

EQUIPPING FOR LEADERSHIP

CLYDE B. MCDOWELL

A 12 chapter book study designed to encourage, equip, and train
Christian men and women for increased effectiveness in leadership

THIS BOOK IS DEDICATED TO

LIETH ANDERSON
who believed in me
encouraged me
and modeled for me
what effective leadership
for this day ought to be,
and to the people of
MISSION HILLS BAPTIST CHURCH
who believe in the vision.

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--Clyde McDowell

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1

Leadership: Its Characteristics

Leadership is the most powerful force entrusted to human beings. Someone has said, “We will either use leadership, or be used by it.” Leadership is fundamental to an understanding of our world. It affects each of our lives everyday. To develop our leadership skills is to release an ability beyond the ordinary, enabling us to truly make a difference in this one life we have to live.

Reflect for a moment on what leadership has done. With the force of leadership, a pious country gentleman took the hungry and ragtag Army of Northern Virginia during the Civil War and caused the world to stop and marvel as he won victory after victory against impossible odds.

With leadership power, a humble lawyer from India, without firing one shot, and without holding a political office or military position, broke the strength and will of the greatest empire in the world (the British Empire) and gave birth to a new nation (India).

With this phenomenon of leadership, an obscure soldier from Corsica took a bankrupt and war-devastated France and defeated the most powerful nations on earth, and dominated Europe.

With the gift of leadership, a humble Carpenter from the most despised town in one of the most humiliated nations on earth, took a dozen of the least likely candidates for leadership -- fisherman, malcontents, tax collectors, and simple people -- and with them, unleashed the most powerful moral force this world has ever seen. This improbable band of ordinary men and women impacted their world for their leader to the degree that the very word “history” has come to mean “His-story.”

Two of this Carpenter's followers, Paul and Silas, after suffering numerous stonings, beatings, persecutions, and without armaments or bands of followers, caused the highest officials of the most powerful empire on earth (the Roman Empire) to cringe with fear when they entered the city. These same officials recognized that the influence of leadership through Paul and Silas was “turning the whole world upside down!”

The Need For Leadership

There is a tremendous need for leadership in our day. Reflect on the following quotes:

These are the hard times in which a genius would wish to live. Great necessities call forth great leaders.

-Abigail Adams, 1790 in a letter to Thomas Jefferson.

Everybody agrees there is less of it than there used to be.

-Warren Bennis in *Leaders - The Strategies for Taking Charge*.

“Leadership” is a topic high on many agendas today, whether in politics, business, or the church. In part, this is because of a perceived leadership vacuum.

-Leighton Ford, in the preface of *The Making Of A Leader*, by J. Robert Clinton.

Leadership is the pivotal force behind successful organizations and to create vital and viable organizations, leadership is necessary to help organizations develop a new vision of what they can be, then mobilize the organizational change toward the new vision.

-Burt Nanus in *Leaders - The Strategies for Taking Charge*.

Reflect again on these quotes, then list important reasons why we need more and better leadership today.

Assumptions About Leadership In This Course

IT IS ASSUMED THAT LEADERSHIP CAN BE TAUGHT AND LEARNED. Leadership is a God-given call (Psalm 75:6-7) but also a learning process through one’s giftedness (Romans 12:6-8). Spiritual gifts are a primary factor: namely, the gifts of leadership, shepherding, administration, and faith. In chapter 5 we will study the spiritual gifts of leadership and administration. It is our assumption however, that everyone can learn more about leadership -- especially from people who have the gift of leadership and have begun to develop it. This is one of the beauties of the Body of Christ, that those who have particular spiritual gifts are able to help, encourage, and teach others by both practicing and modeling their own spiritual gifts.

What would you like to learn about being a better leader?

IT IS ASSUMED THAT YOU DESIRE TO GROW AND LEARN LEADERSHIP PRINCIPLES. It is an attitude essential to your own life and effectiveness within the Body of Christ. This course assumes that you are prayerfully asking God to work in your life, and teach you the things about leadership that God has for you.

Write here your prayer for this course.

IT IS ASSUMED THAT EFFECTIVE LEADERS ARE BOTH WILLING TO LEAD AND KNOW HOW TO ORGANIZE FOR ACTION. Effective leadership not only requires vision, but the ability to implement their vision through proper organizing and management.

Much has been written in recent days, in both Christian and secular circles, about the difference between managers and leaders. Rick Joyner stresses:

To properly understand leadership, we must first distinguish it from management. Confusing management with leadership has caused many an enterprise to seize defeat from the jaws of victory. This confusion is the cause of much of the failure and recent decline in American economic strength. The very qualities that make one a leader will often make him a poor manager. The very qualities that make one a good manager may hinder him in becoming an effective leader. That is why having good leadership qualities does not guarantee that one will be a successful leader.

-Leadership, Management and the Five Essentials For Success.

Both leadership and management are essential in any group organization. However, leaders need to understand the difference and the proper need for both.

IT IS ASSUMED THAT, BY DEFINITION, LEADERS ARE INDIVIDUALS WHO ACCEPT THE RESPONSIBILITY OF LEADING. This means a proactive stance or initiating stance, in contrast to the reactive posture of many managers/leaders. The Old Testament hero, David, is an excellent example of this. While King Saul, who was declining in his leadership, was withdrawing and reacting to the threats of the Philistines and their hero Goliath, David stepped into the situation as a proactive leader who was willing to take responsibility for leading (I Samuel 16-17).

IT IS ASSUMED THAT LEADERS MUST SOMETIMES TAKE THE INITIATIVE TO INSTITUTE CHANGE -- even when there are few supporters. It's been said that an effective orchestra conductor must eventually turn his back to the crowd. So, also, leaders must turn their back on the crowd or audience and lead their team in doing what is right, or essential. At times this may be an unpopular position!

IT IS ASSUMED THAT EFFECTIVE LEADERS RECOGNIZE AND AFFIRM THE VALUE OF COALITIONS, know how to enlist allies, and also are willing to function comfortably and creatively with committees. In other words, the concept of leadership being a strong, independent person who does things on his or her own, is simply not healthy or Biblical. John Maxwell says, "Leaders who think they lead and no one follows, are only taking a walk." Successful leaders always work with and through others.

IT IS ASSUMED THAT A HUNGER FOR GODLINESS AND A DESIRE TO GROW IN CHARACTER DEVELOPMENT IS ESSENTIAL FOR A COMPETENT AND GODLY LEADER. In recent days the United States has recognized the utter fallacy of success in business apart from character. The famous movie, *Wall Street*, reminded our society of how the success mania of the 80's endangered not only people's personal lives and families, but the whole fabric of society. Christian leadership, more than any other, requires integrity and godly character. It is assumed in this course that each participant hungers for godliness and desires to tie their leadership competency to godly integrity (I Timothy 3:1-13). J. Robert Clinton in his book, *The Making of A Leader* writes, "Effective spiritual ministry flows out of being, and God is concerned with our being."

IT IS ASSUMED THAT GODLY LEADERS HAVE MANY LEADERSHIP QUALITIES IN COMMON. A primary goal of this course is to help you to understand these leadership characteristics, and help you know

and appreciate your own leadership strengths. We will see in leaders like Moses, Nehemiah, David, and Paul, that there are qualities that most leaders have in common.

IT IS ASSUMED THAT IT IS NEVER TOO LATE TO LEARN. Every person in this course has something to offer to others. It is not too late to find out what God has taught other people, which can then help you. To stop learning is really to stop living. No matter what your age, or past mistakes, there are things you can learn, and use, about leadership.

IT IS ASSUMED THAT GOD'S PLAN INCLUDES THE USE OF GODLY LEADERS. God has always used people to accomplish His purposes. Despite our sinfulness, our fallacies, and our great inadequacies, God has used and will continue to use people to accomplish His eternal purpose for this world. This fact should result in humble praise as we recognize our weaknesses, yet cause us to believe that God's leadership is operating through our lives.

Which of these ten assumptions encourage you as you contemplate your own leadership role?

Which of these assumptions presents you with the greatest challenge or area in which you want to grow?

Problems For Today's Leadership

Columnist George Wile, in the Washington Post (May 30, 1991) writes:

"The crumbling . . . of (New York City) is stirring complaints and longings for a man on horseback, some savior riding to the rescue, wielding power like a sword. New York, like many other cities, needs a man on horseback, but not that sort. It needs John Wesley."

The fast-paced changes in our world have created a tough environment for leadership. Changes are so fast that we can hardly keep track of what's happening, much less figure out how to respond. Here are three major problems for today's leadership

THE COMMITMENT PROBLEM. One of the fall-outs of the massive changes in society from the 60's through the 80's is that leaders have frequently failed to instill vision, meaning and trust in their followers. Most acknowledge that while we have developed a nation of effective managers, we have failed at producing effective leaders. In part, a declining work ethic and commitment to excellence is the result. As Lance Morrow wrote in *Time* magazine on May 11, 1981, "As American productivity, once the exuberant engine of national wealth, has dipped to an embarrassingly uncompetitive low, Americans have shaken their heads: the country's old work ethic is dead."

THE COMPLEXITY PROBLEM. This is an era of rapid and spastic change. The problems of organizations are increasingly complex. We live in a day when the rules seem to change constantly and no one is sure which rules are "right."

THE CREDIBILITY PROBLEM. Many in leadership have proven that they can't be trusted. We see this in the world of finance, politics, military, business, and most unfortunately, in the church. Credibility is at a premium.

What examples do you know that illustrate these problems?

Leadership Theories

There are supposedly over 350 definitions of leadership today. It was once thought leadership was just a matter of birth. You were “a born leader” or you were not. Later it was thought that events made leaders out of ordinary people. Now there is general agreement that it is a combination of *gifts*, *learned behavior*, and *circumstances*.

While the theory of leadership has some merit, understanding hundreds of definitions may not bring you closer to your own *practice* of leadership. It's encouraging to know that leadership can be effective through a variety of styles. The key is not the definition of leadership, but a healthy matching of one's personality with leadership principles, resulting in leadership effectiveness.

Leadership Characteristics

Instead of defining leadership, it's more helpful to describe what leadership looks like. Below are six characteristics of all leaders:

LEADERS ACCEPT THEIR LEADERSHIP ROLE. Some may be reluctant, like Gideon; others feel inadequate, like Jeremiah; and still others frightened, like Moses. But all whom God has called to leadership must ultimately accept it if they are to be responsible and effective (see Joshua 1:1-18).

LEADERS INFLUENCE THE ACTIONS OF OTHERS. Each person does affect others. Proverbs 27:17 says, “As iron sharpens iron, so one man sharpens another.” But leaders are greater influencers of others than non-leaders. A simple definition of leadership is *one who influences others*.

LEADERSHIP NEVER OCCURS IN ISOLATION. Rather, leadership occurs in a complex of personalities, competing priorities, various resources, and conflicting goals (see Paul in Acts 27). It's amazing to observe extremely effective leaders in one setting who become almost incompetent in a different setting. Why is this? Part of the reason is that leadership never occurs in isolation. There are always other factors that affect a person's effectiveness. Pastors who are effective in one church, may be far from effective in another. This is one reason churches seek to match their pastoral leadership to the church. A “bad match” can spell disaster for the church -- as it can for any group or organization.

LEADERSHIP REQUIRES POWER. What do we mean by “power?”

Power is the capacity to translate intention into reality and sustain it. Leadership is the wise use of this power.

-James MacGregor Burns

Vision is the commodity of leaders, and power is their currency.

-Warren Bennis and Burt Nanus

Many fear power and most leaders have limits to their power, but power is essential to leadership.

LEADERS HAVE VISION. By definition, every leader possesses a dream or vision of the world that could be. In chapter 2 we will discuss at greater length the absolute necessity of vision. No one can be an effective leader without true vision, which inspires the followers and enables them to move

beyond the problems they face. Leaders motivate people and bring about change by having a vision greater than the problems. If the problems are greater than the vision, there can be no change for the better.

LEADERS ARE EVALUATED BY FOLLOWERS. Traditionally, the evaluation yardstick was accomplishments. But recently, greater emphasis is being placed on style, personality, and character of the leader. No leader can escape the accountability of constant evaluation by those who follow the leader and belong to the organization. It simply goes with the territory (see Judges 10:6-11:11).

Conclusion

We have noted so far that:

- Leaders are needed
- Leaders can be taught and trained
- Leaders must be willing to overcome today's barriers
- Leadership has agreed upon characteristics.

As you look at this first chapter, what is your greatest fear as a leader, or potential leader?

What is your greatest anticipation or hope as a leader or potential leader?

As you conclude this first lesson, reflect on the fact that a Biblical leader is a person with a God-given capacity and a God-given responsibility to influence a specific group of God's people toward His purposes.

Take a moment now to pray that God will:

- Increase your leadership capacity,
- Show you your area of leadership responsibility, and
- Use your influence for God's glory.

2

Leadership: Its Strategies

A man once walked along where several laborers were working on the same project. “What are you doing?” he asked one man. “I’m digging a ditch,” came the drab reply. Not satisfied with this answer, he asked another worker the same question. The man straightened and replied, “I’m building a wall.” But a third man, with bright eyes and an inspired tone, said, “I’m building a cathedral!”

This story is a reminder of the following poignant statement found on the wall of a church in Sussex, England (circa 1730):

A vision without a task is but a dream.

A task without a vision is drudgery.

A vision and a task is the hope of the world.

Researchers studying leadership, have long sought the essence of leadership behavior. While there is no general consensus, for the sake of our focus and discussion, eight major strategies of leadership will be presented in this lesson, based on the life of the great Old Testament leader, Nehemiah. Some have called these strategies, others have called them themes, and others have called them areas of competency. Whatever their label, these eight strategies are found in all effective leaders.

Strategy I: Leadership Begins With a Passion to Solve a Problem

Every true leader is impassioned to respond to a problem. Leaders are always motivated to change, improve, or re-create the present environment into a new and more appealing future.

Such was the case for Nehemiah. God's people had been in exile under the Babylonian captivity. The land of Israel was in shambles. Jerusalem had been destroyed. Now the exiles were hoping to rebuild some semblance of a city on the Jerusalem site. Thousands of Jews had returned to their homeland only to be overpowered and plundered by the surrounding enemies. The walls of the city were non-existent. The people were vulnerable and the situation was chaotic. Nehemiah 1:3 says, “Those who survived the exile and are back in the Province are in great trouble and disgrace. The wall of Jerusalem is broken down, and its gates have been burned with fire.” Nehemiah's response to this was, “I sat down and wept. For some days I mourned and prayed before the Lord God of heaven.”

Typically, leadership finds itself as a response to a problem. Myriads of examples could be given. One of the outstanding illustrations of this strategy is Abraham Lincoln. Donald T. Phillips in his book, *Lincoln on Leadership*, (Warner Books, 1992) writes:

By the time Lincoln took office, seven states had seceded from the Union to form the Confederate States of America. Barely ten days before he took the oath of office on March 4, 1861, Jefferson Davis was sworn in as President of the Confederacy, in Montgomery, Alabama. President Buchanan had given up hope of holding the country together and was simply waiting for his term to expire. Moreover, Buchanan left Washington proclaiming that he was “the last President of the United States.”

Rumors persisted that Lincoln's inauguration was to be disrupted, the President killed, and the city taken by the Confederates. The Nation's Capitol was placed under armed alert. When Lincoln delivered his first inaugural address, the nation was in a crisis more severe and ominous than at any other time in American history. The country was divided, hatred was the most prevalent emotion, and there was no effective leadership anywhere in the government.

