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INCLUDING THE PERSPECTIVE OF CHRISTIAN LEADERSHIP: A REVIEW OF THE JBPL

RUSSELL L. HUIZING

This article contains a scholarly review of the articles published in the *Journal of Biblical Perspectives in Leadership* (JBPL) from 2006-2011. Each article is summarized with a listing of methodologies and leadership theories that the article interacts with. Four recommendations are made for future publications: (1) encourage the use of recognized qualitative research methods rather than a general exegetical approach; (2) encourage the use of inductive data analysis, especially in historical Hebrew and Christian sacred writing, rather than a deductive approach of identifying contemporary approaches in ancient literature; (3) call for papers that seek to add confirmability of theoretical material in modern contexts; and (4) continue to broaden the thematic elements of the journal.

The *Journal of Biblical Perspectives in Leadership* (JBPL) fills an important role in the field of leadership studies. Using international qualitative research, the journal encourages the investigation of leadership within the context of the Hebrew and Christian scriptures. This provides a necessary bridge between theological thinking and leadership thinking, allowing the learning experiences of the Biblical traditions to impact the understanding of leadership and followership. In its six years of publication, its articles have assisted in beginning the process of having a Biblical voice in the field of leadership.

I. SCHOLARLY REVIEW

While quantitative research relies upon reliability and validity, qualitative research relies upon credibility, transferability, dependability, and confirmability.¹ The credibility and dependability of articles will depend to a significant degree on the methodology used to obtain results. The more this methodology is grounded in recognized qualitative methods of data analysis, the more credible and dependable its results will be. Transferability will depend on the research's interaction with other recognized and accepted theories. If research can be shown to be related to other theories, then the transferability of the results are strengthened. Confirmability will depend, to the extent possible, on a reproduction of the results of the analysis. This can be difficult at times, especially in historic analysis as the contexts cannot always be readily reproduced. However, to the extent that results from the research can be applied through transferability to current contexts, the analysis can be confirmed.

Summary of Articles

Table 1 represents the articles that have been printed between 2006 and 2011, the primary leadership theories that the research interacts with, and the methodology of research, as well as a summary of the studies and their results.

Table 1. Summary of JBPL articles for 2006-2011

Author(s)	Leadership theory	Methodology	Summary
Volume 1, Issue 1			
Ayers ²	Transformational	Sacred texture	Studied the impact of Philippians 2:5-11 and its correlation with contemporary leadership theory. Terminology of leadership studies correlated well with terminology of theological studies, which suggested that theological studies could be used as a tool for insight into leadership studies.

¹ Michael Quinn Patton, *Qualitative Research & Evaluation Methods*, 3rd ed. (Thousand Oaks, CA: Sage Publications, 2002), 93.

² Michale Ayers, "Toward a Theology of Leadership," *Journal of Biblical Perspectives in Leadership* 1, no. 1 (2006): 3-27.

Author(s)	Leadership theory	Methodology	Summary
Middleton ³	Situational	General exegetical	Demonstrated that Paul used a situational leadership style in addressing the concerns of the church in Ephesus.
Poon ⁴	Servant, spiritual, authentic, situational, transformational	Inner texture	Studied Jesus as an agent of change in the context of John 21. Results suggested that change management requires a holistic approach for both leaders and followers within the context of love and, specifically, <i>agapao</i> love.
Rogers ⁵	Defining leadership	Inner texture	Used data from the leadership of Moses in Hebrews 11 to analyze leadership in a global context and its contribution to an integrative definition of leadership.
Volume 1, Issue 2			
Faulhaber ⁶	Transformational	Sacred texture	Used 1 Peter as an example that difficulties in both individual and organizational change produce innovative and creative transformational leaders.

³ Gordon R. Middleton, "The Epistle to the Ephesians: Instilling Values Using Situational Leadership," *Journal of Biblical Perspectives in Leadership* 1, no. 1 (2006): 28-48.

⁴ Randy Poon, "John 21: A Johannine Model of Leadership," *Journal of Biblical Perspectives in Leadership* 1, no. 1 (2006): 49-70.

⁵ Daniel Rogers, "Safety in Uncertainty for Christian Leadership: An Inner Texture Reading of Hebrews 11:23-29," *Journal of Biblical Perspectives in Leadership* 1, no. 1 (2006): 71-82.

