involvements take precedence

If you don't respect the Globe you will get eaten from it

3<sup>rd</sup> Theme:

My inner team:

- What do I should? (Parents I)
- What do I want? (Childhood I)
- What do I will? (Mature Adult I)

We experience our chairperson