Such was the situation for a man who had never before held an executive leadership position; who had been only a one-term national Congressman; who had had no military experience to speak of, and had never been in a battle. Abraham Lincoln appeared unable to lead the Nation out of its dark dilemma. Few people at the time could have known, however, that he possessed all the leadership qualities and abilities necessary to save the Union. And, virtually no one would have been able to predict the unparalleled strength of his leadership C that he would seize upon the very circumstances at hand, created by the crises of confusion, urgency, and desperation, to exercise the full power of his office, and to create new limits of authority and leadership for the presidency.

Lincoln, like Nehemiah, rose to the occasion by responding with a deep burden and an impassioned drive to respond to the crisis at hand. Since a leadership strategy begins with a passion, take a moment to analyze what drives you, what passion excites your leadership. Write down what causes you to weep, pound the table, or be deeply troubled:

Strategy II: Leadership Finds Its Response in God

In his consternation and grief, Nehemiah sought God. Nehemiah 1:4 states, “For some days I mourned and fasted and prayed before the God of heaven.” We then read in verses 5 through 11, Nehemiah's specific prayer to God confessing sins, asking for forgiveness, seeking wisdom, and interceding for a solution to the crisis.

Ultimate spiritual success and effective accomplishment of the plan of God requires that leadership finds its solutions to the problems of life in God's character and God's revealed Word. Nehemiah caught his response to the problem from God Himself.

This strategy is typically overlooked by secular leaders, but is essential for all Christian leadership. Jesus had clearly instructed His disciples in John 15 that, “Apart from me, you can do nothing.” That is, eternal fruit and godly success is dependent upon the wisdom and the enablement of God. An essential strategy for Christian leadership requires this step of “finding a response in God.”

As you reflect on your passion and your burden, have you sought God's wisdom? Have you come before the face of God to present your burden and to see what God's response would be? What are some ways that you could find God's response to the burden and passion you find within yourself?

Strategy III: Leadership is Motivated by a New Vision

All leaders get the attention of their followers by creating focus. Leaders must have an agenda -- a deep concern for outcome. Leaders tend to be the most result-oriented people in the world. And, results, of course, get attention. Leaders shouldn't have to coerce people to pay attention, because, like a child completely absorbed in creating a castle in a sandbox, they draw others in. Their visions are compelling. Intensity coupled with commitment becomes magnetic. Vision grabs!

Nehemiah combined his passion and burden with God's response so that a new vision of a desirable future was created in the mind of this leader. We read in Nehemiah 2:1-5 that Nehemiah was ready to present the vision inspired by his passion for a new Jerusalem. Even the King was impressed! He, like the soon-to-be-reached Israelites, was drawn into the vision.

In his book, *The Power of Vision*, (Regal Books, 1992) George Barna writes:

"Vision is a clear mental image of a preferable future imparted by God to His chosen servants and is based upon an accurate understanding of God, self, and circumstances." He notes that vision has the following characteristics: *"Vision is clear. Vision is preferable to the current state. Vision concentrates on the future. Vision is from God. Vision is a gift to leaders, which is tailored to their circumstances. Vision reflects a realistic perspective. Vision is dreaming the most possible dream. Vision is built on reality."*

This concept of a vision is clearly seen in Nehemiah, as well as in many other godly leaders down through history. Give two examples of people you know who have this quality (vision) of leadership:

Vision elicits a confidence in the group or the organization that says, "We are capable of doing the seemingly impossible and the difficult." This vision might be as vague as a dream or as precise as a goal or vision statement. But, vision is always a target that beacons. Vision is always referring to a future state. With vision, the leader provides the all-important bridge from the present to the future for a group of people or an organization.

Reflect for a moment on what burdens you and what your vision is as a response to that passion or burden. Write down or discuss with another person what your vision for the future is as you reflect on the current state of your group, your organization, your situation, or our world.

What relationship do you see in Hebrews 11:1 between faith and vision?

Here it is important to differentiate between the effective leader and the effective manager. The leader focuses attention on the vision and operates on the emotional and spiritual resources of the organization -- its values, commitments, and aspirations. The manager, in contrast, operates on the physical resources of the organization on its capital, human skills, raw materials, and technology. It's been said that, "Managers do things right. Leaders do the right thing."

Based on what's just been said about leaders and managers, what do you think is the difference between the two?

Since vision is basically a godly response to a current problem, it's clear that any vision must be greater than the problem it is attempting to solve. It can generally be said that if the vision is greater than the problems, the problems can be overcome. In contrast, if the vision is not greater than the problems, the problems will predominate.

Since vision is so essential for any group or organization, why do you think all organizations don't take great care to have a clear vision?

Strategy IV: Leadership Develops a Plan

In Nehemiah 2:5-9, and 11-16, we see that Nehemiah formulated a careful plan to implement the vision. Any great vision without a plan to implement it will die as a dream. It's here that many leaders fail and fall. Nehemiah clearly communicated his plan to the King and asked for permission to implement that plan. Later, when Nehemiah arrived in Jerusalem (verses 11-16), we see that he carefully examined the situation and created a proper plan and response to implement the great dream of rebuilding the walls. Nehemiah was careful not to lose trust by communicating the dream before he had formulated a plan: "The officials did not know where I had gone or what I was doing, because as yet I said nothing to the Jews or the priest or nobles or officials or any others who would be doing the work" (verse 16).

Does your vision have a plan? How do you want to accomplish the vision God has given you?

Planning will be further discussed later in this book (Chapter 6). However, for the sake of this study, how would you define planning?

Strategy V: Leadership Communicates The Plan

Nehemiah wanted to mobilize the people. We read in Nehemiah 2:17-18, “You see the trouble we are in: Jerusalem lies in ruins, and its gates have been burned. Come let us rebuild the wall of Jerusalem and we will no longer be in disgrace. I also told them about the gracious hand of my God upon me and what the King had said to me.”

At some point, the leader must share the problem and the vision with the people. Nehemiah communicated clearly what the problem was and what the vision was. Now it was up to the people to "own" that vision and the plan to realize it. It's the leader's responsibility to give meaning to the work and meaning to the people through communication.

High on a sign at the Epcot Center in Orlando, Florida, are these words: “If you can dream it, you can do it.” This statement is incomplete. There are many intoxicating visions and noble intentions. Successful leadership requires the capacity to also communicate the vision in a way that induces enthusiasm and commitment from others. All successful organizations experience shared meanings and interpretations of reality (the vision). So it's the job of leadership to influence and organize the meaning for all the members of the group. Giving meaning is more than just communicating facts and words. It's thinking the right way: what is to be done any why it ought to be done. In other words, knowing “why” is more important than knowing “how.” Though both are needed, meaning is the basis for action.

The only way a group can be aligned behind the vision and goals of an organization is through communication. The message must come across at every level of the group. In summary, communication creates meaning for the people.

List several ways that you communicate meaning and vision to your group:

List several ways that your group or your church communicates the vision and meaning to its membership:

What would you say is the relationship between communication and ownership of the vision by the people (followers)?

Strategy VI: Leadership Exposes Resistance or Produces Conflict

Even in the best scenario of leadership, there is always either resistance or conflict. Many times there are both! We read in Nehemiah 2:10-19: “When Sanballat the Horonite and Tobiah the Ammonite official heard about this they were very much disturbed that someone had come to promote the welfare of the Israelites. But, when Sanballat the Horonite, Tobiah the Ammonite official and Geshem the Arab, heard about it, they mocked and ridiculed us. ‘What is this you are doing?’ they asked. ‘Are you rebelling against the King?’”

Change is often threatening for many people. In this case, Nehemiah found his enemies to be people who were jealous, defensive, and threatened. Their response was to mock, create rumors, and falsely accuse Nehemiah of treason.

A normal leadership strategy is to expect resistance and understand the role of conflict in the leadership process. Leaders shouldn't be surprised or discouraged by negative people. Later in our study (Chapter 8), we will look more in depth at conflict. In the meantime, analyze your own response to conflict and resistance. How should leaders respond to conflict?

What suggestions would you have for Nehemiah as he was ridiculed, lied about, and resisted?

Strategy VII: Leadership Requires Organization and Delegation

Nehemiah Chapter 3, at first glance, seems to be an endless list of names and assignments. However, a closer examination reveals that Nehemiah was implementing an essential strategy for leaders: organization and delegation. Chapter 6 of this course will deal with this in greater depth; however, some preliminary thoughts and questions are helpful. Notice that Nehemiah organized his plan into smaller, achievable units. A huge task seems impossible until it is broken down into units that individuals or small groups can accomplish. That's exactly what Nehemiah did with the family units. Notice that he also delegated the work to all available people. Everyone was involved. Everyone had ownership. Everyone had a part to play in the overall vision. This, of course, gave ownership to everyone. No one felt left out and everyone felt important. Leaders who practice these principles will allow all those who participate to have a sense of accomplishment and victory as small

goals are achieved and the vision becomes reality. Notice that Nehemiah also used all the resources available to accomplish the vision. Whatever gifts people had, whatever materials were available, he used them to carry out the plan and accomplish the mission.

How are you organized?

Have you delegated the ministry and the plan to others? Do your people have ownership in the ministry as “theirs” also?

Strategy VIII: Leadership Demands Perseverance

If rebuilding the walls and accomplishing the vision of Jerusalem were an easy task, anyone could have accomplished them. Great leadership requires great perseverance. Such was the case with Nehemiah as he encountered delays, opposition, and discouragement. Leaders should be prepared to expect the unexpected.

In Nehemiah Chapter 4, we read a more detailed description of the opposition to the rebuilding plan. Nehemiah's leadership included a prayerful response to the ridicule, a new emergence of trouble with another response of prayer with a pro-active plan of a posted guard.

Part of the struggle for every leader is that the people who have bought into the vision become discouraged and tired. Such was the case with Nehemiah as well. They complained, “The strength of the laborers is giving out, there is so much rubble that we cannot rebuild the wall”(verse 10).

Nehemiah's response to complaining and discouragement was to formulate a new plan to adjust and respond appropriately. Leadership requires a new adjustment, a new plan, a new way to take the next step forward. It was Bill Bright, founder and president of Campus Crusade for Christ, who said, “Inspiration without perspiration leads to frustration and stagnation.” Charles Caldwell Ryrie said, “It is more important to gird ourselves for the grind of life than it is to throw ourselves into high gear only for the grandiose affairs of life.”

It's this attitude of consistency and perseverance that increased the leader's trust. As people realize that the leader is not a “quitter” and that he will remain for the long haul, the commitment, sacrifice, and support rises to a new level.

There's an appropriate godly “stubbornness” that is needed in every great task. Former President Calvin Coolidge said, “Nothing in the world can take the place of persistence. Talent will not; nothing is more common than unsuccessful men with talent. Genius will not; unrewarded genius is almost a proverb. Education will not; the world is full of educated derelicts. Persistence and determination alone are omnipotent.”

How does a leader know whether his persistence is sheer stubbornness or a godly commitment to see things through?

How can a leader keep from becoming discouraged and giving up?

Conclusion: In various ways, each of these eight leadership strategies are seen in all leadership situations. As you examine these eight strategies, which strategies do you find most natural to your leadership style?

Which of the leadership strategies do you find most difficult and most needed for improvement in your own leadership style?

3

Leadership: Its Biblical Models

LET'S GET RID OF MANAGEMENT

People don't want to be managed. They want to be led. Whoever heard of a world manager? World leader, yes. Educational leader. Political leader. Religious leader. Scout leader. Community leader. Labor leader. Business leader. They lead. They don't manage. The carrot always wins over the stick. Ask your horse. You can lead your horse to water, but you can't manage him to drink. If you want to manage somebody, manage yourself. Do that well and you'll be ready to stop managing and start leading.

What does this quote mean to you?

“To lead others, one must be master of oneself.” This statement by J. Oswald Sanders is recognized in both secular and Christian circles. To lead others, one must be able to master one's own life. Failure to lead a life of discipline and priorities means failure to lead others. By the same token, one cannot influence and lead others beyond where we ourselves have gone. William Hazlitt said, “Those who can command themselves, command others.”

What we are saying is that the character of the leader determines much of his leadership impact. What do we mean by "character of the leader"? A leader must have the kind of personal qualities that would-be followers respect. The Biblical view of leadership focuses far more on the quality of *being* than on the quality of *doing*. The famous organizational “guru”, Peter Drucker, observes that “quality of character” doesn't make a leader, but the lack of it flaws the entire process. Without certain character qualities, a Christian leader becomes useless to God.

Leadership, then, starts with the *character* of the leader. We need to ask, “What kind of a person am I? And what effect does it have on my work?” The *being* part of us needs to be taken care of so that we can be better at the *doing* part.

¹A message as published in the Wall Street Journal by United Technologies Corp., Hartford, Connecticut. Reprinted in *Leaders: The Strategies For Taking Charge* by Warren Bennis and Burt Nanus.

God is thus more concerned about the *process* than He is about the *goal*. That is, He wants to conform each of us to the image of Christ -- that's the bottom line. As leaders we constantly need to be aware of the sub-plots. What is God teaching *me* in this situation?

As you evaluate the following two character models from the Old Testament, allow yourself to reflect on the kind of person you are, and the effect this has on your work.

Moses As A Leadership Model

Much can be gleaned from Moses about leadership. He is recognized by many as the greatest of the Jewish leaders.

Hebrews 11:24-29 spells out numerous leadership characteristics that Moses possessed...

FAITH. How do you see this characteristic shown in Moses' life (vs. 24)?

Why is it important for leaders?

INTEGRITY. How do you see this characteristic shown in Moses' life (vs. 25)?

Why is it needed in leadership?

VISION. How do you see this characteristic shown in Moses' life (vs. 26)?

Why do leaders need more vision?

PERSEVERANCE. How do you see these characteristics in Moses' life (vs. 27)?

Why is this important for leaders?

OBEDIENCE. How do you see this characteristic shown in Moses' life (vs. 28)?

How are faith and obedience related to leadership?

DECISIVENESS AND RESPONSIBILITY. How do you see Moses making decisions and taking responsibility in the Old Testament story (vs. 29)?

Why is this important for leadership?

David As A Leadership Model

What were David's character traits that made him such a good leader? Let's examine I Samuel 17, the famous story of David and Goliath.

A SERVANT HEART. How did David demonstrate this character trait in vv. 14-20?

In light of Jesus' words in Matthew 20:25-28, why does a leader need a humble, servant heart?

DEEP CONVICTIONS. Read vs. 26 and explain what you see of this character trait in David.

How does a person get the kind of convictions David had?

WILLINGNESS TO TAKE RESPONSIBILITY. See verse 32. What is the difference between a "messiah" ("I've got to do it all") complex, and one who is a responsible leader?

AN EXPERIENTIAL CONFIDENCE IN GOD. On what was David's confidence based (vv. 33-37)?

As one called to leadership, how can your confidence grow? Compare Luke 16:10.

CONFIDENCE IN HIS GOD-GIVEN ABILITIES. After reading vv. 38-40, describe the understanding David had of his own strengths.

Why does a leader need to know his/her own strengths, as well as limitations?

GREAT CONFIDENCE IN GOD. How did David express this confidence (vv. 45, 47)?

A CONCERN FOR THE GLORY OF GOD. How would victory here promote the glory of God (vv. 46, 47)?

