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**The
Character
of
a
Leader**

Servant Leadership

The words servant and leadership, back-to-back, seem as contradictory as an emaciated fat person. The problem is our lack of understanding, because Jesus is both servant and leader. Leaders have authority (Hebrews 13:17), and Jesus has all authority in heaven and on earth (Matthew 28:18). Nevertheless, he used his authority to serve -- "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). He is the good shepherd who gives his life for the sheep (John 10:11). A shepherd both leads and serves the flock.

Jesus led with self-sacrificing love and did not use his power and authority like a whip. He willingly sacrificed himself for those who rejected and ultimately crucified him. In so doing he led many of them to glory, for not a few of those who opposed him later repented, believed in and willingly followed him. He challenged his followers to imitate his example, saying, "The greatest among you will be your servant" (Matthew 23:11), and "If anyone wants to be first, he must be the very last, and the servant of all" (Mark 9:35).

What does servant leadership in the church look like? Read 1 Peter 5:1-3.

1. To whom does Peter address his directions (v. 1)? _____
2. Leaders relate to those being led as s_ _ _ _ _ (v. 2). The motivation for this role is love for _ _ _ _ _ (John 21:15-17)
3. Who owns the flock (v. 2)? Why is that significant?
4. What are God-honoring motivations for leadership (v. 2, 3)?
5. What motivations are condemned (v. 2, 3)?
6. How does lording it over the flock differ from being an example to it?
7. How would you rate your willingness and eagerness to serve as a leader (1-10 scale, 1 being low)? What factors undermine your willingness and eagerness? How does your answer to the second part of question 2 help you keep your priorities in order?
8. How much "lording it over others" do you demonstrate? If this is a problem, what is one practical step you can take to become more of a servant leader?
9. Do you think it is easier to turn those who are already serving the church into leaders or to transform persons our culture recognizes as leaders into servants? Why?
10. How does your church identify and equip the servant leaders that God has prepared to serve it?

Leadership Profile

Dr. Howard Hendricks lists characteristics of a leader in a *Personal Leadership Development* video produced by Walk Thru the Bible. Leaders are **persistent**-- they do not give up when problems, like huge truck-tire retreads, litter the road to their goals. They have built-in over, under, around and through four-wheel-drive desire.

Leaders **resist criticism** and do not let it paralyze them. They extract any grain of truth in the criticism, make necessary course or attitude corrections, throw away the criticism's chaff, and keep their eyes unblinkingly on their objective.

Leaders **serve**. The greatest leaders are not those with the greatest followings, salaries, and benefits, but those who unselfishly meet the needs of the most people.

Effective leaders are **sensitive** to the needs and desires of others. Rehoboam foolishly told the Israelites who pledged their loyalty if he would lighten their load, "My father made your yoke heavy; I will make it even heavier. My father scourged you with whips; I will scourge you with scorpions" (1 Kings 12:11). Duh!

Spiritual leaders set a **good example** in speech, life, love, faith and purity (1 Timothy 4:12).

Leaders model **self-control** and discipline. Self-control results from the fruit of the Spirit (Galatians 5:23) and self-discipline, and applies to food, drink, emotions, spending, hobbies, speech, etc.

Leaders **sharpen their leadership edge**. They are never satisfied with themselves, but continue to develop physically, emotionally, spiritually, and socially.

Leaders have **confidence** in their sufficiency in Christ (Philippians 4:13). They say, "Follow me! I know the way!"

Leaders are **teachable**. Unlike concrete (mixed up and set), they are receptive to new ideas and input.

Leaders have a half-full glass, **positive outlook** that enhances their effectiveness. They have a sense of humor and do not take themselves too seriously.

Leaders take risks and **trust God** to do what only He can.

1. Which characteristic do you need to work on first?

2. Develop a simple strategy to improve, and then share it with someone else:

Leadership Traits

The scene is a church council meeting the day officers are elected. Mr. Jones, who has chaired for more than five years, says, “You all know I don’t want to be president, and have served as such only because no one else will. I would be happy to surrender my position this year.” The annual visitation of lockjaw strikes. Each council member fears that even clearing a throat will be interpreted as volunteering. Every eye stares at the floor. No one breathes until the predictable happens. Yet again Mr. Jones will preside by default. Does that scenario sound at all familiar? What’s wrong with this picture? Effective leaders possess the right ATTITUDES, ABILITIES, and ATTRACTIVENESS.

Good leaders *want to* lead. Michael Jordan was not forced to take the last shot in the closing seconds of a Chicago Bulls basketball game. He wanted it. Ronald Reagan wanted to run for President. Many churches are experiencing a leadership crisis. *No one*, including the pastor, wants to lead. In other churches, those who take the reins of leadership are motivated more by the desire to dominate than to serve. By contrast God’s word says, “Be shepherds of God’s flock that is under your care, serving as overseers—not because you must, but because you are willing, as God wants you to be; not greedy for money, but eager to serve; not lording it over those entrusted to you, but being examples to the flock”(1 Peter 5:2-3). **What leadership ATTITUDES please the Lord?**

Effective leadership requires a variety of functional ABILITIES. Like typing, these skills can be learned; we will examine many of them in future lessons. The ability to lead comes from God. He gives selected members of each church the spiritual gift of leadership (Romans 12:8), but that does not make practical leadership training unnecessary. As weight-lifting strengthens muscles, leadership training strengthens the gift God has given. Fruitful ministry results from (1)God-given gifts and (2)desires + (3)comfort zone-stretching faith + (4) training + (5)effort. **Which one of these is your strength? Weakness? What step can you take to strengthen your weakest area?**

Leaders possess ATTRACTIVENESS. They come in many shapes, colors and sizes, and most could never win a beauty contest. Their attractiveness is of a different sort. In a world where many persons lack direction and a sense of significance, leaders promise both. They not only know where they are going (goal-oriented), but they can also influence others to take the trip with them. They excel at relational skills. These skills, like leadership abilities, can be learned. Other lessons in this series will help you develop your people skills. **Is a leader someone who gets things done or someone who gets things done through people? Which best describes you? Why?**

Abiding in Christ

My home computer is plugged into a 110-volt outlet. Periodically, the on-off switch malfunctions, causing the computer to keep running even though I repeatedly turn it off. Is the problem an alien, a demon, or do I just pull the plug? So far, yanking the plug has worked!

That is how computers are unlike us. Sometimes as leaders we are unplugged from Christ, but we keep chugging along anyway! We allow minimal time to boot up spiritually. We download our spiritual nourishment faster than a sock disappears in the dryer. We “wolf down” *Our Daily Bread* and return to the “real world” before the commercials end. We are like laptop computers that draw down their own batteries without relying on an external power source. Temporarily, our own energy sustains us. We are not closely connected to Jesus, and what is worse, we do not even notice. Inevitably our motivation and energy flag, we burn out in leadership, and we have nothing substantial to contribute to the work of the kingdom. If we would spend more time in Bible study and prayer, nurturing the “believing connection” with Jesus, our remaining hours would be far more productive. Our own spiritual health and that of the congregation depend on it.

As the life of the vine is evident in the branches and the grapes they bear, the life of Jesus becomes “flesh” in the words, attitudes, and actions of His followers. We continue to do and teach what He started (Acts 1:1). A rope symbolizes our abiding relationship with Christ. He is out of sight above the clouds holding one end, and we, with a white-knuckled grasp swing below the clouds suspended over a 3,000-foot chasm. Who needs the rope? We do! Rocks fall and bruise our arms and head, but we would be foolish to let go. Abiding means holding onto and believing in Jesus’ character and promises as a way of life, even though people think we are crazy and circumstances sometimes suggest the One at the top end does not care.

In one popular song, Jesus is addressed as “my All in All.” Is He your conscious source of supply and strength? Is He your joy, fulfillment, purpose, and meaning? Do you seek these things in job status, net worth, recreational pursuits, close relationships with other people, the recognition you receive for your accomplishments, the challenges you meet successfully, the approval of others, or a job well-done? How passionate are you about Jesus? Is your faith a hat worn to protect your head only when it is raining, or one you wear so habitually that it is your trademark?

The Father works to maximize the fruit His “orchard” produces. No fruit means no faith. Faith connects the Father and the believer. Those without it do not reflect Jesus’ life and are not part of Him. Those who bear a bushel of “grapes” are pruned to cut away aspects of the self-life that will enable them to bear two bushels. The goal is not your ecstatic happiness, but maximum fruitfulness. Pruning takes place through obedience to the Scriptures (John 15:3; 1 Peter 1:22), the trials of life (James 1:2-4; 1 Peter 1:6-7), and suffering (Hebrews 5:8).

How are you nurturing your “believing connection” with Jesus?

What fruit are you producing?

What trials have brought greater fruitfulness?

Attitudes

Attitudes reveal themselves over time through the window of behavior. Leaders' attitudes shape their church. Stubborn, combative, egotistical leaders generally preside over strife-filled, self-absorbed congregations. The challenge is to "be made new in the attitude of your minds; and to put on the new self, created to be like God in true righteousness and holiness (Ephesians 4:23-24). Consider some attitudes leaders need to embody.

