

# Leading from a Second Chair

Tim Harle

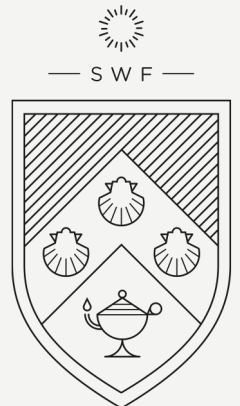
Workshop at *Leaderful Church?*  
Susanna Wesley Foundation Conference  
13<sup>th</sup> June 2018



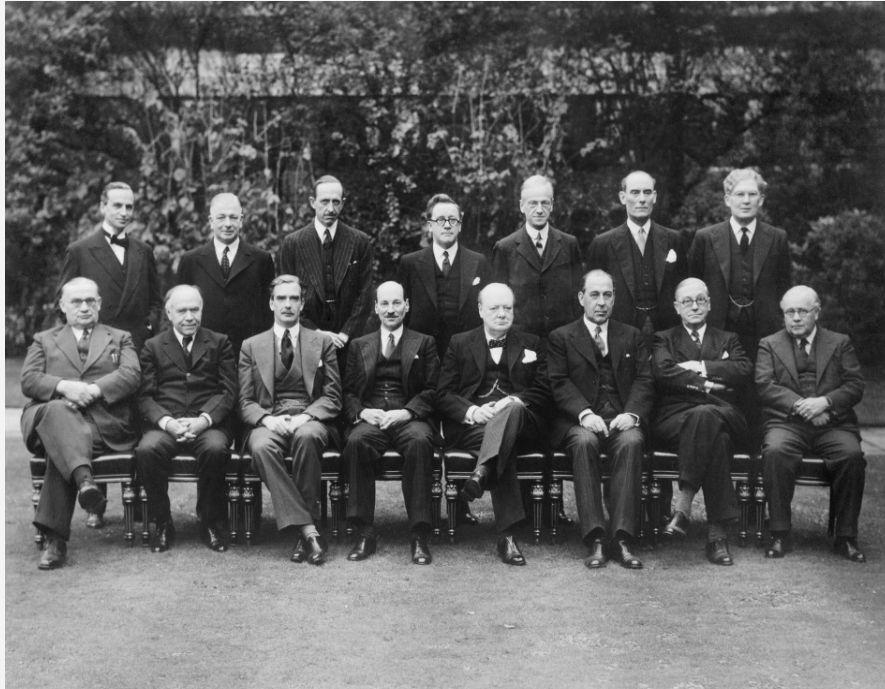
# Models of leadership



Source: "Occasional article on leadership" recd 12/12/17



# 1<sup>st</sup> & 2<sup>nd</sup> chair leaders: Churchill & Attlee



Source: <http://media.iwm.org.uk/iwm/mediaLib//8/media-8459/large.jpg> Public domain

War Cabinet in Churchill's absence:

'When Attlee takes the chair, Cabinet meetings are business-like and efficient, we keep to the agenda, make decisions and get away in reasonable time. When Churchill presides, nothing is decided; we listen enthralled and go home, many hours later, feeling that we have been present at an historic occasion.'

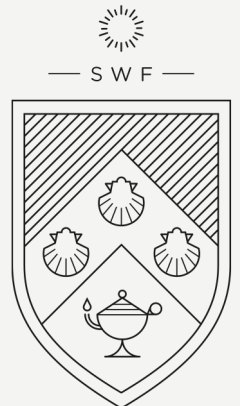


Source: Odd Couples (Radice, 2015, p29) © IB Taurus, quoting Roy Jenkins' interim (1948) biography of Attlee



## Introductions:

- Who, what, where...
- 1<sup>st</sup> or 2<sup>nd</sup> chair?