What do you think this quote means: "Almost anything is possible if a leader doesn't care who gets the credit"?

You and Your Character Traits

Character is like the foundation of a building C it's below the surface, but essential. *Leadership will never outgrow the need for character.* Bernard Baruch said, "During my eighty-seven years, I have witnessed a whole succession of technological revolutions. But none of them has done away with the need for character in the individual or the ability to think."

Obviously, no one is perfect! No one has yet "arrived" in every area. What are some areas covered in this chapter that you want to work on?

On the left below are some of the character traits we observed in Moses and David. On the right are opposite character traits. Between each pair of words, circle the number which expresses where you believe you are.

Faith	1	2	3	4	5	Unbelief
Integrity	1	2	3	4	5	Hypocrisy

Perseverance	1	2	3	4	5	Undependability
Obedience	1	2	3	4	5	Disobedience
Responsibility	1	2	3	4	5	Irresponsibility
Humble	1	2	3	4	5	Proud
Confident	1	2	3	4	5	Insecure
Convinced	1	2	3	4	5	Wavering
God-centered	1	2	3	4	5	Self-centered

How can you improve your character skills? List actions you plan to take to strengthen deficient areas.

In your own experience you have probably seen some Christian leaders succeed, and others fail. From your knowledge of Scripture, and personal experience, give four reasons each for: Why you think leaders have been good leaders:

Why you think some key leaders have been poor leaders:

Summary

Consider doing this assignment before the next chapter: contact three churches or organizations and ask the pastor or leader, 1) What is the vision or purpose for your group? And 2) How do you communicate it to those you lead?

4

Leadership: Its Biblical Principles

The world needs leaders . . . who cannot be bought; whose word is their bond; who put character above wealth; who possess opinions and a will; who are larger than their vocations; who do not hesitate to take chances; who will not lose their individuality in a crowd; who will be as honest in small things as in great things; who will make no compromise with wrong; whose ambitions are not confined to their own selfish desires, who will not say they do it "because everybody else does it"; who are true to their friends through good report and evil report, in adversity as well as in prosperity; who do not believe that shrewdness and hardheadedness are the best qualities for winning success; who are not ashamed or afraid to stand for the truth when it is unpopular, who can say "no" (although all the rest of the world says "yes").

Nicholas Murray Butler, a former president of Columbia University, said, "There are three kinds of people in the world C those who don't know what's happening, those who watch what's happening, and those who make things happen." The Christian leader is someone who is used by God to make things happen. What are the principles of leadership which are modeled by great leaders? Though we could look at many different leaders in Scripture, we've chosen in this study to examine the principles of leadership from Acts 27.

Turn to this passage now and observe the following:

- Paul is being sent to Rome after two years of imprisonment in Caesarea.
- He was taken prisoner there after his return from establishing many churches on his third missionary journey into the Gentile world.
- In an effort to heal the Jew/Gentile split, he brought with him an offering from the Gentiles to the church in Jerusalem. He also brought with him some Gentiles.
- While guilty of nothing, Paul created such a clamor in Jerusalem that he was arrested and taken to Caesarea for safe keeping.
- After two years of waiting, Paul exercised his right as a Roman citizen to appeal his case to Caesar, so Rome is transporting him from Caesarea to Rome by ship.

It should be observed that when the journey starts, the last person in rank on the ship is Paul, the prisoner. But by the time the voyage is over he is running the whole operation! Why? *Because a leader, like cream, will rise to the top.*

²Adapted with minor changes from *The Making of A Christian Leader* by Ted W. Engstrom (Grand Rapids, Michigan: Zondervan).

From this enlightening passage we observe eleven principles of a leader.

A Leader Must be Deserving of Trust

Paul was a prisoner but was afforded special treatment by Julius, the centurion, and was allowed to go into Sidon to see his friends, vv. 1-3.

Knowing he would pay with his life should Paul escape, why do you think Julius allowed Paul off the ship to see his friends (cf. Acts 16:27)?

Trust is when I have confidence that you have my best interests at heart. Julius believed that Paul wouldn't do anything that would harm him. You will be surprised and amazed at what people will do for you when they trust you.

This leads to the servant's attitude of Matthew 20:25-28, which convinces others that you have their best interests at heart. Conversely, when people see that you primarily have your own interests at heart, they will cease to trust you. They feel used by you to accomplish your own ends. Your motives are questioned. A leader must be trusted; that is, he must have a servant's heart, seeking the best interest of others.

A Leader Takes Initiative

Paul disregarded his lowly position and seized the initiative by speaking up about the timing of their trip. He thus laid a foundation for future input C even though they did not listen to his word at this time, vv. 4-10.

How should one be an initiator? Consider the example of the Old Testament leader, Nehemiah. From your study of lesson two you may have seen that Nehemiah: identified with a need, 1:4; came up with a solution, 2:5; delegated responsibility, Chapter. 3; and worked alongside the people, 2:17, 18.

Reflect on how and where you can become a better initiator. What specific steps might you take?

It's been said, "What the church needs is less criticism and more initiation; less critics and more initiators." What important difference is there between a critic and an initiator?

A verse worth remembering goes:

*A good thing to remember,
a better thing to do.
Work with the construction gang,
not with the wrecking crew.*

A Leader Uses Good Judgment.

A leader is not a gambler with essentials. Paul had reminded them that the voyage would be dangerous, vv. 9, 10. Good judgment is an essential part of Biblical leadership. Lack of it is one of the great destroyers of leaders.

List one example where a leader was destroyed through lack of judgment, either from Biblical times or from your personal experience.

From the following thoughts on good judgment, underline the ones that speak most to you.

- Stupid moves can often be avoided through the counsel of others (Proverbs 11:14; 19:20).
- Don't initiate anything unless already initiated by the Holy Spirit (Psalm 127:1).
- You're not allowed too many mistakes as a leader without a breakdown in confidence.
- Majority rule is not always the best method (Acts 27:11).

A classic story of the harm and folly of poor judgment is seen in the life of King Rehoboam. Read the story and write down at least three of his leadership mistakes (see 1 Kings 12:1-19).

A Leader Speaks With Authority

When disaster struck, Paul again seized the moment to remind them that he had counseled them against the trip at that time. Then he told them what the outcome would be. In this way he boldly drew himself into center stage as God's man of the hour, vv. 14-25.

What factor, or factors, contributed to Paul's boldness in the face of such a great crisis?

To apply this point, Paul shows how a leader can speak with authority because: 1) He understood the desperate need; 2) He knew his subject (God had given him His Word); 3) He didn't have to fake sincerity.

People are looking for authority as long as it's the right kind of authority. If you have the truth, speak it out. It must be based on God's Word, not just on the basis of a strong natural leadership.

Look up Matthew 18:18-20 and I Timothy 4:11 and share your thoughts from these passages in view of this principle.

A Leader Strengthens Others

Paul knew the Word of God to him was sure because he knew his God. He then acted upon that sure Word by using it as an encouragement to his companions. In the midst of a discouraging situation he exhorted them: "Keep up your courage!" (vv. 22-25).

Based on I Thessalonians 5:14, how is the Christian leader to deal with each of the following three types of people?

- He is to _____ the idle. They are lazy or idle; they don't help or do anything, but are loafing.
- He is to _____ the timid. Timid means fainthearted or discouraged; literally, "little-souled."
- He is to _____ the weak. The weak may be either ill or weak, physically or spiritually. They need special attention in some area.

A sign of a leader is that he is able to see more than the problem. He doesn't join the "pity party." Do you find yourself strengthening, encouraging, or admonishing others? If you do, it's a sign of spiritual leadership taking place through you. I would challenge you, *choose*, by faith, to be a positive person!

Write down specific ways you have demonstrated this quality of leadership.

In what areas do you need to exercise better leadership in strengthening others?

Be prepared to share your experience with the group.

A Leader is Optimistic and Courageous

Paul announced the optimistic outcome by focusing on God rather than the fears they faced. Optimism and courage were part of his strengthening of others, vv. 25, 26.

Reflecting on Proverbs 22:13 and 28:1, why is it important for a leader to be optimistic and courageous?

What difference does it make if you focus on your fears instead of on God?

It's been said "It takes eleven positive comments to balance one negative comment." If true, why do you think it is?

A Leader Never Compromises Absolutes

When plans were being carried out to abandon ship Paul boldly declared: "Unless these men stay with the ship, you cannot be saved" vv. 30-32. Since God had revealed the truth to Paul, there could be no compromise. His statement was firm and unequivocal.

It's important for every person and potential leader to realize that when you start compromising, you give away your character; and when you give away your character, you give away your soul; and when you give away your soul, you give away yourself.

The question of what are essentials and what are non-essentials is an important one which the leader decides, or which the organization has decided. Generally it is important to pare down the essentials to as few as possible C those that are Biblical!

Why is it important for the group leader not to compromise on the essentials?

On the other hand, what effect will it have when the group leader is willing to compromise on the non-essentials?

A Leader Focuses on Objectives, not Obstacles

Although the storm was ominous, Paul saw past this great obstacle. He urged preparation for the objective, which was to get safely to land, vv. 33, 34. “Take some food” he said.

It is imperative that the leader see the big picture, long-range objectives. Present-day decisions and immediate actions should always have in mind the long-term objectives of the organization. Why is “the tyranny of the urgent” such a major problem to effective ministry and successful leadership?

How should leaders seek to cope with this problem?

A Leader Leads by Example

After exhorting everyone to eat so they would have strength for their final escape, Paul sat down and set the example, vs. 35.

Why was Paul's example so important in this particular situation? Refer also to vs. 21.

In what specific areas does 1 Peter 5:1-3 tell leaders to lead by example?

According to Hebrews 13:7, why are believers to imitate the faith of their leaders?

The root of “example” in the Greek language is *tripos*, denoting a blow, an impression, or a mark from a blow. It is the impression that our character and behavior makes on others.

Name people in leadership who inspired or helped you follow by their example.

A Leader Activates People

The bottom line of leadership is that others are influenced to action. Notice in this passage how everyone is doing the work (e.g. gathering food; serving it; cutting rope; etc., vv. 36-44).

We see this principle dynamically at work in the Thessalonian church. Paul had spent only three weeks with them, yet their testimony went out throughout the whole world (I Thessalonians 1:8).

Remember the “Jethro principle” of Exodus 18. That’s when Moses' father-in-law, Jethro, warned Moses that his workload was going to kill him if he didn't delegate some responsibility. So Moses appointed leaders of thousands, hundreds, and tens. He did not try to run a one-man show any longer. He became a much more effective and long-lasting leader.

Why is “activating people” so important for church leaders (see Ephesians 4:16)?

How does this principle relate to spiritual gifts and the “body life” concept?

A Good Leader Succeeds

Having depended upon God's leadership and word, Paul stepped into the leadership gap with holy boldness and God brought His will to pass through Paul, vs. 44.

By “succeed” the Christian leader means: “accomplishing the purpose God intended.”
Is there a difference between worldly success and Christian success? How would you define this difference?

While perhaps no one fully accomplishes this standard of leadership, we should acknowledge it, hunger and thirst after it (Matthew 5:6), and exercise our obedience to God in regard to it. (Luke 11:28).

Conclusion

Review this list of eleven principles of leadership and put a check by those you see already active in your life and leadership style. Then, list below those you see need further development.

Next, write down your plans for improving yourself in these areas.

To prepare for the next chapter, please read Romans 12:1-8; Ephesians 4:1-16; and I Corinthians 12-14. Then respond to this question: How is good leadership related to the principle of “delegation” and to the Biblical view of spiritual gifts?

5

Leadership: Its Spiritual Gifts

No Christian leader can be effective apart from understanding the nature of the Body of Christ, and how spiritual gifts relate to that Body. Christian leaders generally agree that the study of spiritual gifts was a lost art in the Church until the last few decades. The resulting ignorance crippled and handicapped ministry of local churches. We thank God that this long-buried truth has been brought back into the light. The implications of spiritual gifts to leadership in the church are:

THE CHURCH IS BUILT BY JESUS CHRIST AND NOT BY PEOPLE. That is, the ministry is His ministry, not human plans and effort. In your own words, how did Jesus state this promise in Matthew 16:18?

JESUS BUILDS HIS CHURCH THROUGH SPIRIT-EMPOWERED PEOPLE. Look at Acts 1:4, 8. What did Jesus say would be the effect of the coming Holy Spirit?

PEOPLE ARE GIVEN DIFFERENT SPIRITUAL GIFTS IN ORDER TO DO THE WORK OF MINISTRY. Examine I Corinthians 12:4-7. For what purpose is each one given the "manifestation of the Spirit"?

What do you understand this to mean? (cf. vv. 8-13.)

THE ONLY JESUS CHRIST IN THE WORLD TODAY IS HERE THROUGH HIS PEOPLE. It is these people, functioning according to their gifts, who are making Christ real in our world. Check out I Corinthians Chapter. 12, then focus on vs. 27. How will this truth affect the way *you* live?

IT IS IMPERATIVE THAT CHURCH LEADERSHIP SEE ALL MEMBERS AS “MINISTERS.” Every person who has the Holy Spirit dwelling in him has part of the ministry of Jesus Christ in the world. He or she is a minister! This is both an awesome privilege and a great responsibility.

One vital ministry we are all to participate in is emphasized in II Corinthians 5:17-21. What expressions in this passage most clearly convey this responsibility to you?

The Spiritual Gifts of Administration and Leadership

Among the spiritual gifts mentioned in Scripture are those of leadership and administration. The gift of leadership is mentioned in Romans 12:8, and the gift of administration in 1 Corinthians 12:28. Church leaders express different opinions as to whether leadership includes administration, or whether these should be seen as separate gifts. I believe the two are distinct but related gifts, to help equip God’s people for ministry. In other words, they each have distinct emphases and roles, but need to work with each other. At times certainly, they overlap.

The Gift of Administration

The words “administration,” “management,” and “government” are used in much the same way. Thus business and industry have managers, while schools and hospitals have administrators. Law firms have managers and managing partners. The City Manager of a community may very well have a master's degree in “Public Administration”. We will treat these terms as synonymous.

The Greek word for administration is “kubernesis”, meaning helmsman or governor. This word is translated “pilot” in Acts 27:11, and “captain” in Revelation 18:17. While most uses in Scripture refer to administration as a secular expertise, the apostle Paul in I Corinthians 12:28 clearly identifies it as a spiritual gift. It has the idea of organizing and superintending. The administrator is the person who is qualified to "steer the ship". Some Biblical authorities refer to this person as a “helmsman for the congregation.”

Examine Acts 6:1-6. Note how “helmsman” activities were delegated to the first Deacons. Why was this done?

How closely this gift is associated with pastoral ministry is difficult to establish. Some theologians link the present day pastoral leadership with the New Testament office of bishop or presbyter. Yet, this is not a closed case. The problem is that we are dealing with a pastoral *role*, and not necessarily with a *gift* associated with this role. While it's advantageous for pastors to have the gift of administration, there is no Biblical basis for saying that this gift is essential for pastoral ministry.

The point is that administration is *essential* to an orderly church life. If the pastor is not gifted in this aspect of ministry, someone else needs to take care of it. Thus a "layman" in the Old Testament (Jethro in Exodus 18:13-27) was the first "management consultant" to Moses. He proposed the organization of the "church in the wilderness". This was a great help to "pastor" Moses. It is important to understand that church staff and officers don't need to have all the spiritual gifts. Since *every* Christian has a spiritual gift, there may be many in the congregation who have the gift of administration.