⁶ Jacqueline Faulhaber, "The Role of Tribulation and Virtue in Creativity: A Sacred Texture Analysis of 1 Peter," *Journal of Biblical Perspectives in Leadership* 1, no. 2 (2007): 48-61.

Author(s)	Leadership theory	Methodology	Summary
Gary ⁷	Evolutionary model	Open systems	Noted how the leadership of Jesus as recorded in scripture suggested that he would use, contingent to context, all four of the evolutionary models of leadership.
Longbotham and Gutierrez ⁸	Upper echelons	General exegetical	Showed that Proposition 21 of upper echelons theory (team heterogeneity is positively associated with profitability in turbulent phenomena) is demonstrated in the relationship of Paul and Timothy in the Ephesus context.
Niewold ⁹	Servant	General exegetical	Suggested that servant leadership is a less than Biblical approach to leadership and instead recommended a witness-based leadership based upon a Christological understanding.
Volume 2, Issue 1			
Gray ¹⁰	Systems thinking, chaos, spiritual, transformational	Sacred texture	Identified the paradoxes of Christological leadership as portrayed in Philippians 2:5-11 with other contemporary leadership theories.

⁷ Jay E. Gary, "What Would Jesus Lead: Identity Theft, Leadership Evolution, and Open Systems," *Journal of Biblical Perspectives in Leadership* 1, no. 2 (2007): 3-12.

⁸ Gail Longbotham and Ben Gutierrez, IV, "Upper Echelons Theory at Work in the Ephesian Church," *Journal of Biblical Perspectives in Leadership* 1, no. 2 (2007): 13-31.

⁹ Jack Niewold, "Beyond Servant Leadership," *Journal of Biblical Perspectives in Leadership* 1, no. 2 (2007): 32-48.

¹⁰ David R. Gray, "Christological Hymn: The Leadership Paradox of Philippians 2:5-11," *Journal of Biblical Perspectives in Leadership* 2, no. 1 (2008): 3-18.

Author(s)	Leadership theory	Methodology	Summary
Hardgrove ¹¹	Servant	General exegetical	Analyzed Philippians 2:5-11 and documented humility, selflessness, and servanthood as a rubric for Christian leadership.
McCabe ¹²	Transformational, authentic	Inner texture, Gestalt cycle of experience, force field model	Data analysis suggested that Jesus' role as a change agent was both transformational and authentic within the context of moral development.
Niewold ¹³	Set theory	General exegetical	Used set theory to attempt to present a witness-based leadership theory drawn from the Ephesus leadership framework.
Volume 2, Issue 2			
Akinyele ¹⁴	Servant, kenotic	Cultural intertexture	Used Esther as an example of servant leadership, which through self-sacrifice ultimately reflected kenotic leadership.
Buford ¹⁵	Servant, courageous, followership, spirituality, managerial skills, emotional, intelligence	General exegetical	Used Nathan as an example of truth being spoken to leaders in power.

¹¹ Mark E. Hardgrove, "The Christ Hymn as a Song for Leaders," *Journal of Biblical Perspectives in Leadership* 2, no. 1 (2008): 19-31.

¹² Laurie McCabe, "Jesus as Agent of Change: Transformational and Authentic Leadership in John 21," *Journal of Biblical Perspectives in Leadership* 2, no. 1 (2008): 32-43.

¹³ Jack W. Niewold, "Set Theory and Leadership: Reflections on Missional Communities in the Light of Ephesians 4:11-12," *Journal of Biblical Perspectives in Leadership* 2, no. 1 (2008), 44-63.

¹⁴ Olufunmilayo O. Akinyele, "Queen Esther as a Servant Leader in Esther 5:1-8," *Journal of Biblical Perspectives in Leadership* 2, no. 2 (2009): 51-79.

¹⁵ Maurice A. Buford, "The Nathan Factor: The Art of Speaking Truth to Power," *Journal of Biblical Perspectives in Leadership* 2, no. 2 (2009): 95-113.