Humility (Philippians 2:5-8) – A humble leader is not a doormat. He recognizes God's gifts and calling and, if necessary, asserts himself. He is profoundly grateful and indebted to God for and focuses on all His blessings instead of his own accomplishments.

Forgiveness – To forgive is to not hold the sin of an offending person against him, but to treat him as if it never occurred. Jesus taught that forgiveness should be granted without limits (Luke 17:4). An unforgiving spirit offends God and was the elder son's glaring fault in the Parable of the Prodigal Son (Luke 15:28-30). God will not forgive those who refuse to forgive others (Matthew 18:34-35).

Freedom from envy and jealousy – Envy is pain produced by what others have, whereas jealousy springs from fear of losing one's own possessions. Envy is a work of the flesh (Galatians 5:21) that believers are warned to avoid (Galatians 5:26). James 3:14 and 16 condemn jealousy.

Gentleness – 2 Corinthians 10:1, Galatians 5:22 – The gentle leader shows patience, forbearance, controlled strength, active kindness and considerateness to others.

Patience - Ephesians 4:1-3 – Patient leaders endure suffering, wrong, injustice, or evil without complaint and do not pay back wrongs.

Bearing with one another - Ephesians 4:1-3 – Spirit-filled leaders put up with the faults, weaknesses, and quirks of others.

Without selfish ambition - Philippians 2:1-5 – Godly persons do not pursue leadership positions in the church because of the status they afford.

Esteeming others better than themselves - Philippians 2:1-5 – Effective church leaders are more concerned about the people in their charge than they are about themselves.

Willingness to suffer – 1 Peter 4:1 – Godly leaders courageously stand up for Jesus despite opposition.

What attitude is hurting your Christian witness most? How can you change it?

Faith

What It Is – Patients daily demonstrate faith in the skill and track record of their surgeon by allowing an operation on their hearts or other vital organs. Archie Bunker, the former sitcom philosopher, said, "Faith is something you believe that nobody in his right mind would believe." Archie could slap that bologna between two slices of bread and have it for lunch. Faith is based on evidence. Trust in a surgeon is not based on hands-over-the-eyes ignorance of the facts. The same applies to faith in God. It goes beyond mental agreement with biblical facts and includes commitment to trust, be loyal to, and serve Him who proved His reliability supremely by the sacrifice of His Son on the cross of Calvary. People came to Jesus with faith because of His proven ability to heal (Matthew 8:5-10; Matthew 9:1-8, 18-26; 15:21-28). The opposite of faith is not reality, but distrust, disloyalty, disobedience and ingratitude. In short, unbelief is the willful choice to focus on self rather than God.

Faith can not force God to give whatever we want in Aladdin's lamp style. If it could, we would live to regret many of our requests. A parent that grants a four-year-old child every whim allows him to rule the family with just four years of experience in his very first job! Good luck! Faith is not a magic wand to fatten wallets, fulfill self-indulgent wishes or impose human will and plans on God. Far from seeing God as a personal servant, faith receives from Him all He offers in His own way and time. When God gives us His Son, He gives us all we will ever need.

Faith needs an object. We trust *in* someone or something. Many with faith in dishonest companies like Enron lose a fortune. Some who have put faith in a friend have been betrayed. The Christian's faith is in God (1 Peter 1:21). More is better (Matthew 8:10), but Jesus does not immediately write off those with just a little (Matthew 8:26). Faith arises in the core of our being (Mark 11:23) and looks beyond what we can see, hear, touch, smell, and taste (2 Corinthians 5:7). Faith is a trust relationship with God (1 Timothy 1:12) that develops and grows from hearing His Word (Romans 10:17) and rests confidently on His proven ability to do whatever He promises (1 Corinthians 2:5). God is faith's source (Romans 12:3) and Jesus helps it bear maximum fruit for the kingdom (Hebrews 12:2).

What It's Worth – As an antique dealer searches for old treasures, Jesus looks for faith on the earth (Luke 18:8). His primary objective is to mold each of us into people of faith. That explains His reaction in Mark 4:40 after He had calmed the wind and the sea --- "Why are you so afraid? Do you still have no faith?" "Without faith it is impossible to please God, because anyone who comes to him must believe that he exists and that he rewards those who earnestly seek him" (Hebrews 11:6). Faith is as foundational to Christianity as arithmetic is to algebra (Hebrews 6:1). Genuine faith is worth more than Bill Gates' fortune (1 Peter 1:7).

What It Does – The job of leadership is to help believers in the church find something to do with their faith. Leaders set the pace.

How is God using your faith to accomplish what He wants to do through you?

How can you encourage one another to set the faith-pace in your church?

Personal Testimony

Your Story

Your personal spiritual story is unique. In about 200-300 words write what your life was like before you came to know Christ, how you came to know him in enough detail that others will know how to receive him too, and how receiving him has changed your life. Organize your story around a theme such as how Christ has changed your values.

Example

“Spiritual things weren’t always important to me. My parents took me to church three times a week for at least twelve years, but other things were more important. Outside the church building, I rarely thought about God and never prayed voluntarily or read the Bible on my own. My purpose was to excel in sports and my studies to win the love and acceptance of others. I set goals in both areas and sacrificed a lot to attain them but discovered that achieving them didn’t bring lasting satisfaction. The thought of dying scared me and a cloud of guilt hung over me. I believed in heaven but had no assurance I’d go there when I died.

In my church I often heard that Jesus had died on a cross to pay the penalty for my moral and spiritual imperfections. I knew I wasn’t perfect, but I didn’t understand how Jesus’ death solved the problem. I pictured his death as a down payment on my passage to heaven. I thought I had to make regular payments by the good things I did.

During the fall of 1968 as a result of hearing 1 John 5:11-12 quoted, I understood I didn’t have to make any payments at all. Jesus had paid the penalty for my moral imperfections *in full*. Those verses say: “And this is the testimony: God has given us eternal life, and this life is in his Son. He who has the Son has life; he who does not have the Son of God does not have life.” That evening in my dorm room, I trusted in Jesus’ sacrifice *alone* to give me right standing with God and invited him into my life. That evening was a turning point. Because God loved and accepted me as I was, I *wanted* to do what pleased him. Little by little love displaced fear as a dominant motivator in my spiritual life.

My fear of death greatly diminished. God lifted the weight of guilt for my moral failures when I trusted Jesus’ death as payment in full. I had assurance that I’d go to heaven because I knew I could trust Jesus to keep his promise to take me there.

The new life I received wouldn’t allow me to relate to God or others in the same old ways. I remember feeling a twinge of conscience after talking in a negative way about people who weren’t present—something I’d done repeatedly for years without thinking twice about it. God convicted me that my language needed some attention. My words (& % @ # !) were a symptom of the anger and desire for control that swirled within me. Gradually I saw improvement. Little by little God’s love for and acceptance of me freed me to love and accept others. I gradually developed a strong desire to serve others that I didn’t have before the fall of 1968. My goal became to know Jesus better and to help others know him too. Working toward that goal brought a measure of fulfillment I’d never known when I was doing my own thing.”

The central theme of the author’s testimony is how his life purpose and values changed through a relationship with Jesus Christ. Now it’s *your* turn. *Organize and write your thoughts on another sheet of paper before recopying them in this lesson.*

What my life was like before I knew Christ

How I met Christ

How Christ changed my life

The Committed Christian

The Holy Spirit, responding to human faith, empowers believers. Faith reveals itself by love-motivated living for God's glory. The acrostic DISCIPLES summarizes disciplines that those empowered by Jesus' Spirit practice.

D*evotions* (regular Bible reading and prayer). John 15:7 describes this as remaining in Christ.

I*nvests* time, talents, and treasures to further God's kingdom. In 2 Corinthians 5:15 this is described as living for Christ. God will reward believers who are trustworthy (Luke 19:17) in the way they manage these resources. Those who give themselves first to the Lord will also give their resources to meet others' needs (2 Corinthians 8:1-7).

S*mall* group participant. In a small group, believers can love one another (John 13:34-35), eat together (Acts 2:46), praise God together (Acts 2:47), and through it, teach and proclaim the good news (Acts 5:42).

C*ongregational* worship participant. We must not give up meeting together because this is a practical way to encourage one another (Hebrews 10:25).

I*nvolved* in loving ministry. God has given us a gift to be used to minister to others (1 Timothy 4:14).

P*ractical* knowledge and application of Scriptures. Mature believers are well grounded in God's Word and can distinguish good from evil (Hebrews 5:14).

L*iving Sacrifice*. Giving God our bodies is our spiritual act of worship (Romans 12:1). In Luke 9:23 this is described as denying ourselves and taking up our cross daily.

E*mpowered* by the Holy Spirit and prayer. The Holy Spirit gives power to be Christ's witnesses (Acts 1:8) and leads believers (Galatians 5:18). The prayer of a righteous man is powerful and effective (James 5:16).