The gift of administration or government is defined as "the ability and responsibility to understand God's goals for a group or task and effectively organize the group to accomplish those goals."

List some from your experience who have an obvious gift of administration.

List some situations where you could imagine the gift of administration being very helpful and necessary:

Some people see administration as "second-class" and "unspiritual." Why do you think is this the case?

Why is administration just as spiritual and important as other gifts for the Body of Christ?

The Gift of Leadership

The other spiritual gift that some leaders have and should apply to the ministry in the Body of Christ is the gift of leadership. The word for leadership (*prohistemi*), designates a person who is "set-over" others or who presides or rules (see Romans 12:8). This is a different word from government or administration. This word appears eight times in Paul's writings, usually with an

emphasis on personal leading of others and caring for them. The broad use of this word contains the ideas of “coming forward”, “being set over”, and “ruling.”

In I Timothy 3:4 and 3:12 management is related to:

What principle about management may thereby be implied?

While Christ is head of the Church, He works by the Holy Spirit through human leaders to provide direction, leadership, and guidance. This was true in the Old Testament as well as in the New, and throughout the history of the Church. Christ appointed and trained the twelve to give guidance and leadership to the early Church. Subsequently, wherever churches were planted God continued to raise up leaders for these local churches.

The gift of leadership is defined as: “The ability and responsibility to sense God’s goals for the church, and to guide it in fulfilling those goals.” The person who has the gift of leadership is empowered by the Holy Spirit to see what God wants a group or church to accomplish and motivate them to fulfill that vision.

The person with the gift of leadership may not be highly gifted in the organization of the people and resources needed to achieve the goals. He/she may delegate this administrative task to another person. But the gifted leader *is* able to get others to see the goals, want to achieve them, and move in that direction. Of course, it’s helpful that one who has the gift of leadership has the ability in administration as well. It is also helpful for those who have the gift of administration to understand leadership and grow in their leadership abilities.

It’s been said, “Managers do things right. Leaders do the right thing.” How does this statement clarify the difference between leaders and organizers?

What are the indications that you have, or do not have, the gift of leadership?

In what areas of your life or ministry is the gift of leadership needed?

Biblical “Followership”

Have you ever done a study of leadership in the Bible? It's also very instructive to examine the “role verbs” for followers in these passages.

What are the responsibilities of Jesus’ followers, according to John 10:2-4?

What “role verbs” for followers do you find in 1 Thessalonians 5:12-13?

Note the role verbs in Hebrews 13:17 as well:

What is the role implied for followers in 1 Peter 5:2, 3?

From these passages it is evident that there are serious implications for followers in the Church of Jesus Christ, just as there are for leaders. In order for there to be proper leadership, there also must be proper “followership.”

Why is “followership” frequently difficult in our culture?

How can leaders create better “followership” without becoming too powerful or manipulative?

Every person who is in leadership must also be under authority. This maintains the proper accountability and relationship one to another. To be an effective leader, one must have been and continue to be a good follower.

Who holds you accountable? Who are you following?

How can leaders make sure they are being proper followers too, so that they maintain humility and perspective?

Summary

Do you believe you have either the spiritual gift of leadership or administration? If so, which? Why do you believe so?

Even if you don't have the gift of leadership or administration, how do you think you could better develop those areas?

Name some specific areas in your church that could use better administration and/or leadership. Briefly explain why.

6

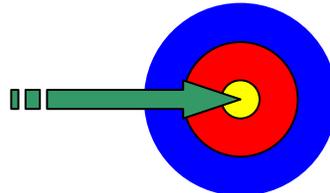
Leadership: Its Major Tasks

We've talked a lot about leadership; its characteristics, its strategies, the Biblical models, and how spiritual gifts are used in leadership. Sometimes though, the things we know *about* leadership can get in the way of the major tasks we as leaders should focus on. When it gets down to the daily “to do” list, what should a leader be doing? Basically, there are four major areas we need to focus on. You could call these “the big four!” These are: planning, organizing, directing, and controlling. Let's look at each of these in turn.

Planning

People are future-oriented beings. We plan on the basis of what we have perceived in the past, but we try to project this understanding into the future. Planning is basically an attempt to move from “now” to “then”; to change things from “the way things are” to “the way things ought to be.”

Some people say, “since no one can be sure of the future, why plan?” Basically it's to improve the probability that what we believe should happen will happen! The point of the planning arrow figuratively touches the goal. The steps that need to be accomplished stretch back along the arrow into the present to create a “plan.”



An outstanding story of World War II that discloses the importance of planning is the British offensive against the German Army in North Africa. Under General Rommel, the Germans had pushed nearly the whole way to Cairo, Egypt. In desperation, the British High Command assigned the task of turning the situation around to Field Marshall Montgomery.

Immediately Montgomery let it be known that he was going to take the initiative. He planned carefully and with great detail. Throughout the whole chain of command, down to the privates, each person was told specifically what his job was to be. A perfectly coordinated team was formed. Each man knew precisely the Commander's objectives and how they were to be achieved. When the British offensive began with this precision of planning, the mighty German Army was routed. It became one of the early turning points of the Second World War.

Montgomery was successful because, through solid planning, he was able to excite, motivate, and challenge all of his troops. It was this challenge to perform which made the difference! Planning has been defined as:

Work done today to cause to happen tomorrow what we specifically want to happen.

Planning is spelling out goals and defining them. Planning involves setting goals and objectives for the organization and developing "work maps." Work maps show how goals and objectives are to be accomplished. Without goal setting, the hoped for achievement becomes a rudderless operation. GOAL SETTING MUST BE SPECIFIC. Vague, general goals may have a place, but eventually we must have specifics. To illustrate, a football team has a long range goal of winning the game by scoring the most points. Its intermediate goal is to carry the ball into the opponent's end zone. But it must also be committed to immediate goals of how to make first downs in order to arrive there, yard by yard. These are the specific planned-out plays. In a similar way, organizational goal setting sets specific goals so all players know the next "play."

GOALS MUST BE ATTAINABLE AND MEASURABLE. For example, it would be foolish to set objectives to double the number of baptisms and membership for the next year, without increasing the church's emphasis on evangelism, its program staff, its evangelistic programs and opportunities, and its budget.

GOALS SHOULD BE REACHABLE WITHIN A CERTAIN TIME FRAME. If the completion is too distant, the players lose hop and perspective. short term goals should be achievable within months and at the most, within one year.

And, it's always wise to have an alternate plan. It's been said that as a military strategist, Napoleon was without peer because he was always ready with an immediate second plan in case the first one didn't work.

Goal setting is extremely important for churches, but it's not always easy, because the purpose of many churches has not been clearly defined.

Here's a suggested outline for setting specific goals or objectives:

- State the objective briefly, based on the organization's purpose.
- Restate the objective in quantitative terms.
- State the reason for or the effect of achieving this objective.
- Outline the plan to achieve your objective.
- Timing (state the date for starting, for completion, and possible check-points along the way).
- State the assistance needed to achieve the objective (the money involved, the people involved, materials, supplies, equipment, and space that will be needed).
- State how results will be measured.

When was the last planning session you had with your leadership group? What were its accomplishments?

Summarize some reasons why it's important for you and your organization to set aside time for planning.

Organizing

Organizing is the second major task of responsible leadership. Out of necessity organizing follows planning. Planning has to do with ideas, but organizing has to do with things. Specific tools such as time, materials, schedules, training, and man-hours must be utilized. Organizing is needed to carry out the plan, because it will be done through people.

Organizing begins with the job description of the leader. With his job description as his guide, he is better prepared to assemble the needed resources and determine who is going to do what.

The trend in recent years has been toward decentralization and less organization. It's being taught in academic and business circles that too much structure inhibits flexibility. On the other hand, it is clearly evident that some organizations fail because they do not structure enough. Without establishing the proper lines of authority and delegation, organizations flounder and fail to use the potential within their group.

Remember, Jethro gave advice to his son-in-law Moses. Much like a management consultant, he said in effect, "Moses, you can't do the job by yourself, you've got to organize!"

In spite of critics of organizational flow charts, these charts *are* needed. Let's not "throw out the baby with the bath water." What is needed in most cases is not to discard organizational charts, but to adjust them whenever and however the organization changes. This will help guarantee a healthy organization that keeps plans timely.

ORGANIZATIONAL PLANNING. Organizational planning is the foundation of all planning because it clarifies the formal lines of responsibility and authority. The flow chart should not limit worker creativity. It should be the key to dynamic growth, permitting an increase in worker participation and ownership. In the final analysis organizing is arranging and relating the work to be done so that it may be performed most effectively. It includes:

- Developing organizational structure.
- Delegating responsibility.
- Establishing relationships.

Proper planning will simplify much of the work responsibility and reduce "red tape" frustration.

ORGANIZATIONAL TRAINING. The next step in organizing is training. Training is teaching a person to do something in a way that fits with the organizational plan, which seeks to accomplish the goals of the ministry or organization. Every good leader needs to know that training leads to competence. And without competence, no organization can flourish. It's important that the leader involve himself/herself in training people within the organization so that they understand their job and how they can do it with greatest effectiveness.

What training do you provide for your workers and helpers?

A popular organizational model is called "VHS." This refers to monthly or quarterly gatherings of leaders for:

Vision strengthening (where are we going, and why)

Huddle discussion (How are we doing?)

Skill development (How can we do it better?)

Directing

To attain the common goals of a group, a leader must provide direction that follows the major tasks of planning and organizing. This involves the important functions of: staffing, communication, delegation and decision-making.

STAFFING. First, let's look at the selection of people. A leader must take time to think through the kind of person needed, and determine criteria to use in selecting him or her for the task. When a leader recruits hastily, he frequently regrets the decision. It is better to have no person in place, than not to have the right person. When the right person is found, the effectiveness of the organization will improve. It will have been worth the wait.

The selection of personnel isn't the end of the staffing process. The leader must also enact a plan for ongoing evaluation of performance and for praising and encouraging the person toward their full development. The key task of a leader is to continue helping people improve their knowledge, attitudes and skills. Many management experts believe that personnel development is among the first priorities the most successful leaders.

COMMUNICATION. This is the second function necessary to enhance the leader's task of directing. Direct, genuine communication is essential to a good leader and a good organization.

Part of the leader's task is to bring together human desire, skill, and energy, so that the common goal will be achieved. To do this, the leader must influence others through appropriate communication. There are numerous ways to communicate within your organization. Among them are: suggestions, imitation, exhortation, persuasive argument, publicity, reliance upon the logic of events, using problem situations which create pressures, and a show of affectionate devotion.

Communicating esteem. People respond more to how we *feel* about them than they do to what we *say* to them. Therefore, it behooves every leader to assess the depth of acceptance he brings to his relationships in his organization.

Communicating listening skills. We have all known people who talk a lot but don't really say anything. However, there's another problem in communication -- the inability to listen. It is crucial that the leader be a good listener. Encouraging people in order to draw them out requires leaders who are in close touch with people. God gave man two ears but only one tongue -- which may be a gentle hint that we should listen more than we talk! One person has defined communication this way, "Real communication is feeling what the other person is feeling at the moment and accepting him for it."

Good communication strengthens understanding within the organization. This in turn, strengthens the leader's ability to persuade and the goals of the organization. People become motivated to accomplish their assignment. When the lines of communication are open, feedback will be automatic. Good communication filters out false reasoning and helps leaders make better judgments. It also provides the means of finding out the feelings, goals, and attitudes of others. This is essential to a well-functioning group and organization.

DELEGATION. This is the third important function necessary for good directing. Dwight L. Moody, the famous American evangelist of the 19th Century once said he would rather put a thousand men to work than do the work of a thousand men. Delegation is at the heart of directing. If a leader does not delegate, he will be constantly enmeshed in a morass of secondary details that may tear him down and prohibit him from functioning in his primary responsibilities.

Probably the most difficult thing for a leader to overcome is the notion that he performs a given task better than anyone else does. This leads to mistrust of others and an attitude that betrays a deficiency in him. This deficiency of course, is that he either cannot explain the job to another person, or he lacks the organizational skill to distribute the work properly.

Delegation carries with it four basic ideas:

- Transfer of work
- Transfer of authority
- Acceptance of responsibility
- Importance of follow-up and accountability.

There are great benefits to the organization when there is appropriate delegation. These include:

- Improved understanding between levels
- Improved leader/follower relationships
- Increase job satisfaction and morale.

The great leader, Nehemiah, could only accomplish his great wall building task through delegation. Read Nehemiah chapter 3 and Ephesians 4:16. What observation about leadership and delegation does this evoke?

DECISION-MAKING. After staffing, communication, and delegation, the fourth skill needed for directing is decision-making. Many times directing is synonymous with problem solving. In making decisions good leaders:

- Identify and describe the situation accurately.
- Line up all the alternatives and options.

- Compare the various options, considering both the advantages and disadvantages.
- Consider the risks involved in each of those alternatives.
- Select the best option on the basis of his total assessment.

When the decision is made, the next question is, “When shall I proceed?” Maybe it's best to postpone until the right set of circumstances comes up. Before finalizing a decision, it is always best to take a little time before announcing it -- maybe sleep on it first. It could be that God has other plans.

After the decision is announced, don't second-guess yourself. Commit yourself to it and motivate others who will be involved in the work. Don't seek popularity in decision-making, because leadership can be lonely, risky, and costly. Don't be a vacillator. This creates too much insecurity in the organization.

Many stumbling blocks lie in the path of effective decision-making. A serious one is the reluctance to proceed for fear of making an error. All successful enterprises in history have involved great risks. The effective leader must be willing to make mistakes and profit from them. There's an old proverb, “Not failure, but low aim, is a crime.”

In what ways is the organization you belong to well directed?

In what ways might it be directed better?

Controlling

Besides the major tasks of planning, organizing, and directing, the leader must perform activities designed to insure that the results achieved will conform to plans previously made and approved. The way a leader does this is through controlling.

When we direct or delegate, we need not lose control. When authority for a task is delegated, we don't abdicate ultimate responsibility for that work. Controls can be few or many, but we should never hinder a task by not checking it periodically.

It's been said, “Good leaders not only expect, but inspect.” There are several factors that influence the effectiveness of control:

GOOD LEADERS USE MISTAKES TO IMPROVE FUTURE PERFORMANCE. Based on lessons learned from mistakes, the effective leader makes changes so that the organization is guided more effectively.

EFFECTIVE LEADERS ARE SYSTEMATIC. This is true with personal activities, as well as in scheduling and controlling the work of other people. Effective leaders work on establishing positive and helpful

habits for themselves, as well as for the organization. This process of systematizing enables the leader to evaluate and improve the organization's effectiveness.

GOOD LEADERS HAVE A SENSE FOR TIMING. They are able to make things “jell” under their leadership. They have a good understanding of their people and organization. They can make good “timing decisions” so that things are done right and with success. This kind of control enables the organization to grow, improve, and succeed in its goals.

GOOD LEADERS KNOW HOW TO USE INFORMATION TO IMPROVE THE ORGANIZATION. This means leaders must understand their field and be experts in their area of leadership. They know how to use specific and/or technical information to improve the organization, make its impact greater, and raise the excellence level of the whole operation.

How would you describe the amount of control in your organization?

How could more effective control be applied to keep the organization on target?

