



FROM THE DEPARTMENT CHAIR

Duane Covrig, PhD

The Nutritional Science of Leadership

SALT and SUGAR, in clear glass containers, look about the same. Getting those mixed up, however, can be a real shock to our taste buds.



I am sure you can come up with a lot of applications of this “salt” and “sugar” metaphor to leadership.

Here are two I thought of during this Sweet Month of Valentines.

One application is in discerning leadership. There are ways we often “see” leadership inaccurately. We get fooled into thinking that talkative is more “a leadership thing” than quiet listening. Or we think decisiveness is more needed than painful deliberation. Or we think going it alone is a better quality than a slogging away in a committee experience. And sometimes it is. But often it can be wrong—deadly wrong.

I was also thinking about the “nutritional science” of salt and sugar as it relates to leadership research.

My physician brother warns me a lot about the damaging impact of salt, especially on hypertension, a concern in our family heritage.

And Katie Couric's [controversial film Fed Up](#) vividly reminded me recently that sweetness can also kill us. The film documents how high fructose corn syrup and other sugar increases in American diet are leading to debilitating obesity and increased diabetes.

I believe similar science in leadership scholarship and research is helping us to develop better understandings of the longterm impact of leadership.

Yes, we can learn a lot anecdotally. A friend told me a story a few months back that helped me see how too much sweetness can hurt leadership relationships. In the world of mountain climbing, Sherpas have a rule that prohibits going past a certain point on Mount Everest after 3 pm—because most groups that do never make it back down alive. My friend said a group of hikers pleaded with a Sherpa to head back up the mountain with them. After much pleading, the Sherpa caved in. The Sherpa and the hikers all died that night on the mountain. Anecdotes can hit home issues.

But some research suggests that niceness is a fairly effective quality in a leader. I guess like sugar in food, it is all about proportionality, timing and context.

I guess we all still need to keep reading the “nutritional science” literature of our own field to continue to be wise in what we say works and doesn't work in leadership.

It is a reminder that we have a wonderful field worthy of deep exploration.

DEPARTMENT NEWS

Summer Courses

Following is a list of courses that are available this summer. Some of them are offered outside the department and this may require special advanced planning.

COMM 600 Leadership Communication: June 29–July 8

EDAL 565 Leadership for Seventh-day Adventist Education: June 6–July 29

EDAL 670 Technology for Leaders: Mid June–Late July

EDRM 611 Research Methods and Statistics: To be offered in a four-week period in June

LEAD 600 Annual Conference (Roundtable): June 26–29

LEAD 630 Introduction to Leadership (Orientation): June 20–24

LEAD 678 Higher Education Study Tour: July 24–August 9

Congratulations Wayne Ireland-Cleghorne!



Congratulations are in order for Wayne Ireland-Cleghorne, who defended her dissertation on Thursday February 11. The title of her dissertation was “Musical Listening Interest, Socio-Demographic and Socio-Psychological Factors as Predictors of Test Anxiety among Students of a Christian University in Jamaica.” Her interests and research needs led her to team up with strong Andrews faculty outside of the department. Lionel Matthews was her chair. Dr. Matthews is an expert on sociology, and has been a long-time professor in the Department of Behavioral Sciences. Jimmy Kijai, who serves often on Department of Leadership dissertations, was her methodologist. Elvin Gabriel, from the Department of Graduate Psychology and Counseling, was the expert, having completed other dissertations related to psychology and learning and testing. The external examiner was Colwick Wilson from Loma Linda University, a research methodologist who has worked at several institutions, including the University of Michigan. Congratulations, Wayne, and “Thank you!” Drs. Matthews, Kijai, Gabriel, and Wilson for your support of Wayne Ireland-Cleghorne on her work on the dissertation.

Congratulations David Jeffrey!



