



KAROL SOBCZYK

WEAKNESSES & PERSONAL DISORDERS EFFECTING LEADERSHIP

THINGS COME FROM THE WORLD

the lust of the flesh

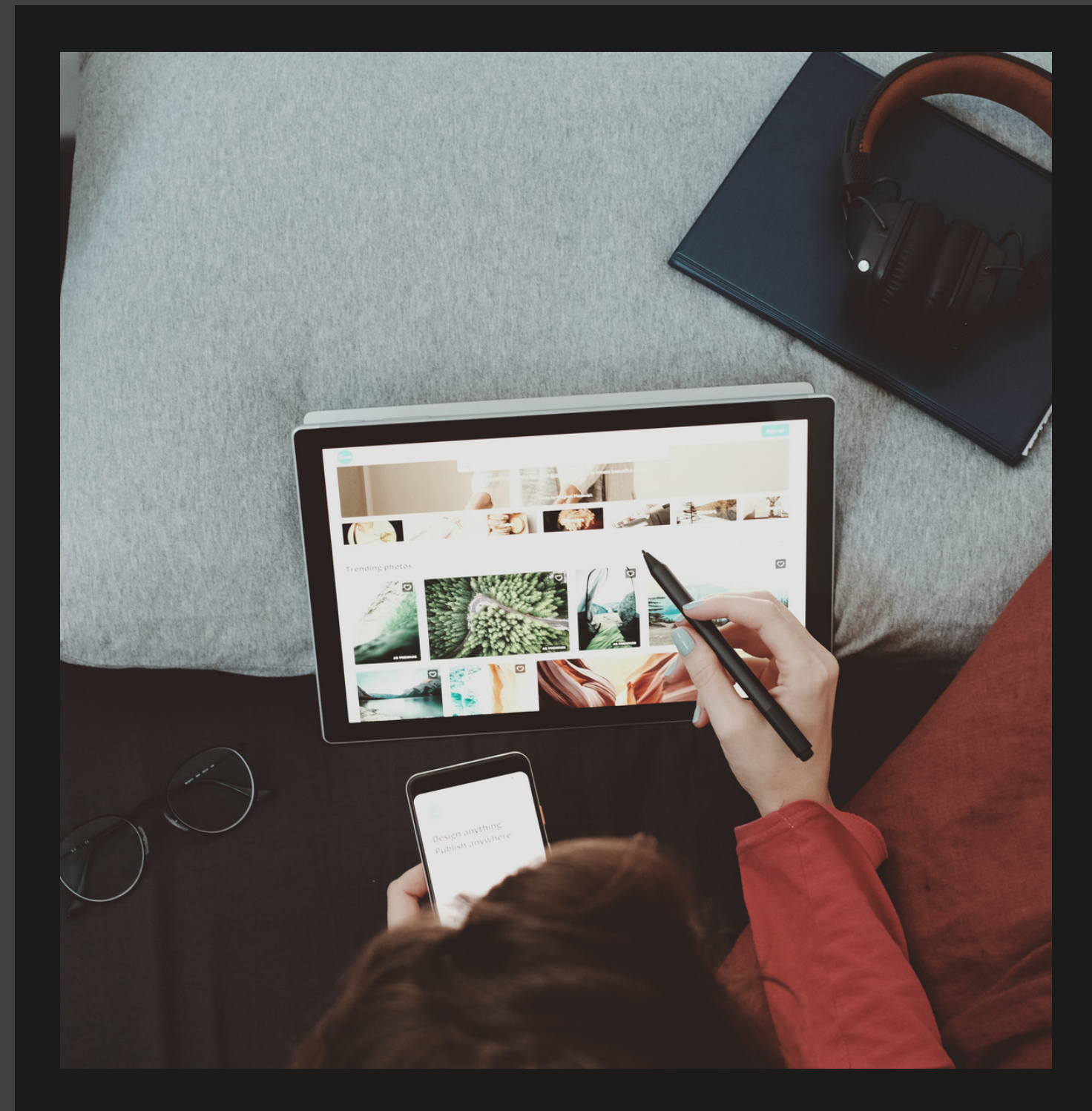
the lust of the eyes



the pride of life

Let's talk about the context

What influences
leadership problems?