S*hares* Christ with others. Committed believers work in God's harvest field (Matthew 9:38).

1. How could applying this DISCIPLES model help your discipleship growth?

Personal Excellence

All of us can't get "A's" on our report cards. That is OK. That is a *human* measure of excellence. In school I made straight A's, but my B's were a little crooked (grin!). The parable of the talents describes God's standard of excellence. He does not expect more than we can produce with *diligent* effort (Matthew 25:14-30). The servant who faithfully invested two talents received the same praise as the one who faithfully invested five. The quality of our life is measured by how we love, obey and trust (John 15: 9-14; Hebrews 11:6). Jesus is our perfect model. Excellence is not defined by "like Einstein," "like Tiger Woods," or "like Bill Gates" but "like Jesus."

Thinking is the hidden source of virtuous speech, behavior, and attitudes. Choose to think about things that are true, noble, right, pure, lovely, admirable, excellent and praiseworthy (Philippians 4:8). Many magazines, movies, songs, TV shows, books, radio programs and conversations do not lend themselves to that objective. **What ungodly sources of input in your life need to be eliminated?** Personal excellence is fed by the daily decision to embrace God's way of thinking instead of the world's or our own way. Spiritual disciplines such as prayer, Scripture reading and memorization help us to discern today's fruitful narrow way from the barren broad way that is typically the easy way (Philippians 1:9, Hebrews 5:14).

Gratitude powers the virtuous life that God approves. In the 1970s after I had talked in a church about my ministry with Campus Crusade for Christ and given an opportunity for them to help support it financially, the pastor asked, "What's the least we can give?" What if Jesus had asked His Father a similar question? We would all be in the express lane to hell. One motivation for Christian living is grateful love for God's undeserved, unexpected gift of Jesus' dying in our place. The right question is, "What's the most I can give?" The least is always nothing.

Accountability helps us live a more Christ-like life on this side of eternity. Because we have to explain our words, attitudes, and actions to God (1 Corinthians 3:10-14), it helps to be accountable to someone other than a spouse. It is better to flunk some quizzes now than fail the Final. **Are you in that kind of relationship? If not, are you willing to give someone permission to ask specific questions you develop, such as, "Have you spent regular time in prayer and Bible reading since we last met?"** Very few have the self-discipline to do their best without such a relationship. Many famous Christian leaders have become infamous because no one held them accountable. Paul says we need to be careful how we build (v. 10) because fire will test the quality of our construction (v. 13). In our Final Exam, God will grade our contribution to the life and mission of His church. Everyone will eventually know if we used inferior materials and had a slipshod work ethic. **How would you rate the quality of your leadership during the last year: __ poor __ average __ good __ very good __ excellent?**

Can one reasonably expect an excellent church without personal excellence on the part of its leaders? Why? What are some dimensions of that excellence?

Spiritual Journey Tracker

Use this tool to evaluate your spiritual progress. This exercise can give you a sense of how far you have traveled on your journey toward Christian maturity, and desirable destinations yet ahead. Give yourself a grade (A, B, C, D, or F) in each area.

Spiritual Journey Tracker

- I have assurance of salvation
- I regularly confess my sin to God.
- I have been baptized
- I regularly participate in the Lord's Supper
- I read, apply the Scriptures and pray at least 5 days/week
- I memorize and meditate on Scripture regularly
- I regularly participate in a small group
- I attend worship regularly
- I daily seek to be filled with the Holy Spirit
- I demonstrate the fruit of the Spirit
- I have joined the church
- I am a faithful steward of time, talents and treasures
- I share my faith with non-Christians
- I share my personal faith story with non-Christians
- I have led another person to faith in Christ
- I have read the entire New Testament within the last two years
- I have read the entire Old Testament within the last three years
- I minister to others based on my passion, temperament and spiritual gifts
- I mentor someone else

- 1. Pick one area you will try to develop _____**
- 2. Develop a simple strategy to improve, including what you want to do, by when, and who will hold you accountable.**

Integrity

And David shepherded them [Israel] with integrity of heart; with skillful hands he led them (Psalm 78:72). The Hebrew word translated “integrity” means “simplicity or sincerity of heart and intention, truthfulness, uprightness.”¹ Its plural form was written on the breastplate of the high priest (Exodus 28:30). Love for God and others drives godly Christian leaders. They live consistently with the beliefs and values suggested and modeled by Jesus, whose enemies acknowledged his own integrity (Mark 12:14).

What you think about shapes your values and beliefs. Paul wrote, “Finally, brothers, whatever is true, whatever is noble, whatever is right, whatever is pure, whatever is lovely, whatever is admirable--if anything is excellent or praiseworthy--think about such things (Philippians 4:8). What kind of thinking do Christian leaders avoid (Romans 1:21, 13:14, 1 Corinthians 14:20)? _____
What kind of thinking does Peter commend 2 Peter 3:1)? _____

What you think about today determines how you will feel and act tomorrow. Leaders with integrity practice what they preach. People trust them. Their words and deeds are harmonious, unified by the desire to honor Jesus Christ (Colossians 3:17). Your integrity determines what you say and do. What you say and do determines your influence. And your influence determines your ability to lead. Jesus’ sheep follow a leader with integrity who loves and feeds them.

Here is an integrity test²:

1. How committed are you to keep your promises?
2. How well do you keep secrets that have been shared in confidence?
3. Do you accept blame for your mistakes?
4. Do you tell the truth even when shading it is to your advantage?
5. Does the way you manage money compromise your ability to carry out your leadership responsibilities?
6. Do you behave as well in private when no one is looking as in public?
7. Do you expect more of those you lead than you do of yourself? Why?
8. How regularly does a lack of courage threaten your integrity?
9. How consistently do you strive for integrity in the small, daily decisions of leadership?
10. Are you concerned about the integrity of the methods you use to reach your goals?
11. Would you rather be an unknown leader with integrity or a nationally known leader without it? Why?

1. *The International Standard Bible Encyclopedia*, Eerdmans Publishing Co., Volume 3, p. 1484.

2. http://leadershipcenter.osu.edu/Publications/Leadership_Moments/LM_2000/The%20Effective%20Leader%20Lives%20by%20the%20Highest%20Standards%20of%20Honesty%20and%20Integrity.doc

The
Knowledge
of
a
Leader

A Leader's Role

The Basics

Christian leaders **influence** others to accomplish God-glorifying **goals**. Read Nehemiah 2:11-17. The influencer is _____, the others are _____ and the goal is _____ (v. 17). ___ receives the glory for the completed project (Nehemiah 6:16).

The Essence of Leadership

Some earn an Olympic gold medal or a PhD by hard work with little help from others. Which picture on the left best illustrates your leadership style? How so?

Don't despair if you aren't highly educated. Effective leaders don't need a college degree. President Harry Truman wasn't a college graduate. As a teenager, Bill Gates wasn't a natural leader. He dropped out of Harvard to devote his energies to Microsoft. The rest of his story rhymes with jillions.

Christian Schwarz's research for his book, *Natural Church Development*, proves that effective pastors are both goal and relationship oriented. Instead of handling most church responsibilities on their own, leaders of growing churches spend most of their time in discipleship, multiplication and delegation. Their focus is equipping, supporting, mentoring and motivating believers to fulfill their spiritual potential.¹

Being elected elder, deacon or pastor doesn't instantly make you an effective church leader. Titles alone won't significantly increase your influence. Your leadership effectiveness depends on the extent people trust you and your judgment and on your vision's ability to inspire them. You must be able to articulate a clear, compelling vision of where the church is headed. Be passionately persuasive about the benefits of arriving at that destination. Your influence determines your following; your goals, your direction; and your zeal, your effectiveness.

1. Contrast the potential effectiveness of a church council member who is a "doer" with one who is an "influencer."
2. Why must leaders be both goal and relationship oriented?
3. Name three ways the picture of the crew illustrates the leadership task.

1. Christian A. Schwarz, *Natural Church Development*, p. 22-23.

Core Values

Your church's constitution explains how it operates; your core values expose its beating heart. Prayer-powered, Great Commandment, Great Commission churches spell out the non-negotiable values they hold dear. Just as children are molded by their parents' values, so congregations are shaped by theirs. Core values shape organization, dreams, decisions, feelings, lifestyles, attitudes, etc.

Christian Schwarz's study of 1000 churches identified eight quality factors in healthy churches. All are essential. Consider adopting them as core values in your church.

We value...

- a. **Empowering leadership** – Church leaders equip, support, motivate, and mentor Christians to help them become all God wants them to be. ¹
- b. **Gift-Oriented ministry** – Church leaders help members identify their gifts and place them into ministries that match their gifts. ²
- c. **Passionate spirituality** – Faith is lived out with commitment, fire, and enthusiasm. ³
- d. **Functional structures** – Each church structure is evaluated regularly to determine if it accomplishes its intended purpose. ⁴
- e. **Inspiring worship** – Worshippers encounter the living God weekly in a fun, inspiring experience that is a high point of their week. ⁵
- f. **Holistic small groups** – The church provides groups where each Christian can find intimate community, practical help and spiritual interaction. ⁶
- g. **Need-Oriented evangelism** – The church cultivates relationships with pre-Christian people in a way that answers their questions, meets their needs, and ultimately enfolds many of them into the church. ⁷
- h. **Loving relationships** – Love is demonstrated in the church in practical ways and attracts those outside the church. ⁸

Explain why you agree or disagree with each of the eight core values.

