

TRANSACTIONAL & TRANSFORMATIONAL LEADERSHIP

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Amongst YWAM Leaders, there is a type leader in the world that is coming up that has not been studied from an academic point of view. It is what I call the 'experientially qualified leaders'. We are the only major mission or the first major mission, as far as I know (perhaps along with OM), which did not require degrees for leadership. Every other mission in history, or the last 200 years, has required degrees or professional qualification of some kind such as a ministry in order to be accepted in the mission, we have not.

Our qualifications experientially developed. I was challenged to study this, which meant I had to get into leadership theory. Before that I had already done some studies in leadership theory, just enough to convince me that it was really boring and there was a lot of nonsense out there. There is a very well respected professor from an Eastern university in the US who wrote a major article in the Atlanta monthly last year, who called leadership studies erratic and occult and he said most people are in it for the money, because the federal government, under the present administration is throwing a lot of money in leadership studies. So I want to encourage us to be aware, there really is lot of nonsense out there in the name of leadership development. Also some of it that is good, is totally inappropriate for YWAM and I am hoping that this is going to explain why.

Well, I had heard about this model of transactional, transformational leadership for years, it has become very common in the development field. It came out in the 1970's when James McGregory Burns came along, it took the thinking of Max Weber, the great German thinker in the area of economic and political development in leadership, and came up with this model. Burns went on from Webber. Webber said a leadership traditionally and long ago (but still in some part of the world) was seen as being divine. You got your leadership through divine right. In Europe it was the divine right of Kings. The king of Thailand is still considered by his people to have his kingship because of the gods. And of course many animistic peoples have this same paradigm. In Europe after we got away from the idea of divine right of kings to rule, it was hereditary leadership, you were a leader because you were part of the aristocracy. Most armies in the world still follow this aristocracy division of leadership which is why we have an officer class and enlisted class. It is base on aristocracy leadership.

Weber pointed out that there was a new model of leadership that came up starting in Geneva in the 16th century. Of course you can trace it back before that, but at that time the rising middle class based upon reformed theology. The dignity of the individual work is worship, and all these things that are part of the reformation. This middle class came up and had to make a place for itself in this world which was lead by the aristocrats, so what they did was they put in a system in degrees. Training with degrees certification in order to make their place in European society and this is where we get emphasis on degrees, which is so strong even today.

This model of leadership based on degrees carried over into the 19th century and this is what McGregor Burns comes up with as the classic 19th, early 20th century leadership model which is transactional. It is a leadership based on power. It works through coercion, you think of the great minds in England, America and elsewhere and the railroads. The leader gives a direction and everybody has to follow it. The whole model of leadership is an engineer running a factory. If you remember the management studies we were introduced to in YWAM in the 80's, this is exactly what we were given as a leadership model, the factory model. The manager's job was to get the most work out of the worker in a nice way. The whole thing for the worker is a job, in other words it is based on a transaction, the employer contracts with me to give me a certain amount of money, a certain amount of security, a certain place in society and on my behalf I contract to give a certain amount of work, at a certain speed and a certain quality. It is reciprocal concessions; it is based on a contract. It is authoritarian, top down hierarchy.

However, McGregor Burns pointed out that in the 20th century and especially in the recent years, there has been a new model of leadership, actually neither one of them is that 'new', but we will get to that in a minute. The power of this model is that we see it in the Bible. In society, a scientist who is an honest observer will pick out universal principles because of God's creation, and that is what this guy did. I don't know if he is a Christian at all, but transformation leadership is not based on power, but on authority. These are 2 different words in the Greek, as you know, it is very different. It works through influence. The leader does not command his followers to follow a certain direction, he gives a vision that calls his followers, and it is visionary.

The model is a politician leading a community. Of course politician is a negative word for many of us, but the point of that is the leader is there by consensus of the followers; the followers want to follow that leader. It is based on a calling, it is not just a job, but it is a calling and it is based on appeal to the values of the worker. The promise to the worker is 'come work with us and you will be transformed'. It is not just 'you will get so much money, or you will get so much security'. The promise is you will be transformed. The worker is called to a commitment, not necessarily a contract. And the whole idea is liberating.