INSTITUTIONAL MODEL OF LEADERSHIP

INSTITUTIONAL MODEL OF LEADERSHIP

- tradition as a source of stability
 - protection against disorder and unpredictability
 - reducing divisions within the community
 - resistance to temporary and short-lived influences
 - preserving continuity, identity, and social order
-
- formalism without life
 - abuse of power resulting from impunity
 - carrerism and politics
 - slowness of reform
 - spiritual abuses more closely related to institutional protection

**Should authority come more from office,
or from authenticity and the recognition
of the community?**



CHARISMATIC MODEL OF LEADERSHIP

the selection of leaders

Historical Churches

succession,
formal recognition by the
church

Pentecostal Movement

charisma of leadership,
recognition of a community

Charismatic Movement

charisma of leadership,
control from a community

Today (more often)

sometimes charisma,
personal/network brand

Charismatic model of leadership

- authority rooted in personal qualities
 - recognition of gift, character, and credibility
 - spiritual power and discernment
 - ability to inspire and move people
 - courage beyond institutional structures
 - legitimacy confirmed by visible fruits
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- leader-centered leadership
 - lack of real accountability mechanisms
 - dependence of the authority on the visible results
 - instability and a lack of continuity
 - spiritual abuses more closely related to personalized authority

Main temptations



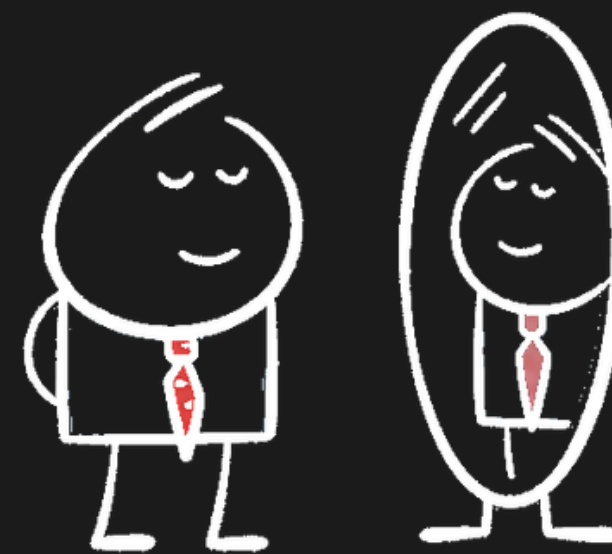
MY OFFICE PROTECTS ME



**MY EXPERIENCE/INFLUENCE
JUSTIFIES ME**



relationship to power



relationship to my own
“self”

LEVEL
06



ECCLESIAL REPLICATION AND BREAKDOWN

sacralization of leaders
replication of pathologies in new places
resistance to external correction
divisions and schisms
loss of trust in the Church
mass exodus of people
burnout of entire communities
financial and moral crises

LEVEL
05



STRUCTURAL INSTITUTIONALIZATION

centralization of power
lack of accountability
closed decision-making circles
one-person hub
lack of succession
CEO model instead of community
structural lack of transparency in finances, governance, and decision-making
theological justification of unhealthy authority

LEVEL
04



SYSTEMIC ABUSE PATTERNS

cover-ups (hiding problems)
recasting failures (twisting truth about failures)
abuse of power
lack of real correction
silencing critical voices
decisions without transparency
spiritual manipulation to silence, pressure, or control people
failure to protect the vulnerable

LEVEL
03



CULTURAL NORMALIZATION

culture of silence
fear of asking questions
lack of honest feedback
over-dependence on the leader
decline in trust
superficial relationships
spiritual pressure ("you have to be more...")
lack of authenticity
failure of other leaders to intervene

LEVEL
02



LEADERSHIP DYSFUNCTION

authoritarian decision-making style
lack of consultation
restricting feedback
favouring loyal individuals
avoiding responsibility
reacting defensively to questions
overusing spiritual language to avoid ordinary accountability
micromanagement or failure to delegate

LEVEL
01



PERSONAL WEAKNESSES (& PATTERNS)

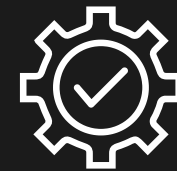
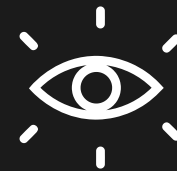
emotional immaturity
unhealed wounds
need for recognition / control
misconceptions, including, e.g. the belief that a spiritual gift is proof of a mature character
difficulty accepting constructive criticism
pride / sense of superiority
lack of a habit of learning
treating one's own beliefs as absolute

THE SCALE OF ESCALATING LEADERSHIP DYSFUNCTION IN THE CHURCH SYSTEM

From weakness to abuse.