# Models of leadership



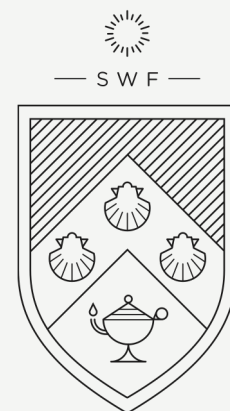
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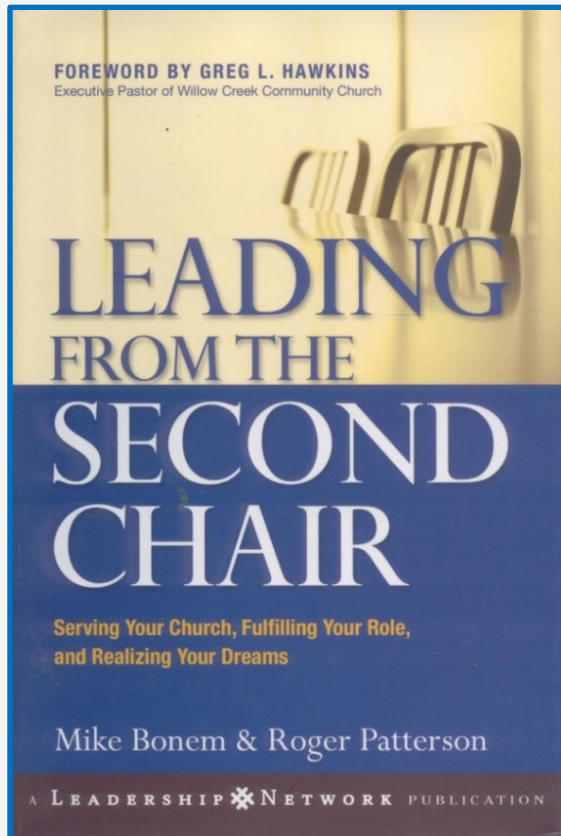
Andrei Rublev (c1370-1430) Tretyakov Gallery, Moscow.  
Public domain



**What second chair  
leader(s) in scripture do  
you relate to? Why?**



# Key text on second chair leadership



(Bonem & Patterson, 2005)



This is not a brand new book, but one I've only recently discovered... I found the book fascinating because it's the first time I have seen this situation explored in a book... but at the same time frustrating because it's American (and envisages mostly large, multi-staffed churches).