On November 13, 2015, David Jeffrey successfully defended his PhD dissertation. He is Chair of the Department of Business at Burman University in Lacombe, Alberta, Canada. David researched how Learning Management Systems (LMS) are adopted and how faculty react to their adoption and implementation. His title was *Testing the Technology Acceptance Model 3 (TAM 3) with the inclusion of Change Fatigue, and Overload, in the Context of Faculty from Seventh-day Adventist Universities: A Revised Model*. Two hundred randomly selected faculty members responded to a 40-item Survey Monkey questionnaire based on the TAM 3 variables plus Change Fatigue, Overload, and demographics. His findings led him to propose a simpler and more streamlined model for LMS adoption and implementation by administrators. Dr. Jim Jeffery, Emeritus Dean of the Andrews School of Education, served as his chair. Dr. Darren George, a widely respected professor of statistics at Burman University, was David's methodologist. Dr. Janine Lim, Associate Dean, Online Higher Education Department of Digital Learning and Instructional Technology at Andrews University, served as the expert member of the committee. Dr. Glynis Bradfield, Director of Distance and Post-Traditional Student Services in the School of Distance Education at Andrews University, served as the External Examiner.

Congratulations David Weigley!



David Weigley successfully defended his dissertation, titled “Exploring the Transition Experience for First-Time Local Conference Presidents in the North American Division of Seventh-Day Adventists: Narratives From Conference Presidents’ Career Transitions.” Conferences in the Seventh-day Adventist church are the administrative structure responsible to oversee the work of local churches. In his work as President of the Columbia Union of Seventh-day Adventists (unions are the administrative level above local conferences), one of David’s responsibilities is to chair nominating committees that are responsible for electing a conference president. This is a first time a researcher has explored how leaders transition into the office of conference president by systematically interviewing 11 new presidents (which included the first female conference president in the Seventh-day Adventist church) about their experience. One of the interesting findings of his study was that first-time presidents often feel overwhelmed as they transition into this position, even if they have worked in a conference office before, but particularly if they are elected into this position directly from a pastorate. David hopes to encourage the denomination to create more intentional mentoring opportunities that help newly elected presidents in their journey. The dissertation committee consisted of Erich Baumgartner (chair), Shirley Freed (methodologist), and Stanley Patterson (third member).

Congratulations, Alice Henley, PhD!



Congratulations to Dr. Alice Henley (pictured here with her daughter and committee members), who successfully defended her dissertation on January 25, 2016. The title of her dissertation was “Observation and Coaching as a Professional Learning Model to Support the Implementation of Co-Teaching.” Alice’s committee consisted of Shirley Freed (chair), Marilyn Friend (expert on co-teaching), and Randall Siebold (new AU LEAD faculty member). Dan Applegate, 2005 LEAD graduate and Superintendent of Niles Community schools served as the external examiner. Alice presented her portfolio three years ago in Connecticut and, upon completion of her final synthesis paper, will be finished with her program. Alice is the Director of Program Development for the Connecticut State Educational Resource Center (SERC) and was part of the 2003 LEAD East cohort. We’re proud of her determination and persistence in finishing her program!

Congratulations, Linda Grimm, PhD!



Congratulations to Dr. Linda Grimm, who successfully defended her dissertation on January 29, 2016. The title of her dissertation was "Educator's Implementation of the Connecticut Guidelines for the Identification and Education of Children and Youth with Autism." Shirley Freed chaired Linda's committee, Jimmy Kijai was her methodologist, and Jim Tucker served as a Special Education expert. John Frame, 2011 LEAD graduate and school psychologist for South Bend schools served as the external examiner. Linda presented her portfolio three years ago in Connecticut and is almost finished with her program! Linda is the Director of Benhavens Learning Network, a school she established for people with autism. Congratulations once again, Linda, on a job well done!

Graduate Assistants

Our department is blessed to have a wonderful team of hardworking graduate assistants. We would like to give each of them a moment to introduce themselves so that you can see who is serving our department and you as well!

My name is Matthew Axford and I am studying in the Master of Divinity program as a sponsored pastor from the



Upper Columbia Conference. I work as a graduate assistant for the Department of Leadership and as a personal GA for Dr. Janet Ledesma. My duties include working with program participants, answering questions and troubleshooting problems, as well as assisting Dr. Ledesma with whatever she needs. I am married to my beautiful wife, Grace, and we have a 9-year-old son, J.L., with a baby girl on the way.