1. Christian A. Schwarz, *The ABC'S of Natural Church Development*, p. 10.
2. *Ibid.*, p. 11.
3. *Ibid.*, p. 12.
4. *Ibid.*, p. 13.
5. *Ibid.*, p. 14.
6. *Ibid.*, p. 15.
7. *Ibid.*, p. 16.
8. *Ibid.*, p. 17.

Personal Mission Statement

The Value of a Personal Mission Statement

Your personal mission statement, like a compass' needle, gives your life direction. Without it you will probably not only waste minutes, but also decades. Your statement answers two key questions in 25 words or less.

1. What Do I Want My Life to Accomplish?

2. What Kind of Person Do I Want to Be?

The following questions might stimulate your thinking:

What makes me mad?

What excites me?

What is my spiritual passion?

What are my spiritual gifts?

What would happen on the best day I could imagine?

What moves me most readily to tears?

About what do I like to read?

To what causes do I give my money, time, and talents?

What three changes in the world would I like my life to accomplish?

What positive or negative predictions about my life have affected me?

What ten things am I good at?

If I had six months to live, what would I do?

On my 81st birthday, at what would I like to look back with satisfaction?

What values guide me?

How do I want to be remembered?

Example

My mission: To be a loving servant who multiplies Christians who evangelize, disciple, mobilize believers in ministry, and build spiritual leaders who do the same.

Your Mission

Mission Statement

Why Every Church Needs a Mission Statement

A written “To Do” list reminds us to mow the lawn, pick up clothes at the cleaner’s, and send our automobile insurance payment. Our mission statement helps us direct our energy in a God-glorifying direction. Do not assume we will automatically use our resources wisely. Our tendency is to circle the wagons and pay attention to our own needs, not those of people outside our group. A mission statement discourages self-absorption.

What Is a Mission Statement?

Our mission statement defines our business. It identifies our “customers” and tells how we serve them. The Red Cross’ mission is “to serve the most vulnerable.” God has already spelled out our purpose. In your own words, what is it according to:

1. Matthew 22:37-39 _____

2. Matthew 28:18-20 _____

3. John 17:18 _____

A good mission statement is a brief, clear, achievable, inspiring definition of why we exist. It tells what we consider to be most important, but *not* how we will accomplish it. Our mission statement is our ministry target.

Examples

1. To know Christ and to make Him known (Harrisburg First)
2. To help people become fully devoted followers of Christ (Shiremanstown)
3. To lift up Jesus Christ through worship, outreach, and building a relationship with Him (South Fairview)
4. To see souls saved, marriages and families healed and strengthened, and the name of Jesus glorified as we pass our faith from generation to generation till He returns (New Baltimore)
5. To invite, inspire, and encourage others to accept Christ and to disciple them towards spiritual maturity (Newport)
6. To help people say yes to God (Friendship).

Your church’s mission statement:

Vision

Definition

Bill and Joan are touring California. Bill stops at a T in the highway and asks, “Which direction should we go?” Joan retorts, “What do you want to see today?” Bill replies, “I don’t care.” Then Joan quips, “In that case, it doesn’t matter.” If you don’t know where you are going, any road will get you there.

A church’s vision is its unique image of a successful future that gives meaning to its efforts and motivates its people to work together enthusiastically. A church’s mission statement is the rails on which it rolls; the vision statement challenges and inspires by painting a picture of the “Disney World” to which the tracks lead.

Go Power

Vision makes all the difference. A coach’s vision of success taps previously unimagined reserves of emotional and physical energy and spurs losers to work together to become winners. The image of themselves on the gold medal platform drives Olympic athletes through years of toil, sweat, pain, and tears. A church without vision is like a car without gasoline.

Creating a Vision Statement

A vision statement begins with a dream. Brainstorm what you would like to accomplish together. It could emerge in a day, but probably will form over a period of months. Ultimately, it must be shared by the group, and both define and **paint a picture** of success. One or two people should draft a vision statement based on the group’s discussion. Then revise it until all in the group enthusiastically own it.

Example: Carruthers Creek Community Church – To be a spiritually *alive*, culturally relevant church that is reaching the lost with the message and love of Christ, challenging them to maturity in Christ, and empowering them for meaningful service for Christ.

Your church’s vision statement:

Making Changes

Once I surprised my church leaders with a no fail plan to improve ministry. My flash of brilliance was “approved” as presented. As it turned out, that meant I had permission to make it work all by myself. My church council probably thought that was suitable punishment! My plan had as much chance of prospering as a squirrel crossing a six-lane highway during rush-hour.

Studying *Leading Change* by John P. Kotter, Professor of Leadership at the Harvard Business School, equipped me to introduce change more wisely.¹ Kotter’s eight-stage process to implement major change provides a blueprint to avoid much frustration.

1. The horse of urgency pulls the carriage of change. Present a compelling case why change would bring a significantly better future, avoid specific pitfalls and take advantage of existing opportunities.
2. Develop a sufficiently powerful coalition to promote the change. Sow ideas in the minds of people with influence in the church in advance of the big presentation. Without the support of enough influential people in the church, even the best ideas better have a prearranged funeral.
3. Cast the vision. People want to make a difference, and leaders help them visualize it. The pastor is the chief vision-caster, painting a word picture of the church’s preferred future. The vision also carries the fingerprints of other influential leaders.
4. Communicate the vision. Usually it is vastly undersold. If all ten members of a church council live the vision and promote it informally with church members at least twice each week, that is over 1000 touches every year!
5. Empower broad-based action. Provide training to help the congregation learn new behaviors, skills, and attitudes needed to accomplish the vision.
6. Create short-term wins. Organize the change process for early success. Advertise the clear benefits of the change process as they are achieved. These wins encourage further sacrifice, pat change-makers on the back, undermine critics, keep leaders motivated and build momentum.
7. Consolidate gains and produce more change. Use the credibility established by early successes to tackle areas more resistant to change.
8. Weld the change to the culture of the church. Don’t underestimate the power of old ways and habits to reassert themselves. Continue to communicate the superiority of the new ways.

How would applying this eight-stage process improve your approach to making changes?

1. Kotter, John P., *Leading Change*, Boston, Harvard Business School Press, 1996.

Creating Urgency

Do you have change for a church? - For major change to occur in an organization, at least 25 percent of the membership must do significantly more work.¹ Now you understand why urgency is critical! It is much easier to resist change than embrace it. Like water in the ocean basins, and clouds in the sky, complacency in the church is the norm.

A picture no one can see - The children's department is down 35 percent in the last ten years as is Sunday school in general. This evangelical, gospel preaching church has had only six conversions in the last ten years. Biblical illiteracy is rampant. Broken relationships abound. Two major factions war in the church. The leaders are stabbing one another in the back. Hurting people by the pew-full are making little progress in the faith. The church should be a hospital for sinners, but the ICU in this one is standing room only. Worship services are predictable and uninspiring. Members show up for services sporadically, God, seemingly not at all. The members rarely spend time with each other between Sundays. Are they obviously worried about the current state of affairs? No way! The Complacent Spirit, not the Holy Spirit, is in control. They are as unconcerned about their future as an unsuspecting pig on a slaughterhouse ramp. Do you have change for a church to fix problems they can't see?

Crisis? What crisis? The doors are still open, and the preacher is being paid. Don't worry! Be happy! The church building is debt-free and has stood in the community longer than anyone can remember. It will endure for generations to come. The members do not expect much from their faith—just enough to get through the next week. They talk about winning the lost, but only expect each other to attend services and support the ministry financially. No one feels personally responsible for the numerical and financial downturn. Mysteriously, this church with below average health is filled with above average members, like grandparents with a below average son-in-law and above average grandkids! If the church has a written mission statement, not even 10% of the leadership can quote it, and not a single important decision was made last year based on it. The real goal is to survive, pay the preacher, and keep everybody happy. No one knows why most who visit the church never return. Problems are swept under the old, worn, red carpet. The church is circling the drain, but even the leaders are not aware of it.

Reality therapy – Without a sense of urgency, the church will die. The status quo is unacceptable. Communicate the financial and statistical realities to the congregation— “During the last five years worship attendance has declined an average of 11% a year and giving has not kept up with inflation.” Set goals so high that business as usual cannot accomplish them, e.g. “We are no longer content with six conversions in ten years. The goal is six conversions *this* year. The new expectation is that every member will have a ministry, take personal responsibility to make visitors feel loved and welcomed, and form redemptive relationships with friends and family that God can use to bring them into His kingdom.” An NCD survey is scheduled to measure the health of the church and identify the quality characteristic that needs the most attention now. Leaders regularly communicate to the church about opportunities to change lives, the rich rewards for doing so, and the church's inability right now to make it happen unless major changes occur. The key to major change is urgency.