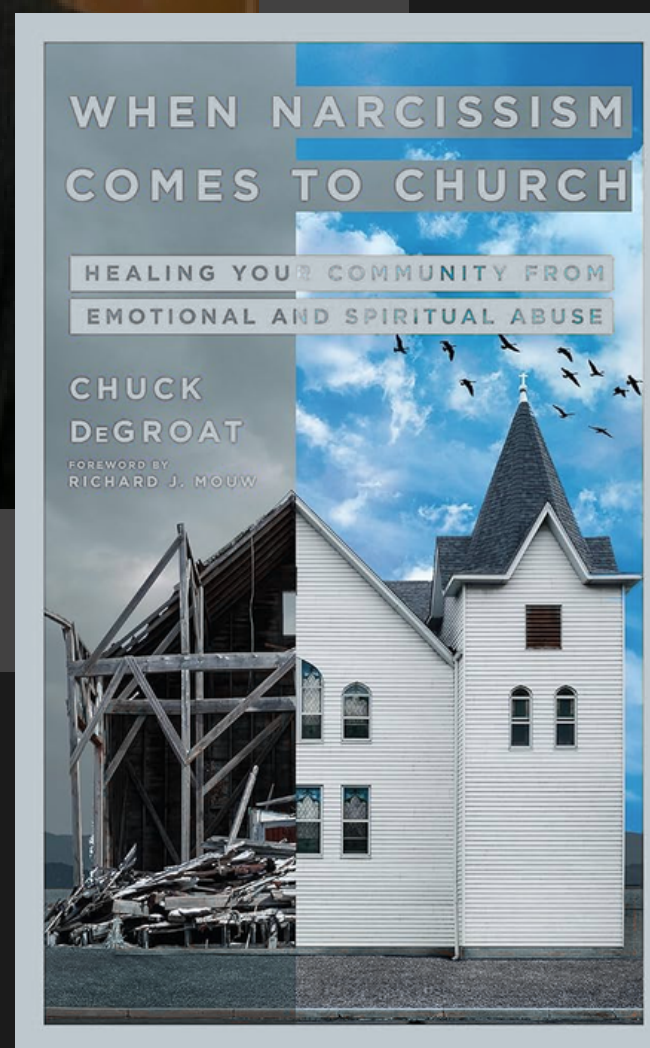
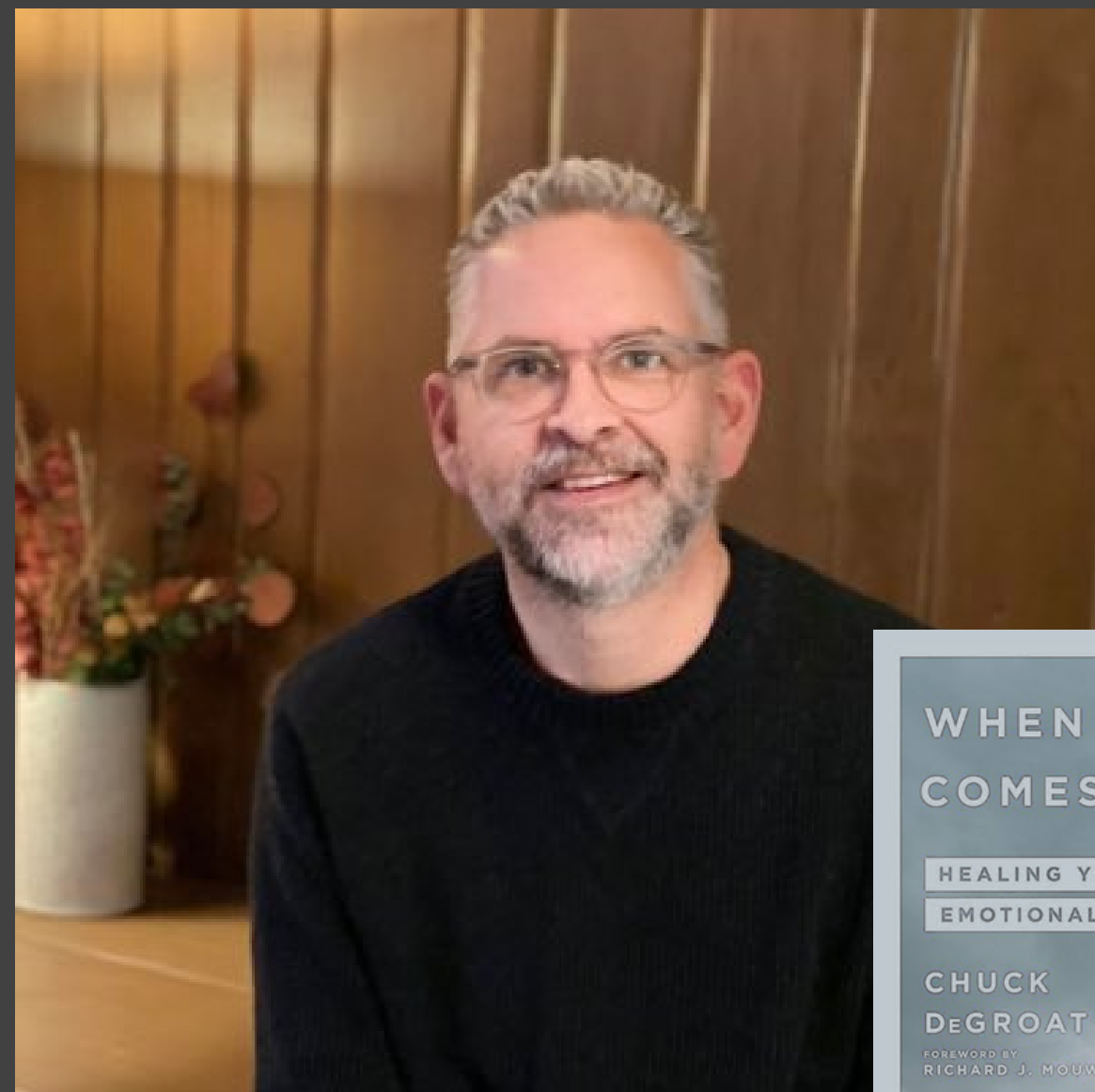
Behavioral patterns