John 10:10

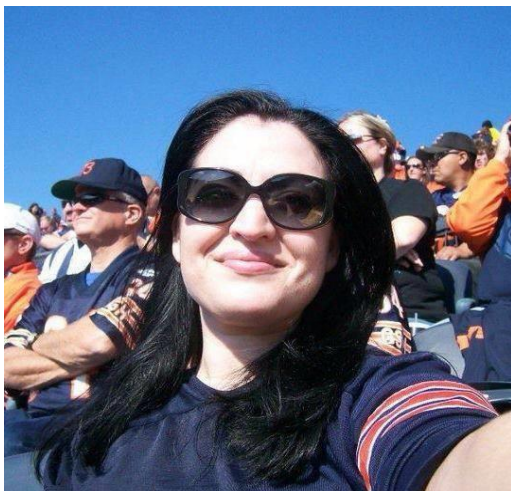
My name is Anderline Bredy and I am an M.Div. student out of Connecticut by way of Puerto Prince, Haiti. I am a



graduate assistant for the Journal of Applied Christian Leadership (JACL), a publication of the Christian Leadership Center at Andrews University. My goal as the subscription and database manager is to support JACL's mission "to engage Christian leaders and scholars in a forward-looking dialogue." No matter the task, I hope to be an ambassador of Christ as defined in my favorite verse from 2 Corinthians 5:15-20. I'm grateful for the opportunity to serve in this capacity.

2 Corinthians 5:15-20

My name is Becky Vajdic—technically Rebecca, but that's for when I'm in trouble—and I am a graduate student in



the Communication Department. I have been a part of the Andrews University school system since pre-school, so although not a native—I was born in Chicago—Berrien Springs has been the place I call home for the majority of my life. I work as a graduate assistant for both the Department of Leadership and for Dr. Janet Ledesma. My primary duty for the department is the development of our bi-monthly newsletter! I also assist Dr. Ledesma with class assessments, marketing, and whatever else she needs. I enjoy working for the Department of Leadership, and I especially appreciate the leadership tools that they give not only to their students but to us as well!

Romans 8:39

My name is Jamila Sylvester and I am a graduate student at Andrews University working towards my M.Div. and



MMus degree. I work in the Department of Leadership as a graduate assistant to the editor of the Journal of Applied Christian Leadership (JACL). My job consists of managing, tracking, and assisting the senior editor in the production of the journal from start to finish. Born and bred in the beautiful and golden Palm Springs, California, some of my hobbies are music performance, reading, writing, sports, and diverse cultural relationship development. And as you can see from my picture, my favorite drink is MARTINELLI's Sparkling Cider!

Colossians 3:23

My name is Mark Reid and I am in my second semester in the Master of Divinity program. I was born and raised in



the great state of Florida and went to school in Alabama, so this Michigan weather is an experience in and of itself. I started working for the Department of Leadership during my first week of classes in the fall semester (a great way to start off the semester). I am the graduate assistant for both Dr. Covrig and Evelyn; I do whatever I can to help the department run efficiently. It has been a privilege and a prayer answered to work in this department.

1 John 4:9-10

Hi, my name is Egbert George and I work in the Department of Leadership as a graduate assistant for Dr. Gustavo Gregorutti. I'm originally from the beautiful island of Barbados in the Caribbean. I'm currently pursuing my M.Div. degree here at the Seventh-day Adventist Theological Seminary and I'm in my second year. I'm enjoying the experience of working for Dr. Gregorutti and being a part of the Leadership team of graduate assistants. Some of my hobbies include reading, writing, cooking, meeting people from different countries, and listening to instrumental music!



Romans 3:3

My name is Natiéli Schäffer and I'm from Brazil. I have a BA in Journalism and Music Education and I used to be a music teacher for children in Brazil. I got married in 2008, and in 2013 we moved to the U.S. to pursue our studies. We are both graduate students at Andrews University and I'm currently in the Religious Education program in the Seminary. Since January 2015, I've been working in the Department of Leadership as a graduate assistant for the Brazilian Cohort Master's Program. I'm responsible for the newsletter in Portuguese, for all the academic matters, acceptances, registration, and documents for the Brazilian students, and I also assist the professors of the program. I'm very grateful for the opportunity to be working here and also helping students from my home country. What I love most about living at Andrews, besides the fact that I can really appreciate the four seasons, is the



privilege of knowing people from different cultures.