Think of a current problem in your church. What changes could solve the problem? How could you use reality therapy to create a sense of urgency?

1. Kotter, John P., *Leading Change*, Boston, Harvard Business School Press, 1996.

Team Leadership

A good idea does not sell itself. The congregation does not automatically embrace it. Many are threatened by the change the new idea will bring. Without an urgent reason to change, people think, “Why bother?” Routines are like comfortable slippers. The environment in many churches is a nostalgic vacation, a sanctuary from the out-of-control changes outside the stained-glass windows. Laziness is also a factor. Change forces people to take off their slippers and put on work shoes. Less work is easier than more. Maintaining the status quo requires less energy than change. Suggested change brings resistance, not applause.

Individuals and weak committees rarely have the credibility needed to convince the congregation to make the sacrifices necessary for change to occur.¹ A strong team of respected church leaders working together and pooling their influence have a much greater likelihood of success. The lack of a strong team supporting the change almost always proves fatal.² The pastor alone can not make things happen.

The team or guiding coalition behind the change should have influence in the congregation, expertise related to the change-area, good reputations, and the leadership ability to make the change happen.³ The team needs both leadership and management expertise, because both contribute to constructive change. The whole venture is like sailing across a lake. Leadership corresponds to the wind (the driving force) and management to setting the sails to use the wind to glide to the intended destination. Without the driving power of the wind (leadership), the set of the sails makes no difference.

The number of persons forming the team depends on the size of the church. The impetus for change typically starts with two or three. In a congregation of 30 that might be enough. For larger churches six or seven team members is better. Team members must be willing to work together with and trust each other. The necessary atmosphere can be fostered by a Saturday retreat in which members get to know and trust each other through team building activities and open discussions about how each thinks and feels about the church, its problems and opportunities.⁴ The ultimate goal is to formulate together a goal for change that is attractive and beneficial for the long-term growth and health of the church and to develop the necessary strategies to implement it.

How could a team approach to change increase the effectiveness of leadership?

1. Kotter, John P., *Leading Change*, Boston, Harvard Business School Press, 1996, p. 55.
2. Ibid, p. 57.
3. Ibid.
4. Ibid, p. 63.

Communicating Vision

A church's vision is its unique image of a successful future that gives meaning to its efforts and motivates its people to work together enthusiastically. Most members do not initially embrace this projected future with wild enthusiasm. The status quo is the majority's default setting. Effectively communicating the vision overcomes this initial resistance to change.

The clearer and simpler the vision, the easier it is to communicate. Contrast the punch of a 34-word Carruthers Creek Community Church vision with a 10-word simplified version. The church's vision: **to be a spiritually *alive*, culturally relevant church that is reaching the lost with the message and love of Christ, challenging them to maturity in Christ, and empowering them for meaningful service for Christ.** The simplified version: **to be an *alive*, relevant, witnessing, loving, maturing, serving church.** The second is far easier to remember and communicate and has more zip because of its brevity.

How the vision is communicated can make or break it. It is too important to have its coming out party mixed with less important streams of information in a church newsletter. It will be swallowed up, blotted out and forgotten like a cup of coffee poured into the Pacific Ocean. Don't use Christian jargon in the vision-- like washed in the blood, sanctified, justified, etc. Paint a picture with words so your members can "see" something when they hear or read it. Plan a special meeting complete with a church supper to unveil and explain the vision and how it was developed. Allow people to give feedback on what makes them uncomfortable and what excites them. Repeatedly expose individuals and the church to the vision. More is better. Publicize it in the bulletin, the church newsletter, or a special mailing to each family. Promote it in small groups, print it on mugs, magnets or pens, and give one to everyone. Leaders can talk about it every week informally with one or two members. Leaders' behavior consistent with the vision reinforces it and contrary to it undermines it. Clear, simple, memorable, often repeated, consistent communication from multiple sources, modeled by leadership behavior is the essence of communicating vision.¹ **What methods could you use to communicate your vision?**

1. Kotter, John P., *Leading Change*, Boston, Harvard Business School Press, 1996 (p. 99).

Clearing Change-Hurdles

People resist changes in the church for various reasons. They are satisfied with things as they are. They do not understand the details and maybe even the basics of the changes because of inadequate communication. They perceive the changes as imposed because they do not understand the reason for them and had no input in planning them. They fear losing power or security in the new change-altered environment. They have to give more or give up more to make the change happen, and the cost seems greater than the benefits. They are not motivated to acquire the necessary new skills, behaviors, and attitudes. Finally, they do not respect or trust the change agent(s). ¹ **How might the change process be tailored to minimize these objections?**

Even when the congregation agrees in principle with your vision, you must clear formidable hurdles to accomplish it. It will not suffice to put a dot on the map where you are and another where you want to go. You will have to pave a road to your destination, plow 12-inches or more of snow from it multiple times, remove trees that fall across it, and replace four tires. Every day on the road you have to remind everyone why the whole trip is necessary!

The pillars of existing structures in the church will not support the bridge-flooring that spans the gap between where you are and where you want to be. You need new piers. Every church succeeds or fails based on its structures. ² Defining the details of the change process removes fear of the unknown and creates positive momentum. Structure is the detailed plan (roadmap, vehicle, drivers, gas stations, rest stops, etc) that supports the vision and takes you to your destination. Multi-week evangelistic services exemplify the old pillars that probably need replaced. They were once the most effective way to bring people into God's kingdom within conference churches. To reach people with the gospel today, you need a clear vision and new and different structures, including prayer support and a plan to answer the questions and meet the needs of the unchurched.

You also need real sensitivity to people who are being asked to change. For example, put yourself in the place of those who are being asked to move from being spectators to sacrificial servants. Obstacles that need to be overcome include fear, confusion, lack of direction and whether their contribution can make a difference. Deal with fear by exposing the congregation to the stories of persons who were once fearful but are now being blessed by serving others. Help the uninvolved see that ministry is more than standing in front of people and talking or performing. God wants to use what they both can and want to do. Providing hands-on ministry exposure helps persons in the congregation experiment with different ministries before they commit themselves.

1. www.nsba.org/sbot/toolkit/ovobssc.html

2. Lewis, Robert. *The Church of Irresistible Influence*, Zondervan, 2001 (p. 75)

Planning Early Victories

When you are introducing change, seek to create momentum and maximize motivation by programming the process so the congregation can see the benefits of change as quickly as possible. Early victories nurture the staying power and commitment that is needed for the change to become part of the fabric of the church. God used the Day of Pentecost in this way. First century believers experienced what God could do through them when they were filled with the Holy Spirit. The first day of the church's existence, it exploded out of the starting blocks with 3,000 souls added to the kingdom in the race that will conclude only when history does (Acts 2:41).

Suppose your goal is to encourage individuals in the congregation to read through the Bible in one year beginning January 1 and concluding December 31. Applying the early victory strategy could involve having a different layperson share the benefits of his/her reading during each worship service in January.

If a church is planning to move from one to two worship services, share the already experienced benefits of the two services soon after their initiation. If the new format started in January, the first Sunday in February the pastor might share that worship attendance increased 12% and conversions 32% compared to January of the previous year. These victories might not be exactly "planned," but they certainly increase enthusiasm and momentum when they are reported.

A church working through Natural Church Development is focused on making ministry more gift-oriented. The strategy is to take a spiritual gifts inventory with one Sunday school class at a time and then try to place all class members in ministries consistent with their giftedness. Two months into the process, several persons from the first class mobilized, share the joy and satisfaction they have experienced since they began to minister consistent with their gifts and passion. **How would reporting these victories make ministry placement for the second class much easier?**

An adult Sunday school program is moving from International Sunday School Lesson curriculum with a lecture format to electives with a discussion format. The program will be phased in over three years. Six months into the transition three members of a Christian Financial Management class share how it has helped free them from their long-standing struggles with finances. **How might their excitement smooth the transition to the new format?**

How could planning early victories help your people accept the changes your church needs?

Cementing Change

In the earliest days of the church, thousands were changed by believing in the gospel -- “all the believers were one in heart and mind. No one claimed that any of his possessions was his own, but they shared everything they had” (Acts 2:32). When Ananias and Sapphira undermined the trust factor by their lies, God used stern measures to maintain the integrity of the new community (verses 5 and 10).

When the pressure to change is removed, most churches and people revert to old practices. Most dieters gain back all the weight they lose. They slide down the slippery slope of ingrained eating habits because they are willing to eat less food for six months, but not for the rest of their lives. They keep the weight off only if they permanently change how they eat.