Conclusion

Planning, organizing, directing, and controlling are essential tasks of all leaders in every field. Regardless of the style a leader may use, these responsibilities cannot be minimized or ignored. Whether you are a thinker, or a doer, outgoing or introspective, analytical or intuitive, a conciliator or dogmatist, good results will occur only when focused, concentrated effort is made to accomplish the four leadership tasks we have considered in this study.

As you reflect on your church or organization, which of the four major tasks discussed in the lesson (planning, organizing, directing, controlling) would you say are done best?

Which would you say are most lacking?

Why do you think this is the case?

Of the four major tasks of leaders described (planning, organizing, directing, and controlling), which of the four would you say you do (or could do) best? _____

What thoughts do you have for getting help in any of these areas?

Which area or areas do you feel the most need for improvement?

7

Leadership: Motivating Others

Management is discovering that employees do not work better or maintain high levels of loyalty simply because they have bigger salaries or more fringe benefits. There are deeper factors involved. Probably no area of management research has been given more attention than motivation theory. One of the most significant findings that has come out of this extensive research is the apparent priority of non-monetary factors on the job.

Principles Of Motivation

In Kenneth Gangel's *Competent To Lead*, Dr. Mungo Miller displays six gems that psychologists have extracted from their research on motivation:

MOTIVATION IS PSYCHOLOGICAL, NOT LOGICAL. The behavior we see in ourselves and others may appear to be illogical, but somehow, inside the individual, what he is doing makes sense to him.

MOTIVATION IS FUNDAMENTALLY AN UNCONSCIOUS PROCESS. While the reasons why they become motivated may be unclear, the experience exerts a powerful influence on their life.

MOTIVATION IS AN INDIVIDUAL MATTER. The key to a person's behavior lies within himself.

MOTIVATING NEEDS DIFFER FROM PERSON TO PERSON and in any individual they vary from time to time.

MOTIVATION IS INEVITABLY A SOCIAL PROCESS. We must depend on others for satisfaction of many of our needs.

WE ARE GUARDED BY HABITS ESTABLISHED BY MOTIVATION PROCESSES THAT WERE ACTIVE MANY YEARS EARLIER, in the vast majority of our daily actions.

In what way is Proverbs 4:23 in agreement with these principles?

Read Ecclesiastes 2:1-11. What can you see in Solomon's life values or life-style that produced this struggle with motivation?

The most important part of our person is what comes from within. Our inner nature and thought processes are essential to everything we do. Motivation is the internal view that every person has of himself and how he sees himself in relation to others.

Motivation And Maslow’s Hierarchy of Human Needs

According to psychologist Abraham Maslow, humans are perpetually wanting organisms. Their wants stem from five basic human needs. In this hierarchy concept, it is the unsatisfied needs which dominate a person and organize his/her behavior. Once a need has been satisfied, it is no longer a “need.” This hierarchy of basic human needs, arranged from lower to higher, is:

Physiological needs: to feel that we have adequate food, clothing, shelter, etc.

Safety needs: to live in conditions where we feel safe from harm.

Belongingness needs: to feel accepted and appreciated in a given group.

Esteem needs: to feel that we are of value and have importance.

Self-actualization needs: to feel that we can or are doing something worthwhile and fulfilling.

In light of these motivating needs, mull over the following questions:

Why is it important to discover where individual group members are in relation to Maslow’s hierarchy of needs?

How can you as a group leader help discover these needs?

How can you help your group to meet them?

What will happen to individuals in the group if these needs are not met?

What do you think happens to the leader's effectiveness?

Spiritual Motivating Principles

From a Christian perspective we have two levels of motivation that can guide and control our behavior. Because of our fallen nature, our actions can reflect selfishness, laziness, self-centeredness, and so forth. Check out the following passages and write down the motivating truth you find in each of the following passages:

2 Corinthians 5:14, 15

2 Corinthians 5:18

1 Corinthians 12:7

1 Corinthians 12:12

Each Christian should be deeply motivated by God to be used in ministry according to his/her giftedness within the context of the Body of Christ. *It is the leader's responsibility to channel that fundamental and Biblical motivation for effective ministry.*

How Jesus Motivated His Disciples

In 1871 Professor A. B. Bruce of Glasgow, Scotland, published his classic volume entitled, *The Training of the Twelve*. In this book he extensively spells out the principles and methods of our Lord's training and motivating of the twelve disciples. Then, in 1963 Dr. Robert E. Coleman published a smaller classic entitled, *The Master Plan of Evangelism*. In this small book, Dr. Coleman considers the strategy and priorities of Jesus as He trained and motivated His disciples. Using principles from both of these books, let's look briefly at the methods Jesus used for motivating and relating to His disciples.

HE CALLED AND CHOSE THEM. The twelve did not volunteer for special services: Jesus called them individually. He took the initiative. Jesus handpicked His disciples and did not select them at random. The selection of His apostolic band was of utmost importance to "the mission." He called them after spending all night in prayer (Luke 6:12-16). We know from Matthew 4:19 and Luke 5:27 and other passages that He called His disciples with words like, "follow me."

Even though the disciples were a very diverse group and, in some people's opinion, a "motley crew", they were special ones called out by Jesus. Most likely He chose them because of their capacity to learn. Jesus spotted potential in them.

What does this tell us about how we should recruit workers?

Like Jesus, we need to take the initiative in spotting and recruiting workers. We probably won't find ready-made, quality leaders, so we need to assess people's potential and plan to develop it. Of course, we know there are risks in the selection process. Judas turned out to be a "bad apple." HE SPENT TIME WITH THEM. We are told in Mark 3:14, "He appointed twelve -- designating them apostles -- that they might be with him and that he might send them out to preach." This was a deliberate policy of Jesus. He wanted His disciples to be *with* Him -- so they lived, traveled and worked together. Their spiritual equipping was His primary concern. Even though Jesus spent a lot of time with crowds and individuals continually followed Him, Jesus made sure He always spent special time with His disciples.

For three years the lives of the Twelve and the Master were intertwined. He was always available to their questions and to meet their needs. True, there were many demands on His time, but He chose to live transparently before them. As Coleman said, "He actually spent more time with His disciples than with everybody else in the world put together."

It's clear that we can't produce instant leaders . . . like instant coffee! We must be prepared to invest time and resources in the people we seek to train. It's easy to get caught up in responding to all kinds of different needs, and overlook the priorities of training new workers and essential leaders. Leaders must be careful to be trainers and disciple makers rather than "need meeters" and "problem solvers."

What implications does this method of Jesus have for you?

HE TAUGHT THEM. Jesus spent much of His time with His disciples, teaching them. We see that there was much content in His teaching. But His teaching was not just words. Jesus obviously taught by His example. As He argued and interacted with the Pharisees, they listened to His teaching and they heard His words. These people asked Him questions and presented problems to Him. The disciples saw His response and how He dealt with each situation.

Before Jesus left them, He charged the disciples to teach others "To obey everything which I have commanded you" (Matthew 28:20). We know that the infant church faithfully devoted themselves to the apostles teaching (Acts 2:42).

What are some ideas you might have to further teach and train those who work with you?

Besides content teaching, what are some other ways you can teach those you are leading and training?

HE GRADUALLY REVEALED HIMSELF TO THEM. Jesus did not begin His ministry by openly declaring His deity and Messiahship to His disciples. That would simply have dazzled and overwhelmed them. He chose to reveal His identity and His mission in stages; it was a gradual process. As His ministry grew and developed, He asked deeper and more probing questions of His disciples and revealed more of Himself to them.

It was in the Upper Room where Jesus left no doubt who He was. Finally, after His resurrection, Jesus let them in on even greater truths and the reality of the coming Holy Spirit. Now they were beginning to comprehend His Kingdom and the role they would play in it.

How can you gradually build up the confidence of those you are leading?

If we are grooming leaders to take over tasks we are doing, we should first orient them, then gradually share with them the joys, opportunities, and struggles which leadership entails. Their response to these learning opportunities will let us know how much we can trust them.

HE ASSIGNED THEM PRACTICAL TASKS. Jesus gave practical assignments to His disciples. He delegated the feeding of 5,000 in orderly groups. When the meal was over, the disciples were in charge of the cleanup operation (Mark 6:39-43).

After months of being with Jesus and watching Him teach, heal, cast out demons, etc., they were sent on a restricted mission. In Matthew 10, Jesus gathered the twelve together and gave them authority to heal, to cast out evil spirits, and to announce the coming of His Kingdom. He gave them very clear directions and limitations for their mission. Mark then tells us that they went into their ministry, two by two (Mark 6:7).

Training is only one sided if it just consists of theory. Of course, we need to impart knowledge through training courses, seminars, etc. But, we also need to integrate teaching with on-the-job-experience.

What are some ways you can provide on-the-job-training in your sphere of leadership?

When you give on-the-job-experience, be sure and give clear directives and insure that the workers have sufficient orientation and instructions in order for them to be successful?

HE EVALUATED THEIR WORK. After the twelve had completed their mission (Mark 6:12-13), they gathered around Jesus and reported to Him all they had done and taught (verse 30). Because of

interruption from thronging crowds, Jesus took them away to a quiet place for rest where they could have continuing interaction about their mission (verse 31).

Another practical training exercise comes from Luke 10:17-20. After the disciples had the experience of the demon submitting to the Name of Jesus, they exulted in their new-found power. Jesus was quick to warn them about boasting in their nominal accomplishments, but rather “rejoice that your names are written in Heaven.”

What do you think Jesus was really saying by this statement?

Someone made the wry remark that “Most Christian events end with a benediction.” In other words, they breathe a sigh of relief when a conference or exhibition has come to a successful conclusion, but do nothing about it. We miss out on another crucial factor too: evaluation!

Why is evaluation such an important part of training?

What are some questions you would want to ask as part of the evaluation of a ministry you directed?

HE REBUKED THEM. Sometimes, Jesus had to rebuke His disciples. Once when they were sailing across the Lake of Galilee, their boat was caught in a furious squall and the disciples were panic struck. Jesus chided them about their lack of faith (Mark 4:38).

Another time was Peter's confession of Jesus as Messiah. He was commended for his declaration of faith in Christ (Matthew 16:16-17), but when Christ sought to explain his mission with its costly price of suffering, Peter rebuked Him. Peter thought Jesus was out of His mind. But, Jesus spoke those famous stern words to Peter (See verse 23).

Jesus did not mince words. He took Peter to task for attempting to hinder Him from fulfilling His role as the Suffering Servant.

It's obvious that Jesus loved His disciples, but He was never sentimental about it. Jesus could not overlook sin and wrong. He had to teach His disciples, “If your brother sins, rebuke him, if he repents, forgive him” (Luke 17:3). In our eagerness to be encouragers and affirmers of others, we often neglect proper rebuke.

Why do you think rebuke is an essential ministry for a leader?

What is the proper way to rebuke an offender? See Galatians 6:1.

How can we rebuke someone without crushing a person's dignity? See Ephesians 4:15.

Since we, ourselves, are so fallible, we need to pray before we correct others. Also, as leaders, we need to be willing to bear the rebuke of others and stand corrected ourselves, since we are sinful and fallible, too.

HE PRAYED FOR THEM. It's important to note that Jesus spent all night in prayer before He ever appointed the twelve. His disciples certainly were continually the object of Jesus' prayers. We overhear Him pray for them when He thanked His Heavenly Father for revealing divine truths to His circle of followers (Matthew 11:25-27). His most intimate prayer for His disciples was the prayer in John 17. This passage provides invaluable guidelines on how to pray for our fellow leaders. Note how Jesus prays for them.

- Jesus thanks God for His disciples (vv. 6-10).
- Jesus prays for their protection (vv. 11, 12).
- Jesus prays for their sanctification (v 17).
- Jesus focuses prayer on the unity of His disciples (vv. 11, 21, 22).
- Jesus expresses His deep longing that His disciples might be hold His glory and increase in knowledge of God (vv. 24, 26).

Spiritual ministry with spiritual goals requires spiritual means to accomplish them. It's absolutely imperative that the Christian leader prays for himself, along with those he works with and leads. From your own experience, what are some reasons why you pray for your people, group, organization?

What are some specific ways you can pray for your people?

HE COMMISSIONED THEM. Christ had almost completed His training work. He had been teaching and training His disciples for three years. Just before He returned to the Father, He gave them this mandate: "All authority in Heaven and on earth has been given to me. Therefore go and make

disciples of all nations, baptizing them in the name of the Father, and of the Son and of the Holy Spirit, and teaching them to obey everything I have commanded you. And surely I will be with you always, to the very end of the age" (Matthew 28:18-20).

Jesus made it very clear what their goal was and what their mandate was. Even though it was the most incredible and difficult mandate every given to any group, it was achievable because of who Jesus is and what He had promised. In addition, He had trained them the right way. The ultimate promise, of course, was His own Presence!

To motivate others, it is essential to give them a great dream and great goals. What goals or dreams or visions have you given your group or organization?

How are you communicating and training your group to fulfill those goals?

What ownership does the group have in those goals?

Speaking of your vision, how does your group feel -- overwhelmed, or challenged, or excited about the purpose of their ministry? Explain.

Conclusion

All students of leadership recognize that motivation is essential to getting the job done. And further, that quality interpersonal relationships between a leader and his followers are essential. From what we have seen of Jesus' training methods, how would you answer these questions:

How did Jesus motivate His followers?

How would you characterize Jesus' relationship with His disciples?

What are some things you would like to do to encourage greater motivation and deeper relationships with those you work with?

As you examine your own leadership style of motivating others, how would you characterize your strengths and how would you characterize your weaknesses?

Write down a plan for motivating your group (board, class, ministry, etc.) that will help it better achieve its goals and have a more effective ministry.

8

Leadership: Learning From Conflict

“One of the greatest trials of full-time Christian ministry is criticism” warns Kenneth Prior in his book, *Perils of Leadership* (InterVarsity Press, 1990). J. Oswald Sanders, the famous missionary statesman and author, stresses this point, saying:

No one need aspire to leadership in the work of God who is not prepared to pay a price greater than his contemporaries and colleagues are willing to pay. True leadership always exacts a heavy toll on the whole man, and the more effective the leadership is, the higher the price to be paid.

-J. Oswald Sanders, *Spiritual Leadership*, pg. 104.

Criticism is a price paid by leaders, and if one cannot handle criticism, it means that basically he/she is emotionally and spiritually immature. This defect will eventually show up and will impede a leader's progress and the group's common goal/vision. Every leader has to expect some criticism, but criticism can work for good if the leader is able to accept it and learn from it.

Trouble and criticism should be received constructively. This is what the Apostle Paul had in mind when he said, “We glory in tribulations also.” This same emphasis appears in the Sermon on the Mount, where Jesus declared that we are blessed whenever we are subject to persecution. This is a point of view the non-Christian cannot understand. However it is consistently taught in Scripture. For example “Whoever wants to save his life will lose it.” Jesus said, “but whoever loses his life for me and the gospel will save it” (Mark 8:35). Puzzled non-Christians think such an assertion absurd, but the Biblical reasons are profound and important.

A key passage to keep in mind is Matthew 5:11-12, “Blessed are you when people insult you, persecute you, and falsely say all kinds of evil against you because of me. Rejoice and be glad now because great is your reward in Heaven, for in the same way they persecuted the Prophets before you.”

There are different kinds of conflict. Each must be faced and responded to appropriately in order to become an effective leader.