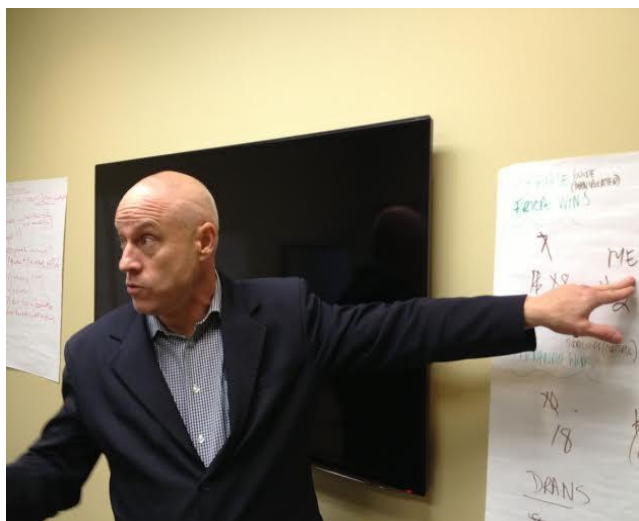
Jeremiah 29:11

My name is Sandrae Adair-Langley and I am working on a master's degree in Social Work. I'm from the beautiful, warm island of Jamaica. I currently work as a graduate assistant in the Department of Leadership for Dr. Jay Brand. I assist with academic and research materials and I have found this experience to be rewarding, with countless opportunities for professional and personal growth. I'm happy to have the opportunity of working among persons with a wealth of knowledge.



John 14:1-3

Hi! My name is Cary Valentine and I am very happy to be working in the Department of Leadership! Most of my career has been in the mortgage banking industry starting in 1985. In 1992, I started my own mortgage banking firm which eventually grew into six Midwestern states. I sold that company to a bank-holding company in 1999 and became the administrator of the bank's secondary mortgage banking operation. A few years later I became very ill with viral pneumonia and nearly died. After recovery, I came back to the bank as a trainer, project manager, and secondary market hedging-consultant. In addition, I have worked in higher education since 2008, teaching classes in and around the topics of leadership and management at Baker University, located in Baldwin City, Kansas. In addition yet *again* (he! he!), I have worked with Andrews University's School of Distance Education, reviewing online classes and helping to develop more.



FYI . . . sometimes we PhD students have to find work to sustain our degree quest however we can. My formal education includes a BS in Social Psychology (organizational emphasis) and an MS in Organizational Development Psychology. I hope to complete my dissertation and PhD in late 2016.

1 Corinthians 13:8



WHEN:

Sunday, March 6, 2016
Doors open at 5:30pm

TICKET PRICES:

\$20 Singles
\$35 Couples
\$5 Children (ages 3-15)
\$50 Family package
with 3 or more children.

Ticket sales start on February 1

Century Center - Southbend 120 South Saint Joseph Street, South Bend, Indiana 46601

#AUGSAGala2016

Roundtable Schedule

Orientation will be held June 20-24, 2016

Roundtable will be held June 26-29, 2016

ALUMNI NEWS

One of the graduates of our Master's in Leadership program, Erica Griessel, has accepted a new position with a court-house in our area! We are very proud of her and we wish her all the best in her new endeavor!

My new position with Berrien County is as the Friend of the Court. I work in the court-house in downtown St.



Joseph as a Domestic Investigator. I spend a lot of time in court with the parents of minor children, making recommendations to the judge for the best interest of the children in mind. I talk with parents in the process of a divorce, and have the ability to coach them and give them a different perspective in their difficult times. I find that I have the ability to make a big impact by exercising my strength in empathy. The training period extends to nearly a year, which is comforting because there is much to learn and understand, and the legal system is complicated! Our clients depend on us for guidance, though we don't give legal advice. Because of this, the communication skills I developed in my previous work at the Howard Performing Arts Center and during my time in the Leadership program have proven to be helpful.