When change is occurring in the church, many in the congregation remain skeptical with at best a “wait and see” attitude. Convincing them that the new program or method is superior to the old is a hard sell. Suppose its leaders decide that the church will meet in cell groups in homes on Wednesday nights instead of in the sanctuary. This upsets the traditionalists. Almost half of them boycott the cell groups because “that’s not going to church.” They feel abandoned, ignored and unappreciated. Within six months 35 persons are involved in home groups, significantly more than the 16 who used to come to the sanctuary. Many of them are growing in and excited about their faith. In these groups they can share their struggles and find comfort and support. They are being discipled and are developing their leadership abilities. Many of them are the children, grandchildren, nieces and nephews of the traditionalists who are boycotting the cell group meetings. **What could this church do to win over the traditionalists without sacrificing the obvious benefits the cell groups are providing?**

A church has been transitioning from its building-focused three services plus Sunday school approach to ministry to a more outward emphasis of meeting the real needs of people in its community. Part of the strategy is to place members into ministry teams consistent with their desires and abilities. As a result the church has been more involved in its community in the last year than in the five previous years combined.

One of the unexpected benefits has been a ten percent increase in worship attendance. Some of the long-time members of the church are not happy with some of the people who have begun to worship with them. Some are unmarried couples who are living together. Some are young people with way more holes in their bodies than they were created with. Many of these newcomers do not know how to behave. They clap when they should not, give almost nothing, talk when they should be quiet, and dress in ragged jeans. Some of the charter members of the church are pushing to return to building-focused ministry. **How could the church use the influence and testimonies of key people to win over those who want to return to the old way of doing church?**

Gift-Directed Ministry

God made and uniquely gifted each member of your congregation to serve him. The Holy Spirit gave each at least one spiritual gift (1 Corinthians 12:11) in addition to the natural abilities God created each with and the abilities each has acquired through diligent effort. He wants to use all these gifts and abilities to build up his church. That is part of being a living sacrifice (Romans 12:1-2). Christ died for all, that those who live should no longer live for themselves but for him who died for them and was raised again (2 Corinthians 5:15).

The members of your church are interdependent parts of Christ's body that need each other, like peanut butter needs bread and jelly. When they serve the Lord in a ministry that uses their gifts, they are more effective and fulfilled. Probably no other factor has a stronger influence on how contented believers in your church are than the extent to which their ministries match their spiritual gifts.¹ Gift-directed ministry brings joy and fulfillment, results for the kingdom, and benefits confirmed by those ministered to. It produces a fulfilling sense of achievement, harmonizes with one's God-endowed temperament, fits one's life situation and passion, and aligns with ministry calling.²

The role of church leaders is to help members of the congregation discover their gifts and a place to use them in the life of the congregation. **Does your church have a vision to make ministry gift-based? What is blocking or inhibiting that vision? Who has the specific leadership responsibility of matching gifted persons with appropriate ministries? Has the church developed a list of all its ministries, preferably with job descriptions for each?** To determine how many ministry roles you need, multiply the number of persons in the congregation by .6. That means you need 60 ministry roles for 100 persons. About 20% of these roles should be outreach-oriented.

Fruitful ministry results when persons serve consistent with their God-given gifts and desires, demonstrate comfort-zone stretching faith, give 100% effort, and sharpen their gifts through training. Ministry training equips persons to perform at the highest level. For example, applying efficient discus throwing technique enables a gifted athlete to throw 50 feet farther than he could without it. Learning to teach for life change can maximize the harvest one reaps through his gift of teaching. **Who is responsible for leadership training in your church? What structures are in place to empower the congregation through regular ministry training?**

1. Christian A. Schwarz, *Natural Church Development*, p. 24-25.
2. "Releasing Your Church's Potential" by Robert E. Logan & Thomas T. Clegg with Jeanette Buller, pp. 3-5, 3-6, 3-7.

Ministry Evaluation

Tradition-driven ministry is associated with a “We’ve never done it that way before” attitude. Traditional thinking and behavior are like a thistle in dry ground. When you try to uproot it, the root breaks off, and the remnant returns! What is wrong with tradition-driven ministry? Christian Schwarz’s research demonstrates that traditionalism significantly limits the growth and health of a church.¹

Effective churches do not organize and evaluate structures based on their longevity or popularity with the members, but on their proven ability to multiply disciples, groups, leaders, and churches. They are not satisfied with ineffective ministries. Dairy farmers make money based on how much milk they sell. In 1900 cows were still milked by hand as they had been for thousands of years. Hand-milking is no longer an option if the goal is to sell the most milk possible. Far more efficient methods are available.

Ministry evaluation can lead to conclusions that point in a “We never did it that way before” direction. Some ministry structures should be terminated because they have outlived their usefulness, like dead peach trees that have not born fruit for years (John 15:2). Other structures need to be redirected by pruning and shaping to bear more fruit (John 15:2). Water and fertilizer (ministry training) can increase fruitfulness. Wise farmers plant and cultivate new trees to supplement and eventually replace old ones. This corresponds to developing new leaders to supplement and eventually replace those whose years of service are not endless.

Here are some questions to use to evaluate your ministries. **Does your church have clear vision and mission statements that paint a picture of its future and define its business? What do your ministries actually do to demonstrate love to God and others in practical ways? What standards does each ministry use to measure its fruit? What does success look like in each ministry, and how will each know when it is achieved?** For example, success for a Sunday school class might be to disciple its members and bring persons not presently involved in Sunday school into the class to multiply into two classes within eighteen months while developing leadership for the new class from within its ranks. **How could better organization, communication and/or decision-making strengthen the ministries in which you participate? How well does each of your ministries multiply itself; raise up needed leaders from within; empower, meet the needs and use the spiritual gifts of its participants; spell out and achieve its mission; and generate the prayer that is essential to bear spiritual fruit? What percentage of your ministries are primarily focused on building bridges and reaching out to those outside of Christ and His church?**

1. Christian A. Schwarz, *Natural Church Development*, p. 28.

Healthy Worship

Churches with healthy worship have common characteristics. Their worship services are marked by the obvious presence of the Holy Spirit that creates an atmosphere in which participants meet God. Those who attend typically describe the service as “fun”¹ even though the purpose of worship isn’t to bless, entertain, heal or make the congregation feel good. Healthy worship is a sincere expression of love to God (Mark 12:30) that is grounded in the truth of his word (John 4:23). It doesn’t end at noon on Sunday morning. All of life is an act of worship. True worship requires a willingness to serve, obey, and submit to the Lord. It’s motivated by love, gratitude and thanksgiving for who God is and all he’s done. One can not worship God and remain the same.

Isaiah 6 describes a whole person response in worship. The intellectual response was an understanding of God’s revelation. The emotional response was fear and trembling. The spiritual response was Isaiah’s recognizing himself as a man of unclean lips and by a response of his will he said, “Here am I. Send me!”

Prepare to meet the King as diligently as you would the President. An athlete warms up his muscles before an event to do his best. Warm up for worship! Think about God’s character and attributes and all he’s done for you, and then enter his presence with thanksgiving and praise.

Without a vital prayer life, regular time in the Scriptures, and a sincere effort to obey God outside the sanctuary, you’re not equipped to worship him inside it. The worship fire burns brightest when each believer brings a torch already lit. The worship leader’s task is blowing the wind of the Spirit on existing flames, not lighting wet wood!

Evaluate (1-10, with 10 being high) the degree to which the following characteristics of vital worship are present in your church.

- ___ Preaching is life-transforming
- ___ I experience God’s presence in every worship service.
- ___ Our worship style is appropriate for those we are trying to reach.
- ___ Our leaders model healthy worship.
- ___ Our service has an obvious theme and encourages a response.
- ___ The congregation is actively involved in the service.
- ___ The service appeals to both regulars and newcomers.
- ___ The service flows well.
- ___ The service is bathed in prayer.

Christian A. Schwarz, *Natural Church Development*, p. 31.

Effective Small Groups

Living organisms are formed and sustained by the multiplication of cells. Continuous multiplication of small groups sustains and grows churches no matter where they are found. The multiplication of small groups has a greater positive impact on church growth than any other single factor.¹

Not all small groups are equally effective. Disciple-making small groups in healthy, growing churches are hotbeds of practical Christianity. Because they apply the Bible to life, they are transformational rather than merely informational. They help their members take significant strides toward thinking, feeling, and behaving like Jesus (Romans 8:29). Worship is usually part of group life. Members don't have to wear an "I-got-it-all-together mask." They ask questions, share hurts and express concerns because they feel loved, affirmed and supported. Almost all pastoral care takes place within the group, and the leader typically has the spiritual gift of shepherding. The group helps its members discover and use their spiritual gifts in ministries that fit their passion, temperament, and giftedness. The group grows largely by the addition of members' friends, neighbors, relatives and associates. The process involves praying by name for those who don't know Christ, are unchurched, or not part of any small group. They demonstrate love to their friends in practical ways, and when the time is right, they share the gospel or issue an invitation to join the group.

Healthy small groups whose goal is multiplication within a year make nurturing and developing future small group leaders a priority. Ideally every group has an apprentice leader from its very first meeting. Churches committed to multiplying disciple-making groups pour significant resources into leadership development and concentrate on classroom instruction, on-the-job training, personal mentoring, leadership community meetings and retreats. An excellent resource for developing disciple-making groups in your church available at a 40% discount through the Eastern Regional Conference office is "Releasing Your Church's Potential" by Robert E. Logan & Thomas T. Clegg with Jeanette Buller.