Rosie Ward © CPAS 2009





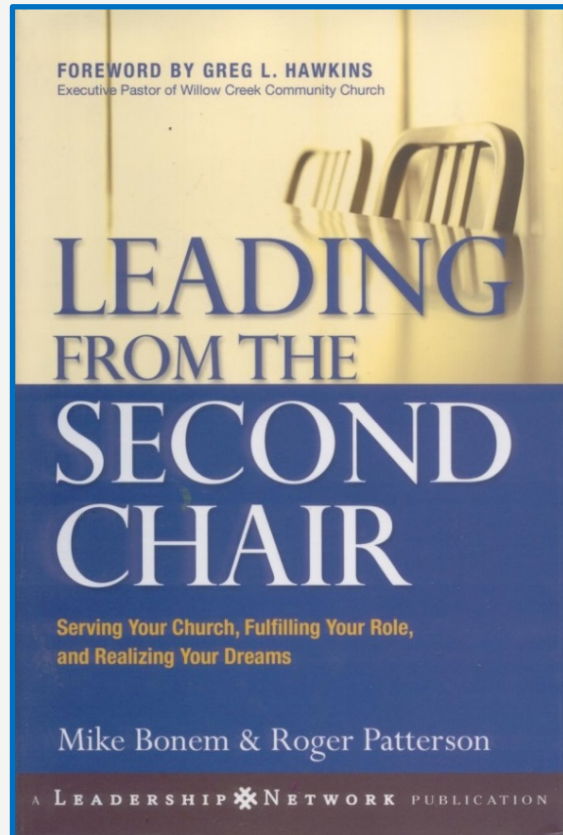
# Key text on second chair leadership

The screenshot shows a web browser window displaying the ELIM TRAINING website. The URL in the address bar is [https://www.elim.org.uk/Articles/518217/Second\\_Chair\\_Leaders.aspx](https://www.elim.org.uk/Articles/518217/Second_Chair_Leaders.aspx). The website has a black header with the ELIM TRAINING logo and navigation links: TRAINING, ACADEMY, LATEST, RESOURCE, and CONTACT. The main content area features a large image of a chair and a table with a cup. The text on the page reads: **SECOND CHAIR LEADER'S CONFERENCE 2018**, Tuesday 5 June @ 5pm - Wednesday 6 June @ 4pm. Below this is the ELIM TRAINING logo and the URL [elim.training/2ndchair](https://elim.training/2ndchair). A green banner at the bottom contains the text: **Are you a minister involved in supporting the senior minister of your church?**. At the very bottom, a small text line reads: The **Second Chair Leaders Conference 2018** is an exciting 24 This conference is designed to highlight and speak into the.

[https://www.elim.org.uk/Articles/518217/Second\\_Chair\\_Leaders.aspx](https://www.elim.org.uk/Articles/518217/Second_Chair_Leaders.aspx)



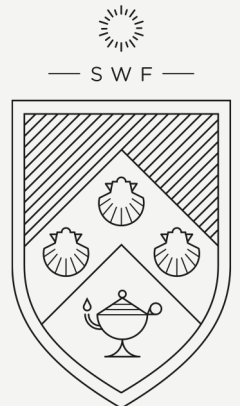
# Key text on second chair leadership



(Bonem & Patterson, 2005)

Issues to consider:

- United States
- Governance
- Ecclesiology
- Principles, not practice



# Three paradoxes for second chairs

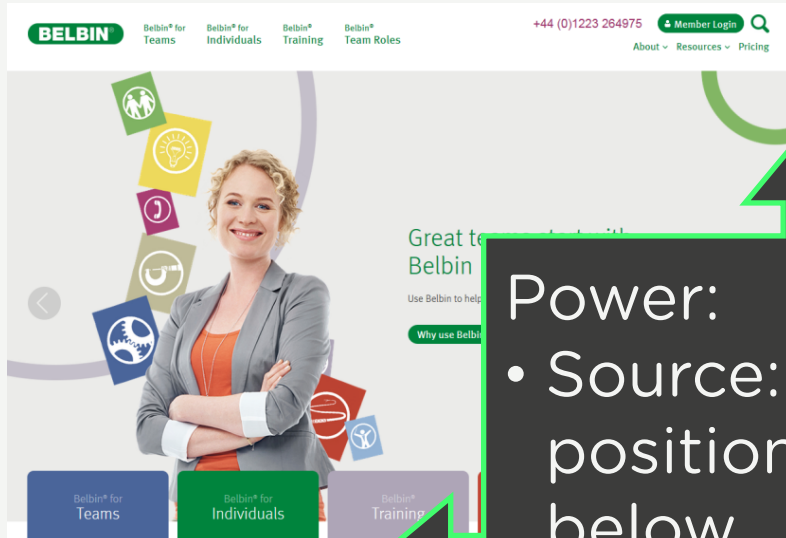


- Subordinate-leader. How to take action, when you are responsible to someone else.
- Deep-wide. You may have a narrower scope of authority, but need to retain a broad organisational perspective.
- Contentment-dreaming. You need to work where you are, but continue to nurture personal and institutional dreams.





# 1<sup>st</sup> & 2<sup>nd</sup> chairs and their teams



Source: [www.belbin.com](http://www.belbin.com)

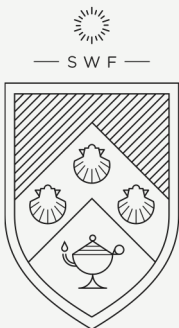
Power:

- Source: positional, from below... (1<sup>st</sup>, 2<sup>nd</sup>?)
- Traditional/charismatic
- Monitoring & transparency