Businesses started in America and now around the world are increasing moving to this model. Businesses do not do this anymore, especially in fields that command creativity such as computer programming, all kinds of videos, graphics all this kind of thing. Because what they have found is that creative people and young people will not work in this kind of organization for any amount of money. I was teaching this and talking to some people in Bertney, their son goes to an engineering school there in Switzerland. He had just graduated and the entire year before his graduation, because he was a computer engineer, he was getting job offers. He finally took a job where he received much less money than he could have earned, but it was an environment of many other young people, it was dynamic, creative, cutting edge and that was where he wanted to work.

So what does an organization look like with a transactional leadership? We are not just talking about leadership here, if you are talking about a style of leadership, you are talking about a view of human beings, and that is what is so important. In a transactional leadership there will be many rules; this can apply to a church, to a business, to a mission, to a YWAM base, or to a U/N school. The emphasis is on complaint. There is very little tolerance for diversity, there is strong emphasis on hierarchy, the lower downs are treated differently than the higher ups. The higher ups have privileges, titles, reserved parking spaces all this stuff that businesses are increasingly doing away with. Information is held by the leadership; decisions are announced, not processed. Loyalty is valued over truthfulness and the truth tellers are obliged to leave the organizations. A classic example of this transactional organization right now is the Olympic committee, where the dear director refuses to take a car from Geneva to Lausanne, he has to be flown in a helicopter each time and maintains a suite in the best hotel in Lausanne even though he has offices in the Olympic committee. He requires that you address him as His Excellency, has personally appointed over 90 of the 114 members of the Olympic committee. So we have an organization that is totally blind, the truth tellers are like the prophets, they see ahead and in this kind of heavily loyalty based organization, the truth tellers have to leave and the organization becomes blind. So now when the whole world comes to the Olympic committee and says you have to change, they say why, they really cannot see why.

Many of the more traditional societies or what we called the third world societies are based on a high loyalty type of leadership. I think many ministries lead by an apostle is high loyalty, which is a good thing. Loyalty is a biblical value, and an apostle, not only is a visionary, but inspires loyalty. This is why in the Bible the word puts apostles and prophets together. The apostle calls forth that vision and loyalty and people follow him, but the prophets bring the truth. With the prophets along beside the apostle, truth is not overcome with loyalty. There is the possibility in grace of holding the two together. When any other organization refuses to listen to their truth tellers, it is on a very dangerous road. In this kind of transactional organization there is no leadership accountability, that's what we have in the Olympic Committee. Vision, if there is vision, is used for manipulation there is much emphasis on department and compartments.

A popular cartoon in America right now; shows people work in an organization where they have no consideration for them as individuals. People are tired of working in this kind of organization. They want out. In this kind of organization, people are treated as machines and this is why they want out. And the good news is that generation X and generation Y will not put with it. They will not do it. The implication, one of them for YWAM, is if we move in this direction, which some of our bases are, generation X and Y will stay in groves. These young people have extremely sensitive radar for two things, one is a religious spirit and the other is a transactional organization. That is why many of them don't go to church, and that is why they will not have any thing to do with this kind of setup.

What does a transformational organization looks like? First of all it is visionary, because with these concessions and transactions; it has to be based on vision. The leader gives

a vision of what we are about, what are we doing. There are many business men who are very good at this. Fortune magazine when choosing their Asian business man of the year has the first quality they looked for as vision. In YWAM we had mouth vision and it is very dangerous. Vision is given by God. The whole last book is a vision, it is a revelation of John and he shares his vision with us. In any vision that is really Godly, it is going to be based on that last book. It is going to be a vision of the throne, the power of God; a vision of the lamb, the love of God, and a vision of the nations before the throne and of course that is what we want to see more clearly in the workshop. We have to be visionary in a transformation organization. Vision calls people out and it unites us and motivates us. If you badmouth vision, or downplay vision or force visionary out we do not have motivation, we do not have direction and we do not have unity.

The verse literally translated says the people are dispersed, and that is what happened in YWAM. We haven't had a big enough vision, we have lots of hundreds and thousands of small visions, which are all good, but we haven't had an overall vision big enough to unite us in recent years. The whole point of a transformation organization is liberating, initiative is encouraged and personal fulfillment is part of the set-up. Two words are very common in this organization, you can track in the research if you interview people, and the first one is trust. It is a very high trust organization at all levels. Everybody trusts everybody else. The other thing is encouragement. There is much encouragement for people to go for it. Creativity and diversity are actively promoted. That is why young and creative people come to this kind of organization and they stay in it.