- 1. What are strengths and weaknesses of your church's small group ministry?**
- 2. What difference might multiplying disciple-making small groups make in your church?**
- 3. What is you church presently doing to nurture and train small group leaders?**

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1. Christian A. Schwarz, *Natural Church Development*, p. 33.

Effective Evangelism

Many evangelical churches hold tenaciously to the same evangelistic methods that effectively reached the unbelieving world in the 1950s. The world has changed drastically since then, and with few exceptions, the old ways as a stand-alone approach (evangelistic services, camp meetings, etc) no longer work. The problem isn't with the Savior. God cares as much for lost people as ever (Luke 15). The problem isn't with the message. The gospel is still the power of God for the salvation of everyone who believes (Romans 1:16). The problem is with the messengers.

Because messengers have been satisfied with decisions for Christ instead of multiplying disciples, many in our congregation are no more like Jesus today than 20 years ago. They aren't laborers in the harvest, and some actually compete for the time of those who are by their demands for ministry when they should long since have been ministering to others (Hebrews 5:11-14).

Effective evangelism is a process that involves sowing, cultivating and harvesting. The harvest is limited by the messengers' lack of passion, vision, prayer, boldness, and training. The good news needs to be communicated in ways that heal the wounds and hurts, meet the needs, and answer the questions of the unbelieving world. This is the most effective kind of evangelism world-wide. Before we can meet these needs, we have to know what they are. Knowledge of them and the desire to help meet them grow out of time spent with lost people. **What outreach bridges does your church have to the unsaved world that meet real needs and heal real hurts?**

Effective evangelistic churches free up those with the gift of evangelism from other church responsibilities. They encourage and mobilize new believers to evangelize those in their web of relationships. They train their members to pray for and demonstrate love in concrete ways to their friends, family and neighbors and to share their testimony and/or the gospel as they have the opportunity. They use small groups to pray for the lost and provide a comfortable setting to which members can bring unsaved family and friends. They plan social events at which lost friends and family can meet and get to know believers. Their outreach ministries are each designed to reach a certain group of people(parents with young children, single moms, etc). They are not satisfied until new believers are fully assimilated into the life of the church as fully devoted followers of Christ.

How do you use prayer to support/empower effective evangelism?

Which community needs is your church best equipped to meet?

How can you help your members build relationships with unbelievers?

Spiritual Passion

Spiritual passion is a valuable guide to the “body-building” ministry to which God is calling you. Spiritual gift inventories are a recent development. For over 1900 years no such tools existed. The key has always been need and passion. Your ministry is where your desire to serve intersects the needs of the church and world. The key question is, “**What do you want to do for Jesus?**” What makes the spiritual wind chimes of your heart sing? What drives, excites, and fulfills you? If you are in the right ministry, you should be experiencing rich fulfillment through it.

Many Christians believe that whatever they want to do for Jesus couldn’t *possibly* be what God wants. They think God’s will must be painful, obnoxious, distasteful, and the very last thing they want to do. Not so! Your spiritual passion is like a flashing arrow pointing toward your ministry. “Therefore, my dear friends, as you have always obeyed—not only in my presence, but now much more in my absence—continue to work out your salvation with fear and trembling, for it is God who works in you to will and to act according to his good purpose” (Philippians 2:12-13). God constantly expends his unlimited energy to make you spiritually fruitful. He gives you the desire and ability to accomplish his will. He gives spiritual passion. Paul’s passion was to present every man perfect in Christ (Colossians 1:28). He wrote, “To this end I labor, struggling with all his energy which so powerfully works in me” (Colossians 1:29).

Some persons prefer to work with people, some with things and others with information. A friend, who attended seminary with me, excelled in Hebrew and Greek. He spent a year as a pastoral intern in Idaho, and, in the process, discovered his passion *wasn’t* pastoral ministry. He prefers to work with information. In 1982 he joined Wycliffe. Since then he has translated much of the Scriptures into the language of the Quechua in Peru. He relates with people but primarily works with information. He is touching thousands for Christ in a ministry in which his desires and the world’s needs meet.

You may have a burden to work with infants, young children, Junior High, Senior High, young adults, adults, or the elderly. Perhaps you’re highly motivated to help singles, couples or young families.

The church’s task is to fulfill the Great Commission, motivated by love for God and others, and powered by prayer. What do you want to do more than anything for Jesus Christ that will help make more and better disciples?

One practical way to discover your passion is to consider the ministries your church offers and a description of each. **If no such list exists, developing one should be a priority, preferably with job descriptions.** In general, the list includes ministries of the word and practical service. Which ones are most attractive? God might be giving you a passion to begin a ministry that isn’t yet on the list. A suggestive list of ministries follows. It was adapted from “New Providence Church of God Ministry Opportunities.” First, put a *check* in front of all that appeal to you, even though your church might not yet have these ministries. Second, review the ministries you’ve marked, and *circle* the four ministries of *greatest* interest.

Ministries

Building/Grounds: Custodial Services Lawn Care Color Plantings (Spring/Fall) Painting
 Carpentry Plumbing Electrical Mechanical Carpet Cleaning Roofing Locks/Security
 Snow Removal Trim Shrubbery Weed

Christian Education: Nursery Attendant Preschool Teacher Elementary Teacher Middle School Teacher High School Teacher Young Adult Teacher Adult Teacher Teacher Training Instructor
 Discipleship Training Discipleship Training Coordinator Mentoring Ministry Teach Home Bible Studies for Believers Department Director Christian Education Director Vacation Bible School Teacher
 Vacation Bible School Helper Vacation Bible School Director Pioneer Club Worker (Youth Work)
 Pioneer Club Leader Camp Ministry Library/Resource Help Place Others in Ministry Children’s

Christmas/Easter Program Director ___ Children's Christmas/Easter Program Worker ___ Develop Leaders in the Church

Worship: ___ Song Leader ___ Choir Leader (adult) ___ Choir Leader (children) ___ Choir member ___ Instrumentalist (___ Orchestra ___ Band ___ Piano ___ Organ ___ Keyboard) ___ Vocalist (___ Worship Team ___ Soloist) ___ Worship Leader ___ Songwriter ___ Drama (___ Director ___ Player ___ Scriptwriter ___ Costumes) ___ Public Scripture Reading ___ Public Prayer ___ Speaking/Preaching ___ Usher ___ Worship intercessor (Praying during service outside of sanctuary) ___ Junior Church Director ___ Junior Church Worker ___ Parking Lot Greeter ___ Inside Greeter ___ Answer Newcomers' Questions

Communications/Media: ___ Artist ___ Photographer ___ Printing ___ Audiovisual Technician ___ Sound Technician ___ Calligraphy ___ Preparing Teaching Aids ___ Desktop Publishing ___ Reporter to Newspaper ___ Send Bulletins to Absentees ___ Phone Absentees ___ Mail Cards

Outreach: ___ Visitation (___ Hospital ___ Prospective Members ___ Nursing Home ___ Prison ___ Homebound ___ Grieving) ___ Feed the hungry ___ Evangelism (___ Individual ___ Group) ___ Evangelistic Home Bible Study (___ Host ___ Leader) ___ Counseling (___ Spiritual ___ Psychological ___ Grief ___ Substance Abuse ___ Financial ___ Premarital ___ Marriage) ___ College Campus Ministry ___ Benevolent Ministry ___ Missions to Singles ___ Servant Evangelism Project Coordinator ___ Servant Evangelism Participant ___ Evangelism Training Coordinator ___ Evangelism Trainer ___ Evangelistic Event Coordinator ___ Social visits to Church Visitors ___ Evangelistic visits to Church Visitors ___ Coordinate Sports Ministry Outreach ___ Organize Seeker Sunday School Classes/Small Groups ___ Coordinate "Defending the Faith" Ministry ___ Help Others Communicate Their Personal Testimony Effectively ___ *Alpha* Course Coordinator ___ *Alpha* Course Leader ___ *Alpha* Course Host ___ Lead Recovery Group ___ Youth Outreach Leader ___ Youth Outreach Worker ___ Entertain unbelievers ___ Show Evangelistic Videos

Social and Hospitality: ___ Social Program Planner ___ Banquet Coordinator ___ Food Preparation ___ Cleanup after Church Dinners ___ Light Refreshment Service ___ Decorating ___ Host for Guest Speakers ___ Lodging for Missionaries ___ Retreat Planning ___ Serve at Hospitality Table ___ Sports Event Planner ___ Provide Transportation ___ Coordinate funeral dinners

Youth Ministry: ___ Lead Discussions ___ Direct Projects ___ Direct Recreation ___ Bible Quizzing Coach

Intercession: ___ Pray for the Lost by Name ___ Pray for Church Leaders by Name ___ Pray for Church Members by Name ___ Pray for New Believers by Name ___ Pray for Missionaries by Name

Define your spiritual passion:

Multiplication

In May your neighbor's yard bristles with 4,455 dandelion flowers. Soon those yellow fellows become thousands of parachutists airdropping unwanted cargo into your yard (as if you do not have enough of them already!). Every spring dandelion seeds germinate, grow, and launch another aerial assault. Both plants and animals exhibit the reproductive patterns God has programmed into them (Genesis 1:22). Oak trees produce acorns that mature into more oak trees. Horses, cows, and pigs all reproduce after their kind. Rabbits multiply like, well, rabbits!