Conflict With God

Nothing should be more sobering to a leader than realizing he is in direct conflict with God! What a sobering thought! In Romans 8:31 the Apostle Paul writes, “If God is for us, who can be

against us?” The greatest blessing of life is to have God on our side! The greatest curse is to have God on the other side! In Ezekiel 34:10, God says, “I am against the Shepherds and will hold them accountable for my flock.”

Though written many centuries ago, the words of the Prophet Ezekiel contain powerful and relevant messages for all who are today's servant leaders. Summarize God's complaint against the Shepherds in Ezekiel 34: 2-4.

What was the result of this kind of treatment, vs. 5?

What does God warn He will do as a consequence, vs. 10?

This lesson from Ezekiel 34 is both graphic and powerful. In verse 31 of this chapter God makes it clear that he is not talking about sheep, but about _____. Consequently He is primarily speaking about His people's *spiritual* state and needs.

In what ways do leaders today sometimes exploit people to gain personal benefit?

What should be done with people under our care who are either “weak”, “sick”, or “injured”?

How does a leader take care of his or her own needs as well as meet the needs of others?

How can we serve those who are “strays” -- who are “lost”, “scattered”, or “wandered”?

How can leaders use their influence to prevent strays in the first place?

Since God will hold us accountable as leaders (vs. 10), who can hold us accountable here on earth to help us be the right kind of leaders?

Notice also that God will remove those improper leaders from leadership if they remain in conflict with Him.

Spiritual Conflict

While leaders must always be aware of possible conflicts with God, they also face the reality of daily spiritual conflicts. Those in spiritual leadership should especially be aware of being targets of the evil one. *We should be well aware of the fact that Satan is seeking to devour those who are spiritually effective.*

Ephesians 6:10-20 is a healthy reminder for every Christian leader. Looking at this passage now, how are you to prepare yourself for spiritual warfare?

How can we encourage each other in spiritual warfare?

What principle of spiritual warfare is contained in 2 Corinthians 10:3-5?

How might this principle be applied in your leadership responsibility or in your local church?

Christian leaders must stay on the cutting edge of spiritual warfare. If not, discouragement, defeat, guilt, and lack of vision will overwhelm the Christian leader.

Conflict With People

It's sometimes humorously stated, "If it weren't for people, ministry would be great!" Because we are all fallible and sinful however, it's inevitable that conflicts arise with people we work with and lead. There are several things every leader should be aware of in handling conflicts.

CONFLICTS OFTEN ARISE OUT OF A LACK OF MINISTRY FULFILLMENT. Frank Tillapaugh writes:

The church's main problem is getting lay-people involved in ministry. If we can solve that problem, we will . . . dramatically reduce the internal 'people problems' that seem to automatically materialize out of rear echelon involvements.

-Frank Tillapaugh, *Unleashing The Church*, Regal Books

Tillapaugh's point is that people who are involved in ministry and feel God is using them have little to gripe and complain about. However, those who don't have a "ministry" feel left out, frustrated, and tend to blame leadership. Any program that only has a few people "doing ministry" and leaves others as observers and "sideline sitters" will find itself quickly enmeshed in rumors and complaining.

List specific things you suggest for people in your church or group who don't currently have a ministry.

POOR COMMUNICATION OFTEN CAUSES CONFLICT. Frequently the greatest conflicts can be resolved by proper communication. It's been well said, "People don't care how much you know until they know how much you care." Ministry always must begin with relationships. Out of those relationships will come delegation, responsibility, and effective ministry. Jesus began His ministry of training the disciples by choosing them, training them, spending time with them, and getting to know them. You cannot expect a lot from people you do not know or communicate with. Good communication between leader and co-workers is an absolute must.

Comment on the effectiveness of your communication with those you work with.

Six suggested keys to effective communication are:

1. Communicate the vision -- so your people will know what we are about.

2. Communicate the plan -- how you are going to get the job done and where individuals fit in.
3. Communicate expectations -- what should we be doing as individual parts of the team.
4. Communicate reasons for change -- how these fit into the plan and will make it work better.
5. Communicate challenges or problems we face -- it will take the “firepower” out of the critics.
6. Communicate success and encouragement.

PERSONALITY DIFFERENCES CAUSE CONFLICT. Leaders need to be honest with others about both their strengths and weaknesses. As they admit their weaknesses and are vulnerable with their co-workers, they invite people with strengths to compensate for their weaknesses; to step into the gap. It's imperative that leaders build around themselves people who have strengths, where they themselves may have weaknesses. Other personality differences need to be discussed, communicated, and accepted. A good dosage of humor and laughter about our differences can go a long way towards unifying a group and dispelling conflicts.

To what extent are your co-workers aware of your weaknesses?

How can they be “given permission” to compensate for those areas where you are weak?

SINFUL ACTIONS OFTEN CAUSE CONFLICT. Obviously, sins of lack of commitment, disobedience, false information, gossiping and other sins disrupt group unity and a leader's effectiveness. Matthew 18:15-17 is essential for conflict resolution. From this passage note the following steps:

- The person who was sinned against should directly address the person who sinned.
- If there's been repentance, then there must be forgiveness and ending the matter there.
- If there's no repentance, then two or three other people need to become involved. If there is repentance, there must be forgiveness and the matter forgotten.
- If there is no admission or confession, the matter must be brought before the church or its designated body.

Whatever the problem, it should always be addressed immediately and taken care of without delay. “Sweeping the problem under the rug” only leads to greater problems and further involvement by other people who were not originally involved. In other words, problems don't go away. They must be dealt with in a healthy manner and completely resolved.

Phillip Greenslade, in his book, *Leadership, Greatness and Servanthood*, describes the leader's job of “fire fighting.” He encourages leaders to follow the following guidelines:

Act promptly. Fear of confrontation only allows the situation to deteriorate. Attitudes harden and angry words settle into final arguments, which people then find too hard to retract.

Treat each case differently. A wise spiritual trouble shooter will not prejudge the issue by immediately applying a prepared solution. Instead, he will respond appropriately to the person or occasion, based on circumstances.

Be prepared to be vulnerable. A Christian leader with a Shepherd's heart, who is dealing with trouble, will not want to remain clinical and aloof. He will be able to take the heat out of a situation by taking some of it himself. Remember Paul in II Corinthians 11:29, "Who is weak and I do not feel weak? Who is led into sin and I do not inwardly burn?"

Treat problems as opportunities. As Acts 6 so beautifully demonstrates, what began in grumbling and dissension was resolved in a way that led to a fresh recognition of spiritual gifts in the Body of Christ and a major new apostolic thrust.

Cover the whole situation with love and patience. Blowouts in church groups are usually resolved by love and much persistence. This is the kind of love that covers a multitude of sins not by condoning sin, but by nullifying its effect on others who are not involved.

Be prepared to share lessons have you learned about conflicts which might to be of help to others.

Leaders have significant power and influence. Different leaders use that power in different ways. Different situations also require a variety of leadership styles. Effective leaders learn to use appropriate styles in each situation. How power is used or misused by a leader determines whether or not he is in conflict with God.

Leadership Styles

Peter clearly teaches the Christian model for leadership style. Of course, he learned it from the Master, Himself. Read 1 Peter 5:1-7. In this passage we see several insights into the Biblical leadership style. First, *one who comes along beside* (vv. 1, 2). We lead, not from above, but from along side. Second, *one who has a willing heart* (vs. 2). We are eager to help and give of ourselves to others, not to get. Third, *one who is a servant* (vv. 2, 3). Our attitude is to serve and to model what we expect from others. Fourth, *one who is humble* (vv. 5, 6). We are to clothe ourselves with the slave's apron, rather than seek position or power. We are to both act humbly and react humbly. Fifth, *one who trusts the Ultimate Leader* (vs. 7). As leaders we don't fear the task, but trust the ultimate Shepherd. So we need not control others, but only serve them as God leads through our lifestyle.

Leadership theorists highlight at least five leadership styles. These theories are listed below, along with a brief description.

LAISSEZ-FAIRE: no structure or supervision is given; members set down rules and standards of performance; leader is "first among equals" without authority, a resource person.

DEMOCRATIC-PARTICIPATIVE: provides some structure and framework within which members still largely set their own goals and standards; leader and advisor with minimum of authority.

MANIPULATIVE-INSPIRATIONAL: some structure, usually confused and ambiguous; goals are set by management with no participation, but employees' acceptance sought by "hard-sell."

BENEVOLENT-AUTOCRATIC: activities of group are largely structured; relatively close supervision, however employees are encouraged to make suggestions concerning their goals, working conditions, etc.

AUTOCRATIC-BUREAUCRATIC: activities of group are totally and arbitrarily structured; participation by group in any context totally discouraged; supervision is authoritarian and autocratic; questioning of orders is regarded as subordinate.

We recognize that various styles of leaders are called for in various situations. However, *God's requirement that people be not used, abused, and treated harshly must be observed in every situation.* Of the above styles, which do you find yourself in most of the time?

Which do you prefer? Why?

Evaluate the effectiveness of your style, and its harmony with God's servant/leadership principles.

Conclusion

Read III John 9-10 and write a brief analysis of Diotrephes' leadership style in light of the lecture on "Conflict of Power."

Write one instance where criticism has helped you become a better leader or Christian.

9

Leadership: Treating Group Illnesses

A person can be healthy but still not be physically perfect. But, it's impossible for a person to live, grow and function normally without health in the major body systems. For example, a functioning immune system is essential to life. Without it we are victimized by many diseases. Acquired immuno-deficiency syndrome (AIDS) is such an alarming disease because it attacks the very system that protects human life from the constant attack by enemy germs.

People can have physical problems and still grow and function fairly normally. However, it is impossible for one of the vital signs of the human body to fail and the body to still remain healthy and grow. In the same way, a church can have areas of "disease" or "weakness" and still be relatively healthy and continue to grow. However, a church cannot lose one of its vital signs and still grow well and healthy.

What are vital signs of health in a church or group? What are signs of illness or disease in a group or church? First, let's talk briefly about the vital signs of health. Secondly, let's talk about the illnesses often affecting groups and churches.

VITAL SIGNS OF HEALTH

Worship: The Westminster Shorter Catechism says, "The chief end of man is to glorify God and to enjoy Him forever." Ultimately, the purpose of our human life and of every spiritual group is to bring glory to God and to represent Him in an honorable way.

The New Testament word for glorify is "doxa" which refers to a person's reputation. When we are glorifying God, we are enhancing the reputation of God.

In worship, God's people come into contact with the living God and reflect His character and reputation in their own lives and in the world in which they live. Healthy churches and healthy individuals are people who are in a right relationship with God and therefore are able to be in a right relationship with themselves and with others. At the root of all human problems is a dysfunction in our relationship with God. I John 2:4-11 makes it very clear that our relational problems with others are a direct reflection of our relational problem with God.

So, a vital sign for any healthy group is an active, vibrant and honest worship of the living God. Are you, personally, a worshipper of God? Do you read His Word, give praise to Him, and honor Him with your time, talent, and treasure?

Does the group you are a part of have a healthy, dynamic, regular worship of God?

What suggestions would you have for your group to enhance its worship?

Fellowship:

A right relationship with God is reflected in a healthy and right relationship with others. Fellowship is defined as “a deep and complete sharing in common with others through Jesus Christ.” It includes the building of deep and loving relationships. Fellowship provides the community and the socialization that God has designed into our human nature.

Healthy churches and healthy groups practice fellowship. People have often limited fellowship to sharing a cup of coffee or eating together. While it may include food and common meals, fellowship goes much deeper. It has to do with sharing the joys and the deep pains of life. It has to do with companionship and support in the task and efforts of life. Fellowship includes the necessary pain and forgiveness of working out relationships between fallible people.

Does your group practice fellowship?

What are ways that fellowship is enhanced in your group?

What suggestions would you have to deepen the health of your group's fellowship?

Discipleship:

"Living under the lordship of Jesus Christ and living a lifestyle that honors him" would be an appropriate definition of discipleship. Healthy groups and healthy churches understand that the aim of Christianity is to produce people like Jesus Christ. Discipleship encompasses that goal.

Discipleship means that one is both a learner and a practitioner. One is learning about the life of Jesus Christ, including His instructions, while at the same time practicing those principles in one's whole life and relationships.

Healthy groups and churches are those that take discipleship seriously and see their goal in life as being constant learners under the lordship of Jesus.

In *The Disciple Making Pastor* (Revell, 1988), Bill Hull states:

Only one kind of person will penetrate the world, and the failure of the church to produce this kind of person is the error that has thrown it into crisis. The crisis at the heart of the church is the crisis of product. What kind of person does the church produce? The Christ-commanded product is a person called a disciple. Christ commanded His Church to "make disciples."

How would you evaluate the health of your group in terms of "discipleship"?

What suggestions would you have to make your group more healthy in disciple making?

Evangelism:

Bringing people into a right relationship with God and into His Church family is an accepted definition of evangelism. Healthy groups continue to have a missionary approach to life and ministry. They recognize that they exist for mission: to reach out to a lost world and bring them to a saving knowledge of God through Jesus Christ. In addition, they recognize that new Christians must be brought into the fold of God's family. This responsibility of evangelism is the focus of every healthy church and spiritual group. A vital sign of health in any church is that it has a regular flow of "new blood." These new "blood cells" give new vitality and life to the bloodstream of the spiritual Body of Christ. Without a regular and healthy supply of "new blood" the church becomes stagnant, weak, and ultimately dies.

How healthy would you say this vital sign is in your group?

What suggestions would you have to increase the health of this vital sign for your group or church

GROUP ILLNESSES

Just like our human body can be affected by a variety of viruses and bacteria, so can our organizations and church groups become infected and affected by various unhealthy elements. Below are a few common illnesses infecting many groups and churches:

Monumentalism:

Groups that see the end of all things as themselves rather than God, fall into the disease of Monumentalism. The activity, the programs, and the goal of the group become self-centered building a monument to themselves. Here is worship gone awry.

The Tower of Babel is a powerful reminder to every spiritually based group that Monumentalism ends in disaster. God makes it clear that He will not share His glory or credit with anyone because He alone is God. Groups that aim to be representative of God must maintain a focus on God through true and sincere worship.

Monumentalism shows itself in self-glorification, human focus, loss of worship, lack of prayer, abandonment of thanks to God as the ultimate Source.

What signs would you see of Monumentalism in your group?

What suggestions would you have for the proper cure?

Isolationism:

A constant danger of every group is to become so intimate and so close that newcomers are shut out. Here is fellowship gone awry. This is a common problem in most groups and established churches. When group members find themselves spending most of their time enjoying each other, they begin to suffer from this illness of Isolationism. Everyone feels so good about everyone else that they don't even notice that they also are to exist for those who are still outside the fellowship.

Another problem that relates to this disease is the self-righteousness that accompanies sanctification. As Christians begin to mature and change they find themselves less tolerant and accepting of non-Christians and new Christians who, like little babies, yell and scream and make dirty diapers. Immature Christians and not-yet Christians can often cause problems, ask hard questions, commit sins that they are unaware of, and generally make a big mess for the "very sanctified and holy people."

Another evidence of the illness of Isolationism is the size of the fellowship group. It's estimated that each of us can get to know approximately 60 people quite well. Beyond that, fellowship begins to break down. Therefore, newcomers become shut out and isolated from groups because no one has "room" for them in their friendship relationships.