LEADERS ARE READERS

For this month's newsletter we have reprinted a book review from the Journal of Applied Christian Leadership (Volume 8, Issue 2).

We also want to remind you that this section of the newsletter allows a participant, alumni, or faculty member to share a review of a book they found useful in their lives as leaders. This month we reprint with permission a book review by Stanley Patterson, a 2007 graduate of our PhD in Leadership program. Stan now teaches in the Seventh-day Adventist Theological Seminary at Andrews University and chairs their department of Christian Ministry. He is on the Editorial Team of the Journal of Applied Christian Leadership. The book he reviews was used in the 2015 Cohort orientation for our new participants and has quickly become a valued contribution to many of us. For others who would like to write a short review for JACL or for this newsletter, please contact Duane Covrig.

HUMBLE INQUIRY: THE GENTLE ART OF ASKING INSTEAD OF TELLING

By Edgar H. Schein San Francisco, CA: Berrett-Koehler (2014) Paperback, 125 pages

Reviewed by STANLEY E. PATTERSON

Edgar H. Schein brings "50 years of work as a social scientist and organizational psychologist" to bear on this simply written but profoundly insightful book. He presents the concept of gently asking rather than telling as a means of engaging another person in the context of life and particularly leadership. The purpose of the book is framed in the response to a question Schein poses to the reader:

In an increasingly complex, interdependent, and culturally diverse world, we cannot hope to understand and work with people from different occupational, professional, and national cultures if we do not know how to ask questions and build relationships that are based on mutual respect and the recognition that others know things that we may need to know in order to get a job done. (p. 1)

He presents leadership as a relational process which involves conversation as opposed to command as a means to achieving the necessary goals toward mission accomplishment. The gentle inquiry is a communication technique that recognizes the need for all people engaged in the organizational community or team to feel valued and in possession of dignity. The collective outcome of a culture habit of asking rather than telling is the formation of a community that is bonded in positive relationships and mutual respect. It moves away from the concept of employee/boss to one of participants in an ordered community who are committed to pursuing a common purpose through a network of trusted relationships.

The book is ordered in a way that introduces the art of humble inquiry through short case studies that present narratives which illustrate the practice of inquiry that positively impacts relationships. These case studies are followed by a presentation that contrasts humble inquiry with other types of inquiry that mask the desire to tell rather than genuinely inquire. This temptation is presented as a natural condition of the culture of "do and tell" that marks our conditioning in the command and control models that have marked the history of leadership and management behavior.

Another element that has powerful implications for those seeking to implement asking rather than telling is our attitudes toward status, rank, and role boundaries. These forces, which emerge from our stereotypes of where

people belong in the structures of society or organizations, can stand as challenging barriers to efforts toward creating a more relational platform upon which we launch our efforts to fulfill goals and objectives. Schein states that these barriers reside in us and create forces that inhibit purposeful humble inquiry. Our psychological efforts to maintain self at a level of superiority relative to others will resist behavior that implies equality or even subordination. These inhibitors require us to see a shift from telling to asking as an adaptive process that requires change in us and how we see others—not always as easy as might be imagined.

Schein delivers on his stated purpose in the introduction—he convincingly and successfully makes the case for relational leadership via the simple, humble art of asking instead of telling. The book is well-written and edited in a clear and organized manner. It seems that I was either so drawn into his point or, more likely, he wrote and presented what my heart has long desired to see demonstrated in our personal and organizational leadership environments—a respect for all wherein the dignity of all is preserved regardless of role or station in life.

Schein makes a case for leadership as conversation, not command. The implications are especially pertinent to our religious institutions where the “level” ground at the altar of grace silently professes the equal status of all of God’s children, while behaviors and stereotypes all too often reveal a stratified community where telling often overrides humble inquiry.

I give this book a 5-star rating and recommend it to all who wish to lead effectively in the midst of this complex postmodern society that longs for genuine connection and resists the traditional command and control leadership model that is accustomed to telling rather than asking.

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