Author(s)	Leadership theory	Methodology	Summary
Green and others ¹⁶	Project GLOBE	Comparative	Suggested possible leadership styles of Paul and Corinth community and found a significant agreement between styles with GLOBE styles.
Massay ¹⁷	Self-adaptive, interactions— dialogues, appreciative inquiry, magis, servant	General exegetical	Identified three leadership characteristics (selfless, hospitable, empowering) of Jesus with a minimization of vision casting for ecclesial leadership.
Story ¹⁸	None—monarchy characteristics identified	General exegetical	Analyzed Judges material to identify various perspectives of political leadership.
Winston ¹⁹	Person—job fit	Inner texture	Recommended Romans 12 material as a basis for spectrum/dimensional measurement of person—job fit regardless of faith tradition.
Vondey ²⁰	Aesthetic	Comparative	Used Jesus' parables as example of communicating vision imaginatively and inspiring creativity.
Volume 3, Issue 1			
Tangen ²¹	Coaching	Hermeneutical	Presented an integration of coaching model with practical theology.

¹⁶ Mark Green and others, "Assessing the Leadership Style of Paul and Cultural Congruence of the Christian Community at Corinth Using Project Globe Constructs," *Journal of Biblical Perspectives in Leadership* 2, no. 2 (2009): 3-28.

¹⁷ Samuel R. D. Massey, "Forms of Leadership in the Near Realm of God: Good News for Penitent Visionaries from Mark's Gospel," *Journal of Biblical Perspectives in Leadership* 2, no. 2 (2009): 3-27.

¹⁸ J. Lyle Story, "Jotham's Fable: A People and Leadership Called to Serve (Judges 8:22-9:57)," *Journal of Biblical Perspectives in Leadership* 2, no. 2 (2009): 29-50.

¹⁹ Bruce E. Winston, "The Romans 12 Gifts: Useful for Person—Job Fit," *Journal of Biblical Perspectives in Leadership* 2, no. 2 (2009): 114-134.

²⁰ Michelle Vondey, "A Biblical—Theological Aesthetic of Imagination and Creativity and Its Application for Leaders," *Journal of Biblical Perspectives in Leadership* 3, no. 1 (2011): 4-12.

²¹ Karl Inge Tangen, "Integrating Life Coaching and Practical Theology without Losing Our Theological Integrity," *Journal of Biblical Perspectives in Leadership* 3, no. 1 (2011): 13-32.

Author(s)	Leadership theory	Methodology	Summary
Story ²²	Conflict resolution	Comparative	Elements of Christian conflict resolution include divine initiative, inclusionary saving activity of God, unity, shared experiences, Holy Spirit, scripture, decisions, compromise, and clear communication.
Faulhaber ²³	Transformational	Socio-cultural	Presented analysis of organizational justice using the trial of Jesus before Pilate as a basis of research.
Huizing ²⁴	Ecclesial, situational	Theoretical model	Recommended a cyclical model of leadership development that includes four seasons: calling, formation, role identification, and praxis.
Grundhoefer ²⁵	Organizational, learning autonomous	Theoretical learning by devaluing	Narcissistic leaders' decreased learning, social collaboration, communication, shared values, empowerment, participation, and creativity.
Tucker ²⁶	Ecclesial	Ideological socio-rhetorical/case study	Used Philippians 1:1-17 and scholarly materials to explore prudence in leadership.

²² J. Lyle Story, "The Jerusalem Council: A Pivotal and Instructive Paradigm," *Journal of Biblical Perspectives in Leadership* 3, no. 1 (2011): 33-60.

²³ Jacqueline Faulhaber, "Pilate's Unjust Condemnation of Jesus in Matthew 27:11-26: How God Brings to Light His Standard of Justice in Governance and Leadership and Overturns Man's Cultural Understanding of Justice," *Journal of Biblical Perspectives in Leadership* 3, no. 1 (2011): 61-80.

²⁴ Russell L. Huizing, "The Seasons of Ecclesial Leadership: A New Paradigm," *Journal of Biblical Perspectives in Leadership* 3, no. 1 (2011): 81-90.

²⁵ Raymie Grundhoefer, "Dysfunctional Leadership's Contention with Organization Learning," *Journal of Biblical Perspectives in Leadership* 3, no. 1 (2011): 91-100.

²⁶ Paula A. Tucker, "Investigating Christian Leadership and Prudence: Globally, Is There a Connection?," *Journal of Biblical Perspectives in Leadership* 3, no. 1 (2011): 101-112.