Cures for this illness are simple, but can be painful. The most simple solution is to divide. When groups are broken up and new groups are formed, it disturbs the status quo and causes people to realign their relationships and friendships. This allows room for new people to fit into new groups. Identify some examples of isolationism in your group:

How would you deal with this problem, specifically?

What suggestions would you have for preventing this illness in your group?

Hibernationism:

Stewardship of one's time, talent, and treasure is an explicit requirement for every disciple. Jesus taught the high priority of giving up one's life to discover true life. He clearly taught through both doctrine and parables that careful stewardship of our talents is essential.

Hibernationism takes place when our time, talent, or treasure is hidden. Many so-called "disciples" put their abilities and resources on the shelf and don't use them in an active way. As a consequence, gifts become stifled, ministries are inhibited, and God's work is severely handicapped.

Hibernationism is, frankly, a disease of discipleship. Those who call themselves disciples, but suffer from Hibernationism are no longer active, obedient, involved, and using their resources for eternity's purposes. They have lost the battle and the fight between God and mammon. Mammon has begun to control their lives. As Jesus said, "Where your treasure is there will your heart be also" (Matthew 6:21). Our treasure is now with temporal things rather than the eternal.

There are various cures for Hibernationism. The first is to address the fact of the illness. A second cure is to require careful stewardship of one's resources to be a part of the group. A third cure is to give responsibility to every member of the group with the expectation that membership in the group involves use of one's resources.

What other suggestions would you have for cure from Hibernationism?

What are ways that you see Hibernationism affecting your group?

Infertilism:

People who no longer have a vision for the world and do not share their faith with the lost are those who have succumbed to the illness of Infertilism. They no longer have a fertile faith that initiates new life in others. Groups that suffer from Infertilism exist only for themselves and no longer bring in new converts to the group. This produces a spiritual stagnation in the group, a loss of purpose, a loss of new support from new resources, and a loss of mission by the whole group.

Obviously, the consequences of this illness can be fatal if not healed in time. There are various remedies for this illness. First, there should be clear teaching as to the mission and purpose of the group. Secondly, leaders and initiators of the vision must practice the priority of outreach and evangelism. Thirdly, specific events should be promoted and developed by the group as outreach events to break the ice of the group's "frozen mouth." Interaction with those who are not yet regenerated is essential so that fertilization can take place.

What evidences do you see of Infertilism in your group?

What suggestions would you have to increase the fertility level of your group or church?

There's no such thing as a perfect church or organization. However, the leader is responsible to carefully monitor the vital signs and the environment of their group. This kind of preventive care will keep the group from falling into various illnesses and diseases.

What suggestions do you have for group disease prevention and health care?

10

Leadership: Organizing The Church's Vision

Almost everyone agreed in the fall of 1990 that the Oakland Athletics were a powerful baseball team. With players like Ricky Henderson, just chosen the MVP of his baseball league and one of the greatest base fielders in history, Jose Canseco, the powerful slugger, and many other outstanding players -- the "A's" were judged easy victors over the Cincinnati Reds in the 1990 World Series. It was a shock and major upset in the long and storied history of baseball when the Reds swept that World Series. The Oakland A's relearned in their humiliation, what the famous slugger, Babe Ruth, had said decades earlier: "Yesterday's home runs won't win today's ball game."

This baseball philosophy has something to say more than just to baseball athletes and fans. It has something to say to everyone who is tempted to coast on past successes. It has much to say to Christians and to the institutional church. You see, most churches have a large rear-view mirror and a small windshield. They are churches that look at the past, the good old days, the days of greatness under such and such a pastor, or when so and so was a key leader. America is full of churches that mostly look in the rear view mirror, longing for the past. Only rarely and briefly do they look through their small windshield at where they are going in the future.

Effective churches do need a rear-view mirror. They need to remember and be grateful for their past. But, they must only allow themselves a small rear-view mirror -- because most of the vision should be reserved to look forward through the much larger windshield of the future -- the forward journey!

What is the real mission of the church? What should you as a leader be focusing on? For the sake of clarity and simplicity, we will focus on seven foundational statements which answer seven key questions.

Our Purpose -- Why We Exist

Jesus always operated according to the mandate of His life's purpose. Several times during His ministry He reminded His disciples and others of that purpose:

For even the Son of Man did not come to be served, but to serve, and to give His life as a ransom for many." (Mark 10:45)

The Spirit of the Lord is on me, because He has anointed me to preach good news to the poor. He has sent me to proclaim freedom for the prisoners and recovery of sight for the blind, and to release the oppressed, and to proclaim the year of the Lord's favor. (Luke 4:18-19)

I have come that they may have life, and have it to the full. (John 10:10b)

I have brought you glory on earth by completing the work you gave me to do. (John 17:4)

Most businesses have found management by objectives to be an extremely helpful principle. This system forced all the activities of an organization to answer to the ultimate objectives of the whole organization.

The church too must always base its activities and priorities on its purpose for existence. Mission Hills Church has chosen the following purpose statement to answer the question, "Why do we exist?"

Based on the Bible as the standard of truth, the purpose of Mission Hills Baptist Church is to honor God by bringing lives into harmony with Him and one another through a balanced emphasis on worship, fellowship, discipleship and evangelism.

Notice that this purpose statement emphasizes both the vertical relationship with God and the horizontal relationship to other people. The intention is to constantly bring before all members of the church our primary responsibility to God, and our secondary responsibility to other people. These responsibilities fulfill the two great commandments: "To love God and to love others." In addition, this purpose statement puts a focus on the four major areas that maintain balance in the life of the church: worship, fellowship, discipleship, and evangelism.

State your church or organization's purpose in a sentence.

In what ways is this purpose communicated?

Our Vision -- What We Want To Become

It is imperative that every church have a clear understanding of what we as a church want to become. Answering this key question gives focus and direction to everything we do. It gives passion and commitment to the ideal everyone is "shooting for."

The vision statement of Mission Hills Church is contained three succinct phrases:

Every attender a devoted follower of God

Every follower a sacrificial servant

Every servant a loving messenger

Notice that this statement includes everyone in the church, calls them to commitment to God, to service to others, and to outreach to the lost world. Notice also that each phrase builds on the assumption preceding it.

Every church can spell out its vision differently. Some may use slogans, others may use "key" verses. The important thing is to have an easily understandable statement which focuses on the ideal of what we would like to become.

Churches should keep the “bottom line” in mind -- which should be the mission of every church -
- to make disciples who are serving as God’s instruments in their world (Matthew 28:19-20).

Write out the vision statement of your church or group.

Now add any modifications that you feel would strengthen this statement.

Our Philosophy of Ministry -- How We Do Our Work

The philosophy of ministry says: this is the way we're going to do things to accomplish our purpose and fulfill our vision. One church's philosophy of ministry is stated in these words:

We believe that every member of God's family has been given the ministry of Jesus, which is to bring people to God and to each other. We also believe that each member of God's family has God-given abilities to fulfill this ministry.

Therefore, in all areas of our church's life, we will seek to motivate, train, equip, and organize people to do Jesus' ministry. We will do this intentionally through informal, lifestyle modeling and through formal training programs.

In order to empower God's people and increase effectiveness, we will develop ministry teams to work together in the specific avenues of ministry to which God calls us.

A philosophy of ministry clearly states how the job is going to get done. Read through this philosophy of ministry statement again, this time underlining the words or phrases that tell how this job will be accomplished.

Next, write out your church's philosophy of ministry. Notice whether or it shows how the purpose and vision will be accomplished.

Finally, write out your own philosophy of ministry:

Our Structure -- Who Is Responsible

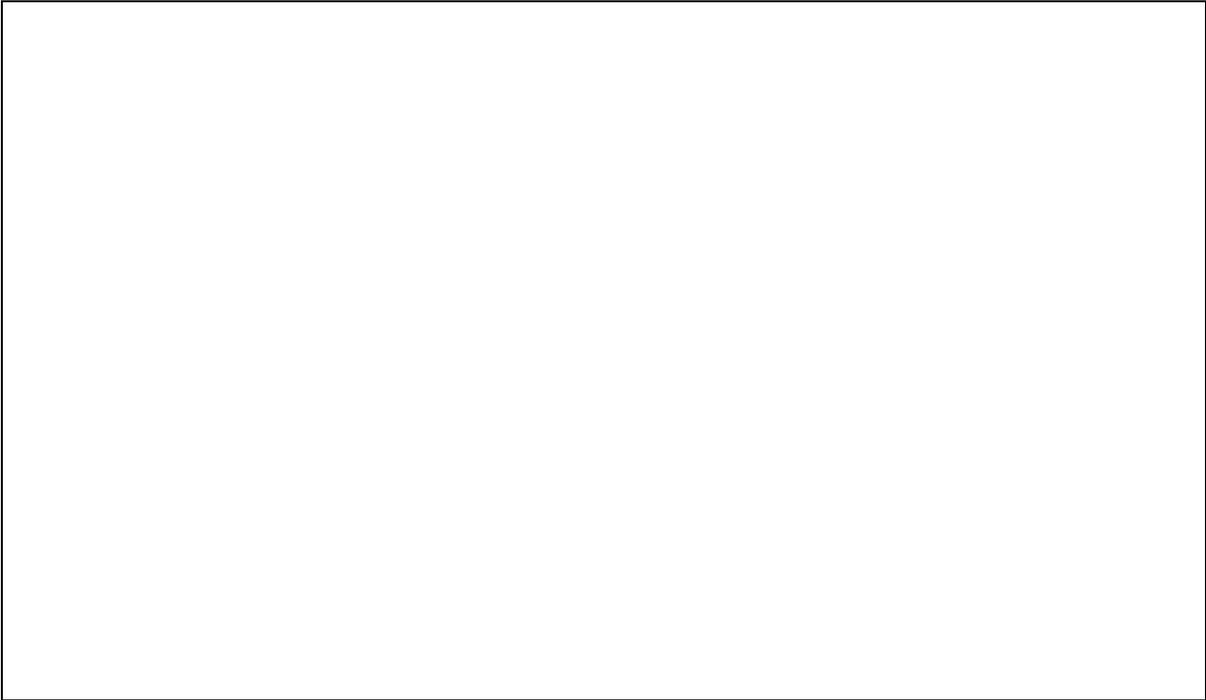
Structure moves an organization from the *idea* level to the *functioning* level. Imagine an inventor who had an idea for a locomotive (the vision), explained the need for it (its purpose statement), and

how the locomotive would be used (its philosophy) -- yet never designed the actual locomotive? That would be absurd!

All organizations need structure. The smaller the organization of course, the less structure is needed. Structure answers the question, "Who is supposed to get what done." Imagine a football team without members being assigned positions, responsibilities, and play obligations. It would be ludicrous!

Yet many churches lack the structure needed in order to get the job done. The pastor and his/their leadership team must organize the church in such a way that everyone in the church understands the structure and who functions where.

Does your church or group have a clear and understandable structure? Draw a diagram of that structure in the box below.



Our Involvement -- Where People Fit In

When people come into your church their first concern is, "Where do we fit in?" Everyone needs a sense of "belonging." Effective churches clearly spell out where and how people can belong and become involved. Terms for this function are "assimilation" and "involvement."

How does your group assimilate people? Where do they come in, fit in, and feel a sense of "belonging?"

Many churches and church experts have learned that churches that have the following four components can more effectively encourage belonging, discipleship, and healthy multiplication:

CELEBRATION. This is the large gathering of people who come to worship God and celebrate the life they have in Jesus Christ. It is not necessary for everyone to know everyone else in this group. What is important is that they celebrate who God is and who they are as God's people.

CONGREGATION. This is a smaller group of anywhere from 15 to 75 people who meet regularly for fellowship, Bible teaching, and sharing. In this group (congregation) everyone should know each others. There should be a sense of togetherness and Biblical fellowship where burdens are shared and prayer for one another takes place. In many churches the congregation functions as a Sunday School class.

CELL GROUP. This group consists of 8 to 15 people. In a smaller group like this, there is more intimate sharing. Friendship relationships are built easily and quickly. People feel free to share their lives at a deeper level. They experience meaningful fellowship, training, and accountability. In many churches these groups function as support groups, home Bible study groups, small discipleship groups, and advanced training groups.

ONE TO ONE. This is where one person meets regularly with another person. It can produce a high level of accountability and change in another person's life. It is used most effectively in personal discipleship and counseling.

The levels of “cell-group” and “one-to-one” have been found to be most effective for discipleship and leadership reproduction. Churches should be encouraged to focus on these highest levels of accountability.

What are the levels of assimilation and involvement in your group or church?

What improvements would you suggest?

Our Process -- Why People Stay and Catch the Vision

All churches have a “back door.” The back door is the way people leave a church. People leave for many reasons, including discouragement, disenchantment, broken relationships, conflict, boredom, lack of fulfillment, lack of growth, challenge, etc. The question is, how can the church close its back door, or at least make it smaller?

Most churches spend much of their energy attempting to attract and involve people. Especially in those cases where the pastor and church staff spend most of their time at the “front door” attempting to attract people -- the “back door” remains wide open. That is, in time people lose interest and drift away. However, when people are moved beyond attraction and involvement to equipping and multiplication, the back door of the church tends to become radically smaller. Why is this?

When the pastor and church leaders spend most of their time equipping people for ministry and developing disciples (reproducers), multiplication in ministry automatically happens. Then, the attraction and involvement happens at the lay level, where it takes place spontaneously, rather than artificially by the “professionals.”

Each church needs to clearly define its process for ministry. How does a person become a disciple? How does someone become trained in ministry? What are the avenues and opportunities for people, at all levels of spiritual growth, to become further equipped for ministry? These opportunities come as a consequence of implementing a process of ministry. It is then that people stay, catch the vision, and become reproducers in the lives of others!

What does your church's *process for ministry* look like? To put it another way, how does a person move from “Christianity 101” to “Christianity 401” -- resulting in developed spiritual gifts and fruitful ministry?

What suggestions would you make for improving your church's process of ministry?

Conclusion

Since most churches have a small front windshield and a large rear-view mirror, it is a leader's responsibility to refocus the eyes of the church on the future and on God's Spirit-led direction for growth and ministry. These seven foundations provide important building blocks to help move your church or organization into godly effectiveness.

Here's your chance! Please go through this list again, in order to help establish your church's vision and mission. Let your voice and perspective be heard. This will be helpful both for you and for your church's self-improvement.

Which of the seven foundations covered in this lesson are strongest in your church?

Which are the weakest, or perhaps don't exist at all?

What suggestions would you have for your church to improve its foundations?

11

Leadership: Implementing The Church's Vision

Perhaps the greatest single weakness of the contemporary Christian church is that millions of supposed members are not really involved at all, and, what is worse, do not think it's strange that they are not. As soon as we recognize Christ's intention to make His Church a militant company, we understand at once that the conventional arrangement cannot suffice. There is no real chance of victory in a campaign if 90% of the soldiers are untrained and uninvolved, but that is exactly where we stand now. Most alleged Christians do not now understand that loyalty to Christ means sharing personally in His ministry, going or staying as the situation requires.

-The Best of Elton Trueblood: An Anthology. Impact Books, 1979).

The call to today's church leaders is to change this depressing scenario. The church must be a training center for making disciples. Though it must be a loving community caring for the wounded, it also must be a center of training for Christian soldiers. This requires the implementation of the church mission and vision. It must be more than talk. It must daily walk!

