Patterns of Leadership and Their Cross-Cultural Implications

The GLOBE study of leadership identified six patterns of leadership in practice across the world. Anthropologists have long identified an additional pattern. We'll explore in greater depth these seven patterns of leadership and ask what they mean for missionaries, mission leaders, church planters, and those who lead cross-culturally.

Scott Moreau served ten years with Cru Africa, teaching science at Ntonjeni Swazi National High School (1978-1980) and missions at the Nairobi International School of Theology (NIST; 1984-1991). In 1991, he joined the Intercultural Studies department at Wheaton College, where he is Professor of Intercultural Studies and Missions as well as Dean of Wheaton College Graduate School. He edits the *Encountering Mission* series (Baker), and serves on several agency and other boards. He has written or edited 20 books and over 300 articles in mission-related journals, magazines, and dictionaries. His next book, *Contextualizing the Faith: A Holistic Approach* will be published by Baker this coming fall.

I. Pattern 1: Charismatic/value Based

    A. Charismatic/Value Based leaders **inspire, motivate, and expect high performance outcomes from others based on firmly held core values**.

	Significantly higher than average in	Significantly lower than average in
Global regions	Latin America, Southern Asia	Middle East
European countries	Ireland	France, Kazakhstan

    B. Important cultural values undergirding in this style of leadership

    C. Implications

II. Pattern 2: Team-oriented

    A. Team-oriented leaders **emphasize effective team building and implementation of a common purpose or goal among team members**.

	Significantly higher than average in	Significantly lower than average in
Global regions	Latin America	Middle East
European countries	Greece, Poland	France, Germany (East and West)

    B. Important cultural values undergirding in this style of leadership

    C. Implications

III.   Pattern 3: Participative

   A. Participative leaders **involve others in making and implementing decisions**.

	Significantly higher than average in	Significantly lower than average in
Global regions	None	Confucian Asia, Middle East, Southern Asia
European countries	Austria, France, Finland, Germany (East), Switzerland	Albania, Russia

   B. Important cultural values undergirding in this style of leadership

   C. Implications

IV.   Pattern 4: Humane-oriented

   A. Humane-oriented leaders **are supportive and considerate but also compassionate and generous**.

	Significantly higher than average in	Significantly lower than average in
Global regions	Southern Asia, Sub-Saharan Africa	None
European countries	Albania, Georgia, Greece, Ireland	Denmark, France

   B. Important cultural values undergirding in this style of leadership

   C. Implications

V.   Pattern 5: Autonomous

   A. Autonomous leaders **tend to act independently and with less collaboration**.

	Significantly higher than average in	Significantly lower than average in
Global regions	Confucian Asia, Latin America, Middle East, Southern Asia, Sub-Saharan Africa	None
European countries	Austria, Georgia, Kazakhstan, Russia	France, Hungary, Netherlands, Portugal,

   B. Important cultural values undergirding in this style of leadership

C. Implications

VI.   Pattern 6: Self-protective

    A. Self-protective leaders **ensure the safety and security of the individual and group through status enhancement and face-saving**.

	Significantly higher than average in	Significantly lower than average in
Global regions	Confucian Asia, Middle East, Southern Asia	None
European countries	Albania, Georgia,	France, Denmark, Finland, Sweden

    B. Important cultural values undergirding in this style of leadership

    C. Implications

VII.   Pattern 7 (from anthropology): Patron-Client

    A. Patron-Client leaders **participate in a system of exchange of various types of capital which act as social glue binding them to each other, typically following patterns that reflect larger social power distance**.

Note: this leadership style was not measured in the GLOBE studies; typically it is identified with collectivism, large power distance, and high context communication countries.

    B. Important cultural values undergirding in this style of leadership

    C. Implications

Suggested Readings:
Developing Indigenous Leaders (Paul DeNeui, ed., William Carey)
Cross-Cultural Servanthood (Duane Elmer, InterVarsity)
Leading Across Cultures (James Plueddemann, InterVarsity)
Leading Multicultural Teams (Paul and Evelyn Hibbert, William Carey)
When Cultures Collide: Leading Across Cultures (Richard Lewis, Nicholas Brealey
    International)
The Culture Map (Erin Meyer, Public Affairs)