The principle is not doing what you are told, but applying principles with your own initiative. This is why organizations like Southwest Airlines (they give extreme authority to their employees) can decide things that would take you 2 or 3 steps up the chart on other airlines. They trust people to apply principles with initiative. The leader is not the superior. In fact we have an expression, my hierarchical superior, but that goes back to the aristocratic idea of leadership. A leader is not better than other people and should not have privileges that others don't. There is great respect for the individual; people are treated as if they were created in the image of God. Everybody knows this even if they are not Christians, and this is how the outrage at being treated like a machine comes through so clearly.

Everybody knows deep down inside that they are created to be different. Information in this organization is shared with everyone, although, decision making is not necessarily with everyone. However, there is a sharing in the processing, and participation. There is mutual accountability at all levels. Most of these organizations do 360 degree evaluation of their leaders. In other words, the leader is evaluated by his boss, by the people who work with him and by the people who work for him and that is the basis of the evaluation. I have often would wonder what would happen if we did that in YWAM. In this organization, truth telling is encouraged and truth tellers are valued and structures are de-emphasized.

In General Electric, which many regard as the most successful company of this last decade, executives are promoted on the basis of working outside of their departments. If they only work within their departments, they will not be promoted; in some cases they are even fired. The value of the company is called boundary-less-ness, even though they have very well defined divisions (they make products in totally different divisions), they are constantly pushed outside their departments and compartments.

Well, let's look at what the Bible says about leadership. We all know these passages, but let's just look at them briefly based on this paradigm which I think picks out of a biblical record and highlights this principle so clearly. Christian books on leadership are sometimes not any better than the non-Christian books on leadership. Jesus talks about two kinds of leaders, in Matthew 20:25, listen to what he says, "*You know that the rulers of the Gentiles lorded over them and the great men exercise authority over them*". That is a perfect definition of transactional leadership, isn't it? "*It is not so among you, but whom whoever wishes to become among you shall be your servant and whoever wishes to first among you shall be your slave. Just as the son of man did come to be served, but to serve and to give his life a ransom for me*". One of the papers I did at Trinity was a study of servant leadership. I had to read several dozens books and articles on this subject. It was total confusion friends, total confusion.

Everyone agrees with servant leadership, you say that in a Christian meeting and everybody nods their head, but what is it? We don't know, but I think this model gives us a handle on what Jesus was saying, because our understanding of it has been so fogged by our experience in our cultural teaching. Why was Jesus saying this? Well, just before the passage we read, what was the question that the mother of the sons of Zebedee asked, 'can these two sons of mine sit one on your right, one on your left? And these were the questions that Jesus was still getting at the end of his time with the disciples. Who will be at your right hand? Who is the greatest among us? These are questions of power, privilege and rank. You can make a very strong case with the gospels that the reason that Jesus stayed three years longer with his disciples, after they knew how to teach, preach, cast out demons and heal the sick was that they had this Roman idea of leadership that had been branded on them by their culture. Jesus stayed with them so that they would have a chance to be free of that kind of leadership, because that is not kingdom leadership.

This kind of organization leader is not a kingdom leader. Transactional leaders are not new. It comes through very clearly in 1 Samuel. You remember when the people ask Samuel for a King, Samuel was unhappy and he went back to God. God said they are not rejecting you, they are rejecting me. This is in 1 Samuel 8. The Lord said tell them what their ruler will do for them. And Samuel tells them, he said your leader will take your sons for his armies and for his blacksmith shops and to tend his fields. He will take your daughters to be his servants, his cooks, and his perfumers. He will take the best of your crops, of your olives trees and vineyards. This is what he will do. And do you know what the people answered? We want a king anyway, because of two reasons and this is why people like transactional organizations. We want a king anyway they said so we will be like the other nations and so he will go out before us in battle - conformity and

security. Religious organizations and educational organizations attract high control people who have a great need for security. Remember the prophetic warning the Lord gave us in the very first workshop, beware of high control personalities; they will automatically gravitate toward religious and educational institutions. It has been proven in the social science time and time again. I don't think I have convinced you of that.