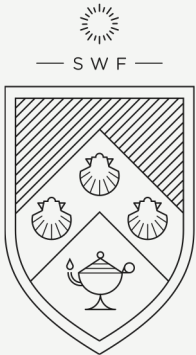
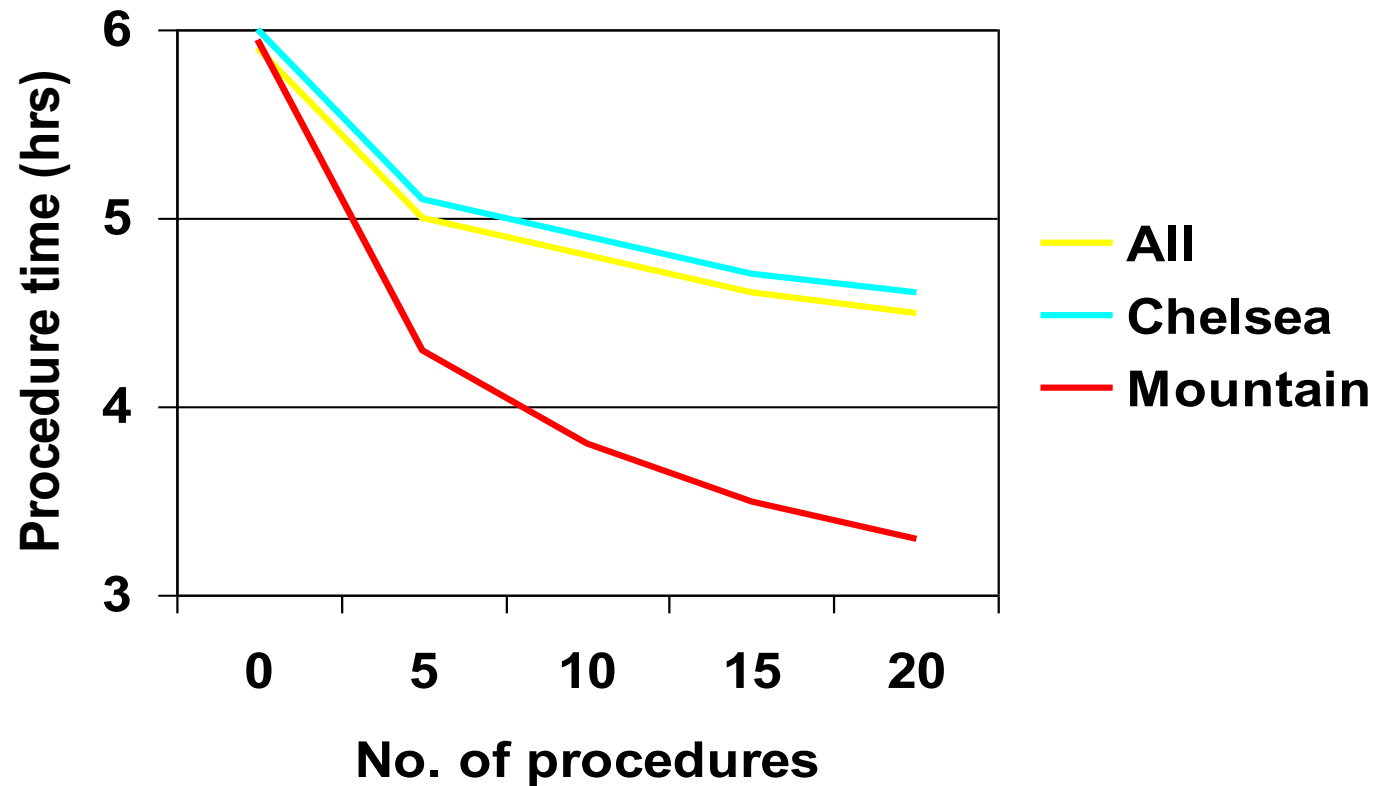
APEST framework  
(Alan Hirsch):

The gifts he gave were that some would be apostles, some prophets, some evangelists, some pastors [shepherds] and teachers, to equip the saints for the work of ministry, for building up the body of Christ.