1. NARCISSISTIC
2. PARANOID
3. BORDERLINE
4. EXCESSIVE
5. OBSESSIVE-COMPULSIVE
6. AVOIDANT
7. HISTRIONIC



NARCISSISTIC PERSONALITY DISORDER

1. Grandiose sense of self-importance
2. Fantasies of unlimited success, power, brilliance, beauty, or ideal love
3. Belief that they are special and unique
4. Need for excessive admiration
5. Sense of entitlement
6. Exploitation of others
7. Lack of empathy
8. Envy of others, or belief that others envy them
9. Arrogant or superior attitude

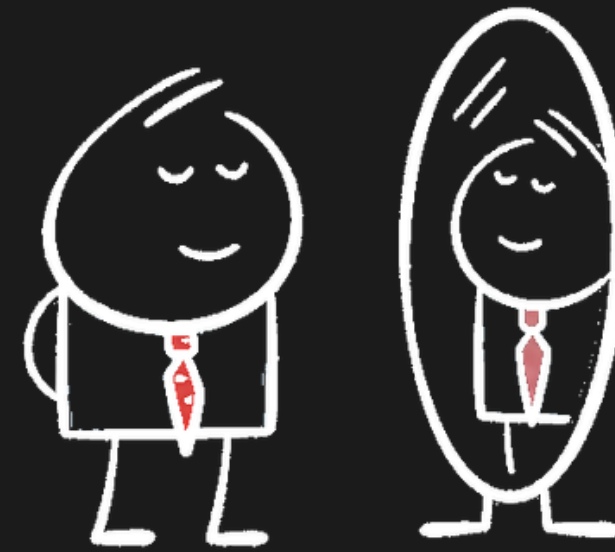


When narcissism comes to the Church

Chuck deGroat



relationship to power



relationship to my own
“self”