In Genesis 3:5 we see the first transactional leader, it was the serpent. He went to Eve and said hey, you are not getting all you should be getting from this deal. You were told not to eat of the fruit, but you know what you get when you eat the fruit of that tree? The first temptation was the temptation to a transaction. I'm not getting enough out of this, I need to change the way I operate. When the devil came to Jesus in Matthew 4, one of the temptations was the same thing, worship me and I will give you all the kingdoms of the earth. I shared this with the European leaders last month and I checked with them, in every European language, not just English, we have an expression, "you sell your soul to the devil". We know deep down inside that dealing with the devil is based on transaction that is what it is about. Selling your soul is expensive. We get this confused in immaturity, the same way parents deal with children, transactional operations are the way you have to work with babies, with little kids. You have to be good, if you are good you get this. If you are bad this will happen. All parents know this.

Of course most of the Old Testament is based on this transaction, where God says obey me this will happen, disobey this will happen. Deuteronomy 28 is the huge chapter on transaction. In immaturity that is how we operate with God. However, you can look at the Old Testament and all the New as God moving us off this transactional mode of operation. As a matter of fact you can define that the major difference between Christianity and all the other religions; Buddhism, Islam, they are all based on transactions. That's what religion is, you do this, this and this and you promise not to do this and this and this and this is what you get. That's how their gods' operate.

But the Lord God of Israel came with a different ideal. He wanted something based on love, based on the transformation of His people. And of course he started them out with a transaction, because that is where they were. But when His Son came, the transactions didn't matter anymore in the same sense. Because in the full expression of love there are not transactions, parents know this, we try to move children off this transactional basis of working with us. It comes to the point where you get really tired of having to bribe your child to wash the car or vacuum the floor. But the temptation for parents is this kind of unconscious, unspoken contract that we have with the children. I have invested so much in you therefore I expect a certain code of behavior. And for most of us it does not include tongue rings, or nose rings. So the parents are shocked because the child has violated this unspoken contract. Any relationship can fly into a contract relationship. A marriage that becomes transactional is headed in big, big trouble.

The book of Galatians can be read as the Galatians getting saved from this kind of religion, but getting back into it. Paul is exhorting them, saying that is not the Gospel,

you don't have to be circumcised and follow the dietary rules and the ceremonies in order to please God. The Gospel is something totally different. And of course Paul is fighting this battle through the entire New Testament. It can be read as the great apostle following the example of Jesus, trying to move the people of God away from this idea, transactions, and move them toward transformational. The carnal soul always prefers the false security of a contract, and we are tempted to bargain with God.

Let's look at what Peter said in Matthew 19. It is one of those times where Jesus is intentionally blowing the minds of his disciples. Jesus said to His disciples, 'it is hard for a rich man to enter the Kingdom of heaven' and the disciples were very astonished it says in verse 25. They ask who can be saved. And Jesus said nobody can be saved, unless God does it. Then Peter always saying the first thing that comes into his mind without any hesitation, he says 'behold we have left everything and followed you, what is in it for us'. That is a good question for someone who has been in a faith mission for a few years, isn't it? We have left everything, what do we get. This is a question that comes back to us regularly as we see people around us getting, not in a bad way either, and having a kind of material security that we want. Listen to what Jesus says, as I paraphrase it: 'Listen Peter, you 12 are going to sit on 12 thrones and judge the 12 tribes of Israel. And if you have left farms, families, your father and mother, you will receive it all back a 100 times, but not the way you think it will come. It is not a contract. Many who will be first will be last and last will be first. You are going to get it all, so don't talk to me about a contract. You haven't understood what I am preparing you for. It is much better than a contract. What do you want a contract for when you are going to get it all? You are going to judge the 12 tribes'.

The book of Job, I think as I get older in the Lord, is more and more essential for our understanding, as mature Christians. Let's look at it briefly through this paradigm. The devil comes before the sons of God and says to the Lord or the Lord says first, 'behold my servant Job'. And the devil says, 'he is only in it for what he gets from you. He is in it because he is in this transactional thing and you have blessed him, of course he is going to serve you'. And the Lord says, 'Ok you may take away his prosperity and his blessings'. The devil does and Job still serves God. This is where Job says the Lord gives and the Lord takes away, blessed be the name of the Lord. Then Satan, the accuser comes back to the Lord and says well, he still has his health, no wonder he is serving, he is getting the blessings. The Lord says take away his health, but do not touch his life. And for the next 3 dozen chapters we see Job arguing with God on the basis of his transactions. He tells the Lord all the good things he has done. He has given to the poor, he has sat with the elders on the gate, he has served God and of course his friends (the three consultants there) they encourage him in this, but finally in the end the Lord just blows Job away with a vision of His glory and His power. Job says Ok, I give up. 'You are God and I am not serving you because of any of this. I lay it down'. That is when the Lord restored him and blessed him much beyond what he had been blessed before. Job was transformed.