Ephesians 4.11f

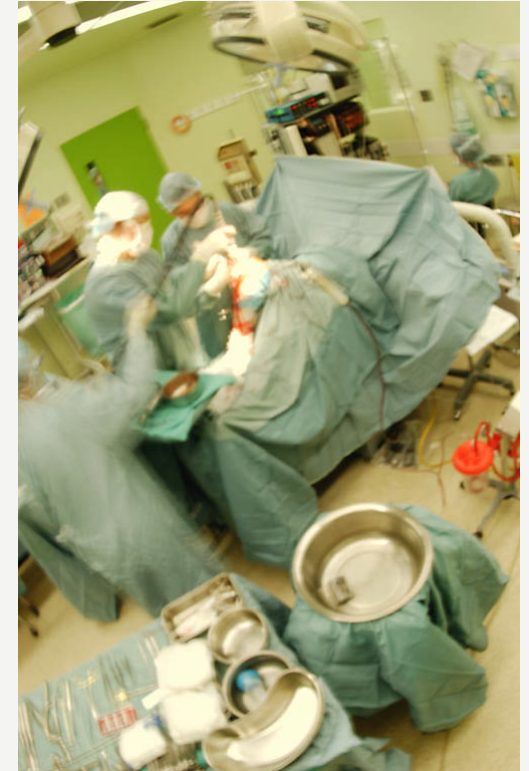


# Case Study: Cultivating Psychological Safety



# Cultivating Psychological Safety: Observations of 1<sup>st</sup> Chair Leaders

- Accessible & approachable
- Acknowledge limits of current knowledge
- Willing to display fallibility
- Invite participation
- Highlight failures as learning opportunities
- Use direct language
- Set boundaries
- Hold people accountable for transgressions



# Insights for 1st & 2nd chairs



**Intelligent disobedience.**  
Trust and instinct (Ira Chaleff at Sandhurst).

**Constructive dissent.**  
Shared learning.

**NB potential for conflict  
BUT disturbance vital for adaption & growth  
→ importance of trust**



# Insights for 1st & 2nd chairs

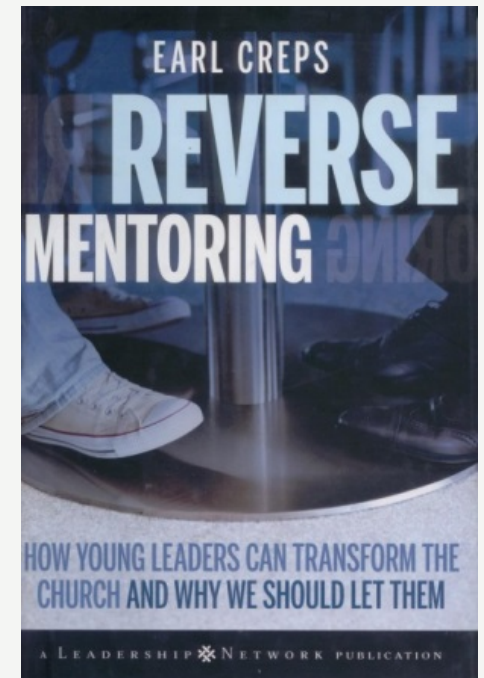
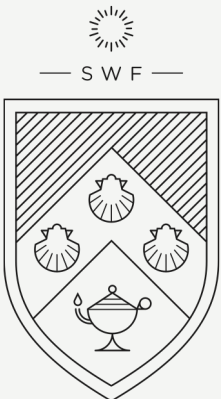


## Inverse learning.

Follower is teacher to leader  
(Keith Grint, after GM Hopkins).

## Reverse mentoring.

From tech to worldviews.





# To reflect on

Reflect on a recent occasion when you experienced a '2<sup>nd</sup> chair' scenario. What expectations were being revealed? How did you react? How might you react differently in future? What conversations might help share learning about 1<sup>st</sup> & 2<sup>nd</sup> chair roles?

