

# Overcoming the Dark Side of Leadership

Dark Side	Definition	In the Church	Example
<b>Compulsive</b>	Compulsive, in a leadership context, describes the need to maintain absolute order. Because compulsive leadership results from the leader's own compulsive personality, the leader sees the organization as another area of his or her life that must be controlled. Organizational performance is a direct reflection on him or her.	<ul style="list-style-type: none"> <li>▪ Pursuit of excellence in ministry can quickly become perfectionism. Flaws in the organization are understood to be direct reflections on the leader personally.</li> <li>▪ Excessive criticism can be another symptom of compulsive leadership. While all is done under the guise of serving God, it is really all done in an attempt to meet and satisfy the leader's unhealthy needs.</li> </ul>	Moses
<b>Narcissistic</b>	When image is everything, no price is too high! Especially when others have to pay the price. For the narcissistic leader, everything revolves around self.	<ul style="list-style-type: none"> <li>▪ Far too many sermons are preached in an effort to gain approval and admiration of the people with little concern for God's approval.</li> <li>▪ Numerous churches have been destroyed by leaders who led the church into projects too energetic and costly, all because the leader needed to feel good about himself.</li> </ul>	Solomon
<b>Paranoid</b>	Paranoid leaders are highly suspicious, refuse to admit wrong, and are masters of denial.	<ul style="list-style-type: none"> <li>▪ For some pastors, their chief adversary is the governing board that, ironically, is to be their chief partner in caring for the flock of God. In fairness, this fear may not always lack merit.</li> <li>▪ Too common is the situation where the senior minister is afraid to let an associate preach because he fears the congregation will like it better. If an associate is praised, the leader takes steps to keep that from happening again.</li> <li>▪ Paranoid leaders worry that anyone's negative emotions are because of, or directed at him/her personally. They have trouble maintaining close relationships with members of the organization, and they don't like self-disclosure or transparency.</li> </ul>	Saul
<b>Co-Dependent</b>	Co-dependency is an emotional, psychological and behavioral condition that develops as a result of an individual's prolonged exposure to, and practice of, a set of oppressive rules – rules that prevent open expression of feeling as well as the direct discussion of personal and interpersonal problems.	<ul style="list-style-type: none"> <li>▪ Many co-dependents end up in leadership because it is a venue for taking care of others.</li> <li>▪ Co-dependents experience great frustration in ministry. Can't please everyone.</li> <li>▪ A common manifestation among co-dependent spiritual leaders is their failure to confront and deal with the inappropriate behaviors of others in the church.</li> <li>▪ Leaders fear hurting the feelings of others, or of losing their approval.</li> <li>▪ Co-dependent leaders ENABLE unhealthy and unbiblical behavior in the church.</li> <li>▪ Often the co-dependent leader will take responsibility for the wrongs others have done. When someone leaves the church, the co-dependent leader works to placate them, allowing the problem to repeat itself.</li> <li>▪ Has an overloaded schedule.</li> </ul>	Samson
<b>Passive Aggressive</b>	Passive aggressives have a tendency to resist demands to adequately perform tasks expressed though procrastination, dawdling, stubbornness, forgetfulness, and intentional inefficiency.	<ul style="list-style-type: none"> <li>▪ Have difficulty setting goals and implementing plans.</li> <li>▪ Standards and systems of measurement are resented.</li> <li>▪ Constantly complain about the lack of support – which is why things are not going well.</li> <li>▪ If others start to help, the PA leader complains that they cannot lead the way they want to.</li> <li>▪ Emotional outbursts can happen at the time of frustration or later at a completely unrelated event.</li> <li>▪ They are often the brunt of inner circle jokes because of their behavior.</li> <li>▪ Passive aggressive leader's ranting halts progress.</li> </ul>	Jonah