As the Lord work with Patriarchs, Abram, who was a Middle Eastern bargainer, can reread his life; the Lord was trying to break him out of that negotiator, bargaining

paradigm that did not save Sodom. He bargains all the way down to 5 to righteous men that didn't save the city. His bargaining did not work. The Lord moved him off that into a transformation, when he was transformed, he got a new name, he was called Abraham. Isaac was the same way; Jacob was transformed to such a degree that he was called Israel. And of course the entire nation of Israel was put into this path where their goal was transformation. And as the prophets spoke to Israel, they didn't just talk about law, but the message that comes through the prophets time and time again is the law is not what matters so much. The Lord says I don't care about your ceremonies, I love you and the gospel of love starts to be prophesied already in the Old Testament. Of course we see very clearly in Genesis 22 where Abraham stop discussing and arguing with God, it was when the Lord told him to offer his son on the altar. He didn't argue, he didn't ask, he just obeyed, no more transactions, but he believed that in three days he and his son would return. Transformation is what it is all about.

Transformation is our goal, it is the vision that John saw, the nations transformed before the throne, the nations redeemed in their unity and in their diversity. That is the goal of everything we do. And this goal, this vision of transformation is what unites all of our ministries. This is the kind of ministry that the Lord has given to us. And we have all tried evangelism without transformation. This is like in the old days where you go and you had 4 verses in Romans and you were supposed to read it to someone and if they agreed, you told them they were a Christian whether anything happened or not....remember that? That is an old model of evangelism and most of the churches moves away from it, praise God, but it didn't work because it didn't transform anyone.

Real evangelism is the first step in the great transformation, which by the way is a commandment. The apostle wrote "be ye transformed". It is also our predestination. The church of God is predestined to be transformed in His image, this is what predestination is all about. Relief and development ministries that do not transform are just another version of the United Nations, but only less efficient. Training that does not transform has not place in the University of the Nations. If we view our school as information download or as skills transfer, is not transformational and it not what the Lord created us to do. Other people can do that; they can do it better and probably cheaper.

For each one of our schools, this is a grid that we should be putting them through, are they transformational. People should be different when they come out of that school. Not just having to learn some knowledge, they should be more like Jesus. Our transformation was acquired at a great cost, but it wasn't a transaction. God does not do contracts, he does covenant. We have often heard that Jesus paid our debts at the cross and this is certainly true in a sense, but I have not found a verse that actually says that. I think we make the atonement into a mere transaction and God is the accountant. What the verse in Colossians says is that Jesus cancelled the things that were written against us the decrees that were written against us by nailing them to the cross. That's what happened to everything that was written against. It wasn't just paid, it was cancelled and it was cancelled by being nailed to the cross.

When we start to bargain with God and ask him what we are going to get, and all that kind of thing, we start to move back to a transaction relationship with Him. We talk contracts with God, He sees the contract His Son cancelled by nailing it to the cross through His hands. The Lord does not play that game. If we start to slide back into a transactional mode of operation, He will withdraw, because that is not His way. This is not the Kingdom model and sometime in His love, He will blow on it and it will fall down.

Youth With A Mission was given the opportunity to be the first worldwide transformational mission agency. This is why we have no salaries, because people are not called to YWAM, because of what they get out of it. What do you get when you come to YWAM, well you get it all, but don't talk about the contract. There is no contract. What will I get if I send my child to the University of the Nations, what is the degree worth, who accredited, how many YWAM leaders have ask me that question? Now I have an answer: you will get it all, but you won't get a better job and I can't promise you income enhancement, which is what they promised me when I went to Trinity to get a doctorate, little did they know. When you come to the U/N you won't get anything on a contract basis. We have not figure out the dollar value of our degrees as Wheaton has.

You get it all when you come with us, but don't talk about a contract. What we do when we serve is that we give. Love gives, it doesn't wait to see what it gets back. That is how the Lord's operates with us, He has not given us a contract, He has given us a covenant.

Prayer:

Lord Jesus help us to understand what you did for us. What really happened on the cross. And help us to live that way, to be leaders in the way that you have shown us to be leaders. Amen.