Author(s)	Leadership theory	Methodology	Summary
Bayes ²⁷	Ecclesial	Social/cultural	Analyzed five-fold ministry of Ephesians 4:11-13 concluding that the five roles represent functions in the church but not offices.
Cenac ²⁸	General	Socio-rhetorical	Hypothesized that leadership is neither born nor made but instead emerges using an analysis of Acts 2 as example.
Hatsfield ²⁹	General	General exegetical	Identified the relativistic nature of right and wrong when disengaged from a normative such as the Holy Spirit using Barnabas as an example.
Volume 3, Issue 2			
Irving ³⁰	Servant	Based on regression analysis	Highlighted nine core servant leadership practices quantitatively shown to be effective.
Barentsen ³¹	Social identity	General exegetical	Paul re-envisions social identity in Christ crucified with a norm of status in the gospel valuing mutual respect and service.
Huizing ³²	Gender	Ideological texture	Analyzed 1 Timothy 2 for ideological clues for female ecclesial leadership.

²⁷ Jimmy D. Bayes, "Five-Fold Ministry: A Social and Cultural Texture Analysis of Ephesians 4:11-16," *Journal of Biblical Perspectives in Leadership* 3, no. 1 (2011): 113-122.

²⁸ Julianne R. Cenac, "Leader Emergence and the Phenomenological Work of the Holy Spirit in Acts 2," *Journal of Biblical Perspectives in Leadership* 3, no. 1 (2011): 123-137.

²⁹ Michael Hartsfield, "Leadership Reflection: Leaders Do the Right Thing: A Popular Phrase or a Real Practice?" *Journal of Biblical Perspectives in Leadership* 3, no. 1 (2011): 138-144.

³⁰ Justin A. Irving, "Leadership Reflection: A Model for Effective Servant Leadership Practice: A Biblically-Consistent and Research-Based Approach to Leadership," *Journal of Biblical Perspectives in Leadership* 3, no. 2 (2011): 118-128.

³¹ Jack Barentsen, "Stephanas as Model Leader: A Social Identity Perspective on Community and Leadership (Mis)Formation in Corinth," *Journal of Biblical Perspectives in Leadership* 3, no. 2 (2011): 3-13.

³² Russell L. Huizing, "What Was Paul Thinking? An Ideological Study of 1 Timothy 2," *Journal of Biblical Perspectives in Leadership* 3, no. 2 (2011): 14-22.

Author(s)	Leadership theory	Methodology	Summary
Oginde ³³	Transformational, authentic, legacy, spiritual	Intertextual	Examined 1 Timothy 3:1-7 for Christian leadership antecedents including self-control, mastery of passions, and public and private reputation.
Hoehl ³⁴	Mentoring	General exegetical	Paul's mentoring model with Timothy included selection, equipping, empowering, employing, and communicating.
Hollinger ³⁵	Foresight models	Ideological texture	Used Revelation to combine foresight models with prophetic wisdom for future planning.
Crowther ³⁶	Integral	Inner texture	Several Biblical passages are considered to identify integral theory within the text and expand the theory to a fifth aspect of the suprapersonal.
Spranger ³⁷	Power dynamics, transformational	Ideological texture	The Ethiopian encounter provides a basis for a Biblical understanding of power and highlights an authentic transformational leadership model.

³³ David A. Oginde, "Antecedents of Christian Leadership: A Socio-Rhetorical Analysis of 1 Timothy 3:1-7," *Journal of Biblical Perspectives in Leadership* 3, no. 2 (2011): 23-31.

³⁴ Stacy E. Hoehl, "The Mentor Relationship: An Exploration of Paul as Loving Mentor to Timothy and the Application of This Relationship to Contemporary Leadership Challenges," *Journal of Biblical Perspectives in Leadership* 3, no. 2 (2011): 32-47.

³⁵ Thomas D. Hollinger, "Revelation, Foresight, and Fortitude: How Awareness of the Future Affected the Early Church and How Their Past Might Influence Our Future," *Journal of Biblical Perspectives in Leadership* 3, no. 2 (2011): 48-59.

³⁶ Steven S. Crowther, "Integral Biblical Leadership," *Journal of Biblical Perspectives in Leadership* 3, no. 2 (2011): 60-76.

