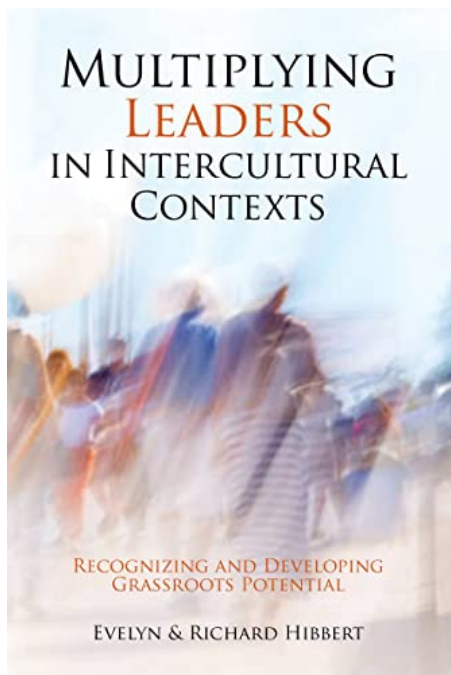# Multiplying Leaders in Intercultural Contexts: Recognizing and Developing Grassroots Potential

By Evelyn and Richard Hibbert

William Carey Publishing, 2023, 172 pages

Summary

This book seeks to facilitate grassroots leaders, like small group and women leaders who interface between the church and their surrounding world but who are usually unrecognized. It seeks to help "developers" (who develop leaders) from a different culture than that of the developers. To do this, the book explores how culture affects leadership and the relationship between disciples and leaders, emphasizes the importance of identifying all leaders, examines biblical principles for good leadership and discusses their expression in different cultural contexts, and shares leadership-development principles and practices. In other words, the book wants to "facilitate culturally relevant approaches to leadership that nurture the entire community of believers and enable the church to flourish" (p. 41).

Best illustration

The author describes the findings of the GLOBE project, which identified important qualities for effective leadership based on extensive research conducted in 62 countries.

"The GLOBE project involved 15 years of work, 200 researchers, and thousands of surveys, as well as hundreds of interviews with middle managers in 62 countries. This research into leadership found that in every one of the 62 countries it examined, people said that several qualities are important for effective leadership. These are charismatic leadership, which includes the ability to inspire and motivate followers with a desirable and realistic vision and being a person of integrity, and team-oriented leadership, which means that leaders support those who work with them and care for the welfare of their team members, and they effectively build healthy communities (teams, in the GLOBE study) with a common purpose." Page 58

Best Idea

"The four critical characteristics of Christian leadership are community (leaders are inseparable from and endorsed by their communities), character (leaders are growing in character qualities that reflect the character of Christ), clarity (leaders have clarity about the purpose of their community and how to achieve this purpose), and care (leaders strengthen their whole community through enabling members to care for one another." Page 132

Best Take Away

"What are the essential elements of any leadership development we create? We have distilled our answer into five principles: (1) disciple leaders like all other disciples; (2) select leaders who are endorsed by their communities; (3) include the community around the leaders and strengthen it; (4) develop the 4 Cs (community, character, clarity, and care); and (5) connect knowledge with experience." Page 288

Our Recommendation

We recommend this book to pastors, missions trainers, and missionaries, who are interested in reproducing or multiplying leaders in multicultural contexts. The book integrates theory and practice so that leaders can relate their training to their daily experiences of life and mission.

Best Quotes

"Church leaders across Asia, Africa, and Latin America say their number one need is to develop more leaders, as it is estimated that more than two million of their pastors have no training at all." Page 16

"To multiply disciples and their leaders, what we develop needs to fit in the culture. Christians and non-Christians need to feel that Jesus belongs among them." Page 21

"In contrast to an emphasis on groups, most Christian leadership teaching is strongly biased toward a single, superhero-like, male." Page 24

"Failure to recognize cultural difference when developing leaders results in ineffective training. It also tends to force leaders to become like leaders in the developers' cultures." Page 25

"We focus on the growing edge of the church. We explore how we can help the many faithful leaders who labor day after day to grow new disciples. The majority of these leaders will be women, as well as men from ethnolinguistic and socio-economic backgrounds that are not well-represented at the center of the institution." Page 32

"The best way to start developing leaders is to look for those who are already leading." Page 33

"Focusing on deficits means that our attention is on fixing the deficits rather than valuing what people bring to the learning process. This is one of the reasons why we will keep emphasizing that the people we are developing are already leaders." Page 38

"Leaders who lead in a way that fits what people expect about good leadership in a specific culture are much more likely to be embraced by followers of the culture. They are also more likely to be effective as leaders." Page 47

"When people from different cultures work together, each group expects different things of the leaders." Page 53

"Intercultural training gives us frameworks that help us understand cultural difference." Pages 62

"There are five broad dimensions of culture particularly relevant to leadership. These are: (1) large and small power distances; (2) strong and weak patronage expectations; (3) high and uncertainty avoidance; (4) high or low orientation to context; and (5) strong or weak group orientation." Page 64

"'Failures of leadership are more often because of discipling problems than leadership-development issues." Page 100

"Edgar Elliston identifies five main types of Christian leaders. Type and Type 2 leaders are "grassroots" leaders who lead small groups and ministries within a local church. Type 3 leaders have responsibility for a whole local church, while Type 4 leaders are responsible for a group of local church leaders or a very large urban church, Type 5 leaders have wide national or international influence." Page 117

"The most common biblical metaphors Christian use to describe or teach about leadership are shepherd, servant, and steward." Page 133

"There are two areas of particular vulnerability for leaders: power and riches." Page 151

"Our role as developers is to foster culturally fitting accountability." Page 161

"Leaders learn to lead in communities that learn to follow. The two are inseparable." Page 167

"Lifting and isolating leaders puts them on a hierarchical ladder where they ascend further and further from identification with ordinary believers." (David Bennett) Page 171

"Godly character is the product of inner transformation, or the 'renovation of the heart' that God has been effecting in leaders." Page 190

"Spiritual formation is our response to the initiating work of the Holy Spirit to grow in our experience of God and Christlikeness." Page 202

"Different people have different pathways through which they experience God most readily." Page 211

"Vision implies and inspires change." Page 217

"The church is a collective, a single community, a 'one-another-ness,' not just a set of individuals." Pages 242

"Leadership development is, first of all, an interpersonal relationship. The most important factors are people. Leadership development is about developers, leaders, and communities." Page 264

"Leadership development is a collaborative process. Often, we think we are going to change people, but God intends for us to learn more than we give." Page 271

"Developers need to be reflective practitioners." Page 285

"The nine steps outline how to do problem-based learning: (1) describe the problem; (2) analyze the problem; (3) seek out resources; (4) make connections between the resources and the problem; (5) agree on solutions; (6) practice the skills in the group; (7) practice the skills in real life, preferably with mentors; (8) reflect on personal practice; and (9) pass it on." Page 314

"Intentionally building a repeating DNA into the way we do things means that it can spread more easily to churches beyond our geographical reach and continue if we have to leave." Page 325

"We have done our job well if the community, along with its leaders can develop and multiply without us." Page 331

Amazon Books
https://www.amazon.com/Multiplying-Leaders-Intercultural-Contexts-Recognizing/dp/1645084450