Bill Hull addresses this issue of talk vs. walk:

The crisis at the heart of the church is that we give disciple making lip service, but do not practice it. We have lost the integrity of our mission. The cardio-vascular system of the Body will not get better until we change our ways and prioritize the production of healthy, reproducing men and women who will penetrate their world. The cardio-vascular system of the church is the principles that produce the right product. When it produces and reproduces the right product, like any healthy body, it will be able to carry out its function. When we obey Christ's commission, two things happen: We create healthy Christians; healthy Christians reproduce, and the Body grows, then multiplies, and the world becomes evangelized.

-The Disciple Making Pastor. Revell, 1988.

The Need for Implementation Systems

Without an implementation system, the average Christian does not understand how to progressively advance in Christian growth, in training, and in ministry impact. Millions of Christians simply go through the motions of "church." Most churches are ill equipped to prepare and guide their members into increasing levels of training and ministry effectiveness. George Barna, well known Christian researcher and writer, says:

Rather than take persons who volunteered their services and plug them into the most gaping hole that existed at the moment, user-friendly churches first helped people to determine what God had called them to do. They believe that each person had an area of giftedness, and they strove to use that person's talents and skills in those areas. The responsibility of the church was to: 1) identify those gifts and talents, 2) refine those gifts; 3) provide opportunities for individuals to utilize those gifts in significant ministry, and 4) support the individual in ministry.

-User Friendly Churches. Regal Books, 1991.

To do this, of course, every church must set up systems and develop a staff that will equip the church body to become a "spiritual fighting army." Jesus' model was to increasingly expose His disciples, involve them, delegate to them, and release them for ministry. Churches today must follow that model. We must not only talk about a mission, but develop an understandable and progressive ladder for spiritual and ministry development.

We believe every person coming to our church needs to feel four things: "I'm welcomed!" "I'm loved!" "I'm growing!" "I'm making a difference!" We want everyone in our church to feel and even say them! This is how the system works:

Enfolding – "I Am Welcomed!"

Building bridges to people is essential for every church. The problem is that many churches are not perceived as truly friendly. Becoming a "visitor friendly" or "warmly welcoming church" is more difficult than one would think. For example: Do newcomers know where to park at your church? Is there a special space available for them? How do they find the rest room, the nursery, the Sunday school classroom, the youth area, or perhaps the worship center itself? Newcomers often feel awkward and nervous. To put any newcomer in an embarrassing situation is to risk never seeing them again. Most church people are amazingly insensitive to strangers and how they perceive the Church.

Studies have shown over and over again that *the number one criteria* by which visitors judge a church is friendliness. Some might have thought doctrine would be the first issue, or the preaching, or the music, or the sanctuary, or some other prior concern. But, all the evidence indicates that "friendliness" is the most important first impression. Each visitor who comes into your church must feel "I'm welcomed!"

To assist enfolding process I suggest trained official "welcomers" and "helpers" in the following areas: parking lot; greeters (both outside and inside); information center(s); people to take people to locations they are seeking; ushers; orientation class leaders; visitor phone callers; hosts for desserts in homes; new attender small group leaders.

You can add others to this list or develop these categories in greater detail.
How does your group implement the enfolding new people?

What are your suggestions for improving this process?

Caring – “I’m Loved”

The needs of people need to be met first, before they are ready to make a difference. This is the ICU unit of the church. It incorporates the “one another” passages of Scripture – “encourage one another,” “admonish one another,” “teach one another”, etc.

The early Church (Acts 2:42-47) practiced an intense level of fellowship. Every healthy church must demonstrate a truly caring community. Every person in the church should have the feeling “I am loved!” This is the glue that will attach people to your church.

Most churches are organized to provide caring communities that welcome new people and attach them in meaningful relationships to others. Some churches are broken down into communities. These are: children's community, youth community, singles community, young marrieds community, middle marrieds community and seniors community. Each community is then broken down into congregations or large fellowship groups that meet on Sunday mornings. Each congregation is then broken down into small groups of 8 to 14 people.

The small groups, congregations, and communities are designed to provide caring, fellowship, discipleship, and accountability. It's in the context of these groups that Christians and non-Christians alike can say, “I'm loved!” Obviously, this does not happen spontaneously over the long haul. It takes training, job descriptions, assigned job responsibilities, and frequent encouragement. It is the job of both staff and lay leadership to remind these caring communities that their primary function is to provide the love of Christ in practical and meaningful ways.

What structures enable people in your church to feel “I'm loved!”?

What are your suggestions for improving this caring ministry?

Equipping – “I’m Growing!”

Friendliness that results in enfolding, and caring that results in a sense of being loved, are essential. However, studies have shown time and again that people soon drift away from a church if they cannot say, “I’m Growing!”

Churches have two to five years to meet the needs of people. If they are not met, they are out of there! Healthy people *want* to grow! Therefore we need to ask, “how can we help people be better at what they do?”

Every church must carry out its Biblical mandate “to prepare God's people for works of service, so that the Body of Christ may be built up” (Ephesians 4:12). Churches decline into apathetic, navel-gazing fellowship clubs unless they are trained and equipped for ministry. The church must become an equipped army of Christian soldiers, powerfully impacting their world for Christ.

To do this, churches should provide networking and ministry "career" counseling for each of their members. People's gifts, abilities, background, personality type, and interests (or passion) need to be connected with specific training opportunities and ministry outlets. This can be one of the most significant services a church can offer its members.

A great weakness of the evangelical church has been to simply load guilt on people about what they should or should not be doing. The effective church must not only tell people what they should do, but provide the training and support to do it!

Training and ministry options can include: general training for ministry; teacher training (children, youth, adults); small group leadership training; lay counseling training; evangelism; personal discipleship, training for jail ministry; ministry with international students; general pastoral training; training for specialized support groups, training for mission trips; and many, many others.

Through training opportunities in areas such as these, we are finding many people saying, “I’m growing!”

What training and ministry opportunities are provided by your church?

From your perspective, what are areas in your church where equipping is needed?

What suggestions do you have for your church leadership to improve its equipping focus?

Are you personally able to say, “I’m growing!”? If not, what would you like to do to see this change?

Mobilizing – “I’m Making A Difference!”

Both formal and informal studies have been done among Christians and non-Christians alike to determine what motivates people to do what they do. Over and over again, the answer has been “I’m Making A Difference!” People want to be a part of something that is having an impact, especially, an eternal impact. Churches must design ministries that allow people to make an impact on the lives of other people, whether it is their family, their church, their community, or their world. It is the responsibility of the small group leaders, congregation leaders, community leaders, and staff, to encourage people, guide people, and involve people into specific ministries. These ministries must reflect gifts in the church body, burdens from the Holy Spirit, and needs in the community. We have divided ministries into internal and external categories.

Internal ministries might include ministries like teaching, shepherding, counseling, leadership, ushering, singing, music groups, small group leadership, one-to-one discipleship, small group discipling, administration, mercy giving, visitation, etc.

External ministries might include ministries such as investigative Bible studies, neighborhood Bible studies, prison ministries, evangelism, evangelistic events, men's sports outreach, food bank, clothing closet, as well as short-term missions projects, long-term mission projects, and many others.

The opportunities are endless and only limited by the creativity of the church members and leaders. The emphasis of the church is that ministry is expected of everyone because every member is a minister.

What external ministries is your church involved in?

What internal ministries are needed in your church?

What suggestions do you have for increasing the mobilization of your church membership? Do you personally feel you are “making a difference”?

Summary

Summarize your own group or church in the areas of enfolded, caring, equipping, and mobilizing. Describe how each of these statements applies in the current system used in your group or church.

How do new people visiting our church feel welcomed?

How do people who attend your church feel loved?

In what ways are people in your church growing?

In what ways are they mobilized and “making a difference?”

Describe ways that one or more of these categories could be improved.

For too long churches have talked about what Christians should do. Now it is time for churches to “just do it!” The implementation of the church's mission and vision is absolutely essential to effective leadership and a healthy church.

12

Leadership: Creating a Climate For Growth

All living things require a certain climate for growth and health. No tomato plant can withstand freezing temperatures. No frog can withstand a boiling temperature. Human beings must live on a planet like earth which has a climate generally hospitable to human existence.

The church is a living organism, too. The true church is alive spiritually. For spiritual growth, a certain climate is essential. Churches that have an unhealthy climate become weakened, diseased, and even die. But churches that have a healthy climate generally grow, reproduce, and continue with healthy life. Nine categories for healthy churches suggested by Al Broom (of *Church Dynamics International*) are:

Prayer

God's spiritual work must be accomplished by God's spiritual means. In other words, prayer is absolutely essential to the spiritual dynamic of a church. The believer and the church that does not pray, has been cut off from its primary source of spiritual vision and power.

Jesus modeled prayer and dependence on His Heavenly Father. His decision to choose disciples was preceded by a night in prayer. His daily responsibilities were preceded by early morning prayer times. His battle before the cross was resolved through prayer.

As you look at the Epistles of the New Testament, you see the continual emphasis on prayer for winning the spiritual warfare and being effective in outreach (Ephesians 6:18-20; Philippians 1:3-11; 4:6-7; Colossians 1:9-12; 4:2; I Thessalonians 1:2-3; 5:17; 5:25; II Thessalonians 3:1-2; etc.)

Prayer is a foundational principle for the visionary and Christ-obeying church. According to George Barna in his book *User Friendly Churches* :

Prayer is one of the foundation stones of ministry in the user friendly churches examined for this book. The call to prayer was the battle cry of the congregation: it rallied the troops. These people understood the power of prayer. They actively and consistently included prayer in their services, their events, their meetings and their personal ministries.

In what ways have you found prayer helpful to you personally?

What strategies is your church presently using to fulfill the mandate of prayer?

What new strategies should the church develop to become more effective in prayer?

Purpose

Each church should understand its purpose in the world and therefore how its ministries and activities should be focused. In keeping with Matthew 28:19-20, each church should be seeking to bring people into a right relationship with God and a right relationship with each other through obedience to Jesus Christ's commands. As Barna again notes:

At each successful church, there was a clear understanding of God's plans to give the church a hope and a future. It was not perceived to be the vision of the pastor, or a strategic planning committee, or one promoted by the denomination. It was understood as God's vision for the church. There's a huge difference between God's vision for the church and the ideas we dream up on our own."

In *The Disciple Making Church* Bill Hull puts "an intentional strategy" as the first of eight New Testament principles of the discipling church.

Obviously, a healthy church must have a deep sense of God's vision and call for that Body. It's essential for members of a healthy church to have a sense of purpose about who they are, where they're going, and what they're doing. (See Chapter 11: *Organizing the Church's Vision*.)

What is the purpose of your church or organization?

What strategies could increase the congregation's awareness of the church's purpose?

Simple Organization

Organization, even for small groups, is essential. Yet in order to get the job done effectively, the organization should be as simple as possible. This helps keep the focus on getting things done, rather than on activity. An overly complex organization tends to get bogged down and wastes energy on the

wrong activities. In our church we want more people involved on task forces and ministry teams, and less on committees.

Is the organization of your church clearly understood? How could its organization be improved?

What strategies could be used to communicate the church's organization more effectively to the church as a whole?

Communication Strategy

Just as the central nervous system of the body is essential for its proper function, a healthy and growing church must have clear, effective, and frequent communication. Frequent and varied communications needs to be continually given. The attitude of "we have no secrets" and "people have a right to know" will go a long way toward building trust and helping people understand what is happening, when, and why.

How does your church receive communication?

How could communication be improved?

Willingness To change

It's difficult to change when people are clinging to the past. Stagnant and dying churches tend to look back instead of forward. A growing church must be willing to change and follow the leading of the Holy Spirit as people, community, and situations change. Jesus said that new wine should not go in old wineskins. What do you think He meant by that?

What do you think 1 Corinthians 9:22 means in the context of your ministry?

Most Biblical church leaders agree that the church should not change its basic doctrinal stand. The Word of God is eternal and unchanging. However culture *is* always changing, and the church must adapt to the culture in which it ministers. We need to constantly build bridges from the eternal Word to the temporal world. Leith Anderson in *Dying For Change* writes: “We cannot view the church as an island isolated from the rest of society. It cannot be isolated. As the culture changes, the church changes.” Healthy churches understand the need for change and make appropriate and necessary changes to effectively reach the culture and minister effectively to the church while not compromising essential Biblical truth.

What does willingness to change mean to you?

How willing to change is your church?

What are some ways that the church needs to change to be more effective in fulfilling Christ's mandates?

Unity Of Leadership

Jesus prayed in John 17 that His people would be unified. For church people to trust and follow its leadership, they must see a leadership that is unified and together in vision and attitude. Healthy churches usually have a united leadership. If the leadership divides, in time it will affect the church, sometimes disastrously.

What are ways that your church shows unity of leadership?

What ways could your church show more effective leadership unity?

Leadership Trained For and In Ministry

One of the outstanding characteristics of growing and dynamic churches is that church members see themselves as active participants in the church's ministry. They don't divorce their faith from their lifestyle; their faith is their lifestyle! They have taken seriously the classical Reformation Doctrine of the Priesthood of all believers.

In many churches however, leadership simply fills positions on boards and tasks in ministry. Few leaders are truly trained and equipped for ministry. In order for a church to grow and reproduce itself, leadership must be trained both for, and in ministry. This will also enable them to train others to minister as well.

What training opportunities are presently offered to your leaders?

What are some areas where leadership needs more training to be effective?

Functional Objectives

Many people know what their mission is, but don't know how to break it down into specific and workable plans. To be effective a church must have clear-cut and workable objectives. For example, a football team must have a game plan. There needs to be specific plays. People need to know what those plays are and how to play their part. When that happens, plays can be effective and progress can be obvious to all. When people see small gains and significant accomplishments, they have a sense of purpose and meaning.

What are the functional objectives of your church?

Do most of the areas of ministry in the church have specific objectives? _____

What are some areas that need clear and more specific objectives?

Operate By Faith

Many churches do not operate by faith. Many leaders look at their human resources and decide what they can do, rather than what God wants them to do. Stagnant or declining churches often assume the role of “God's protector”, trying to keep God from failing, and thereby losing the respect and impact upon the people of their community. This is both tragic and unbiblical! Healthy church must have a climate of faith in the “God of the impossible!”

God's church is a faith venture! Healthy churches have an intense, unshakable faith that God is capable of accomplishing anything He wants. When the church accepts a ministry direction, it's based upon prayer, Bible study, and the discernment and wisdom of the godly leadership. They then pursue that ministry direction with the earnest belief that they've been called to do that specific ministry or vision by God Himself. Therefore, they fully expect Him to bless their efforts.

Does your church operate by faith? In what areas?

What are some areas where you believe the church needs to operate by faith to a greater degree than it presently does?

Conclusion

Creating a climate for growth in an organization or church is not simple or easily accomplished. Moving ahead in these nine key areas however, can produce dramatic changes in the life of any organization or church.

As a leader or potential leader, it is your God-given privilege and responsibility to help create that climate for growth and health. This will help your church fulfill its God-given mandate. In turn, the impact upon you and the people you love in your church will be beyond what you dream possible.

But here's a caution, it's easy to become sidetracked C given all the activities so many churches involve themselves in. The result can produce distraction from the essentials, decline and stagnation, and even division and death of a church. Keep your eyes on Jesus Christ, the Head of the Church and follow His direction for ministry. Then see what He will do. Jesus promised, “I will build my Church and the gates of Hades will not overcome it.” (Matthew 16:18).

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