³⁷ Angela N. Spranger, "The Ideology of Acceptability: How Considerations of Ethnography Inform the Doing of Leadership," *Journal of Biblical Perspectives in Leadership* 3, no. 2 (2011): 77-90.

Author(s)	Leadership theory	Methodology	Summary
Wilson ³⁸	Organizational design, servant	Socio-cultural texture	Rejected both hierarchal and nonhierarchal models of leadership based on Matthew 20:20-28 and promoted a reformist/utopian model based on servant leadership.
Chandler ³⁹	Attachment	General exegetical	Identified God's steadfast love as foundational to leadership development resulting in 16 leadership benefits.

Review of JBPL

Given this summary of the articles from 2006-2011, there are several observations and recommendations for the future of JBPL.

First, there has been a broad use of qualitative methods of data analysis that suggest research with credibility, transferability, dependability, and confirmability.⁴⁰ There is a prevalent use of socio-rhetorical analysis methods. However, given the sacred textual material being used, the socio-rhetorical methods are appropriate. Still, there has been a small increase across the time analyzed in a general exegetical method. Researchers should be encouraged to ground their methodology in broadly recognized qualitative research methods in order to add credibility, transferability, dependability, and confirmability to the research being presented.

Second, in some of the material, there seems to be a presupposition that contemporary models and theories of leadership are visible within the sacred text and ecclesial history. However, recognizing the evolutionary model of leadership that has been identified over just the past 100 years, one would anticipate that contemporary leadership theories and models may not necessarily represent leadership across time and contexts.⁴¹ Future papers should emphasize an inductive approach to the data regardless of whether it completely aligns with current theories. The leadership that has developed out of Hebrew and Christian scriptures stands as a recognized temporal phenomenon. Rather than presuming that contemporary theories, whether secular or religious, are capable of defining all of ecclesial and Biblical leadership, inductive research would draw out of the historical leadership data contextual leadership results that may prove applicable to contemporary contexts.

³⁸ John H. Wilson, "The Serving Organization: Jesus Vs. Hierarchy in Matthew 20:20-28," *Journal of Biblical Perspectives in Leadership* 3, no. 2 (2011): 91-98.

³⁹ Diane J. Chandler, "Personal Leadership Identity and the Love of God: Insights from the Life of David," *Journal of Biblical Perspectives in Leadership* 3, no. 2 (2011): 99-117.

⁴⁰ Patton, *Qualitative Research*, 93.

⁴¹ Richard L. Daft and Pat Lane, *The Leadership Experience*, 2nd ed. (Fort Worth, TX: Harcourt College, 2002), 595.

A third area of development for the JBPL is in the area of confirmability. This vital aspect of qualitative research is necessary to add a level of validity to the research. Recognizing that research based on ancient sacred and historical texts presents contextual hurdles to the researcher, it is still recommended that wherever possible JBPL seek articles that attempt to provide confirmability in contemporary contexts. This would add a dimension of validity to the qualitative research that is currently lacking. The Irving article is an excellent example of this.⁴²

Fourth, and finally, it is a positive development that as the journal has developed, it has broadened its research in each volume beyond a central theme (specifically the themes of John 21 and Philippians 2), which as this continues will broaden the journal's relevance to the broader field of leadership studies.

In its short history, JBPL has provided a necessary bridge between theological and leadership thinking. This reviewer is encouraged with the direction that JBPL is taking and encourages the developers of this journal to continue to draw upon the thousands of years of leadership data in the Hebrew and Christian sacred writings to broaden the spiritual influence in the field of leadership.

About the Author

Russell L. Huizing (Ph.D., Organizational Leadership, Ecclesial Leadership major; M.A., Religious Studies) serves as an ordained senior pastor of the Pleasantview Alliance Church in Saegertown, Pennsylvania, as well as an undergrad adjunct instructor at Regent University. He has diverse leadership experiences in a variety of contexts including ecclesial environments, a Global Fortune 50 corporation, and as a family business owner. He has been a featured speaker at seminars and has consulted with ecclesial organizations. Research materials include ecclesial leadership, follower development, mentoring, discipleship, exegetical study, and the development of ritual translation.

Email: russhui@regent.edu

⁴² Irving, "Leadership Reflection."