God's creation principles, like multiplication, also apply to the church. Like oaks and rabbits, the church is a living organism. It is the body of Christ (Colossians 1:18). Healthy churches make disciples in obedience to Jesus' command (Matthew 28:19). Part of the Great Commission is to teach disciples to obey *everything* Jesus commanded, including the Great Commission to make disciples. Thus, an obedient follower disciples others and teaches them to do the same. God does not grade us by our knowledge of the Bible, leadership position in the church, or perfect Sunday school or worship attendance (all good things). He seeks to develop people who think, feel, and act like Jesus. **What is the process in your church to multiply disciples?**

Healthy churches multiply leaders. If your church has too many spiritually mature leaders, neighboring churches will stand in line, if necessary, to snap them up. The truth is that in most churches spiritually mature leaders are in even shorter supply than money. The multiplication of leaders is a process grounded in 2 Timothy 2:2 – “And the things you have heard me say in the presence of many witnesses entrust to reliable men who will also be qualified to teach others.” Mentoring is a key process to develop leaders that develop other leaders, etc. **What is the process in your church to multiply leaders?**

Healthy churches multiply small groups. This part of church life has an immense effect on both the quality index and growth of a church.¹ The fruit of a small group is not a new believer, but a new group. Groups, like horses, cows, and pigs should reproduce after their kind. **What is the process in your church to multiply small groups?**

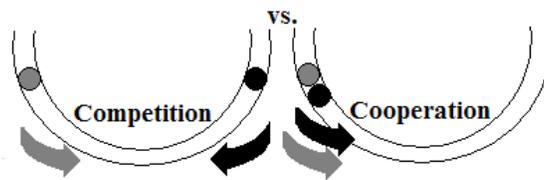
Healthy churches multiply themselves. Few things reveal the health of a congregation as clearly as the desire and ability to plant other churches. The fruit of a mulberry tree is another mulberry-producing tree, often planted unknowingly by a bird that feasted on the fruit, left a purple calling card on your car and a seed in your yard. There is a clear positive correlation between the quality of life in a church and the number of churches it has planted during the last five years.² **What is the process in your church to plant daughter churches?**

1. Christian A. Schwarz, *Natural Church Development*, p. 68.

2. Christian A. Schwarz, *Natural Church Development*, p. 69.

Harnessing Energy

- About what are the individual leaders of the church passionate? How can their enthusiasm be transferred to other areas?
- How can you use the problems your church encounters as springboards rather than barriers?
- What process is in place to base ministry on spiritual giftedness?
- How is the church promoting development of the devotional life of individual members and healthy relationships among members?
- What
your church
and
How can
influence
- How can you
the
- of faithful servants in ways that encourage others to serve God?
- How does the energy of the worship service motivate believers to serve the Lord in their individual ministries?
- How can the energy generated by fulfilling small group involvement be transferred into outreach to and inclusion of new people in the group?
- How can you use the energy of those with and without the gift of evangelism in the church's outreach?
- How can you encourage believers to use the energy of Christ in them to love and serve others?
- How can stories about such love and service encourage, strengthen and energize others in the church?
- How does resolving conflict by a win-win-solution harness energy?
- How does improving believers' self-esteem release significant amounts of energy to build the kingdom?
- How can the church harness the energy and excitement of new believers to reach their friends, relatives, neighbors and associates for Christ?
- Why is a mission-driven, vision-motivated church more effective in harnessing congregational energy than one that is not?
- Why does team ministry produce more fruit than believers' ministering as individuals?
- What are three significant energy drains in your church? How can these energy wasters be removed?



ministries in
show growth
excitement?
these
other areas?
acknowledge
contributions

Some of this material is adapted from "Releasing Your Church's Potential" by Robert E. Logan & Thomas T. Clegg with Jeanette Buller, pp. 2-19, 3-15, 4-13, 5-11, 6-15, 7-21, 8-13, 9-13.

Vital Connections

The human body has about 206 bones and 639 muscles. After unaccustomed exercise, they all hurt! God designed nature with complex interconnections. A rainstorm waters plants and, at the same time, chases a worm out of the ground. The worm is picked up by a fisherman and used for bait to catch a trout. His daughter eats the trout and her PCB level ramps up to someday cause a serious problem with her yet to be born child. Blame the rain!

Church-life is amazingly interconnected. The church council votes to begin a contemporary worship service in addition to the traditional service. Service times for Sunday school and both services change. Most under 40 attend the contemporary service that becomes the church's growing edge. The number of families with small children increases dramatically. Nursery and classroom spaces become inadequate. The young folks want to build a larger worship facility, but the traditional attenders do not. Their service is barely 60% of capacity. The church is growing, but so is conflict. Because of the church's interconnectedness, wise leaders choose what is best for the long-term health and growth of the church while simultaneously addressing problems those decision will create. Let's consider some practical connection questions.

- How do leaders of different ministries interact with and learn from each other?
- How do you keep them mutually accountable?
- How do you encourage gift-interdependence as well as interaction among those with similar and different gifts?
- How do you integrate prayer and worship into all ministries?
- What structures help people encourage one another in their walk with Jesus?
- How do ministries build on one another's strengths and supplement each other's weaknesses?
- How do ministries affect each another?
- How are worship service parts connected? How does the service energize other ministries, and they it? What spiritual gifts feed it? How seeker friendly is it?
- How are small groups interconnected in a system and linked to other ministries? How do groups carry out the evangelistic task and cooperate on ministry tasks?
- What evangelistic role is given those without the gift of evangelism?
- What guidelines encourage people to love believers and pre-Christians?

These questions are adapted from "Releasing Your Church's Potential" by Robert E. Logan & Thomas T. Clegg with Jeanette Buller, pp. 2-19, 3-15, 4-13, 5-11, 6-15, 7-21, 8-13, 9-13.

Cooperative Ministry

Animals constantly compete for food and territory. To reduce competition, some animals cooperate with another species in a “living together” relationship that benefits both. The Red-billed Oxpecker eats hundreds of ticks and flies from Cape Buffaloes. Both the oxpecker and buffalo benefit. The oxpecker provides an additional service with warning calls when lions get too close.

We can apply the same “living together” or “serving together” principle to great advantage in the church. Jesus sent his disciples out two by two in ministry (Luke 10:1) to support and encourage one another and rely on one another’s gifts. Considering the following scenarios will point you in the right direction:

1. A church does both evangelism and leadership development using the apprenticeship principle. Two persons with the gift of evangelism who regularly visit those who have visited the church each take a leader with them to teach them how to share their faith by first watching, then helping, being helped and being watched by their mentor.
2. About 30 members of the Saxton First Church of God each received \$10 and were given two months to multiply their money to purchase bibles for people in India. Some members worked together to make and sell soup, Easter eggs, pies, etc. They worked harder and longer than they would have individually. Some specialized in cooking and baking and others in selling. The initial \$300 invested in these 30 members grew to \$6,000.00 in eight weeks! People energize and motivate one another when they work together.
3. A worship team meets with Sunday school teachers and leaders to equip them to lead inspiring worship in a small group setting.
4. The leaders of the Sunday school and the church council agree to work together and split the cost of bringing in a resource person to help them develop mission and vision statements.
5. The youth and adult Sunday school classes agree to pray during class time for three or more minutes each Sunday for every aspect of the worship service that immediately follows Sunday school.
6. Greeters and nursery workers are both involved in greeting parents with small children as they walk into the church. The nursery workers lead the parents to and give them a tour of the nursery.

What ministries/groups in your church could work together to achieve win-win situations? How could they work together? Be as specific as possible.

Self-Sustaining Ministry

Maple trees lose their leaves every fall. Many of them fall to the ground under the trees that bore them. If they are not removed, they decompose, releasing the nutrients locked into them to leach down through the soil. The roots of the maple tree absorb these nutrients and use them to form next year's crop of leaves and seeds. Contrast this with a farmer who plants corn year after year in the same fields. His crop depletes essential nutrients from the soil. Without fertilization, his cornfields produce fewer bushels every year. How can we make the ministries of our church more self-sustaining?

We need to establish processes in the church whereby resources invested in a ministry are "reused." Consider the following examples:

1. Data entered into the church's computer once is used by a variety of ministry leaders.
2. The church establishes a reproducible discipleship track using the *Running Together to Win Series* with some who have completed the series training others.
3. Those who have recently received Jesus as Savior and Lord through the booklet *Connecting with God* are challenged to share the booklet with a friend or relative who does not yet know Jesus.
4. A couple undergoing premarital counseling is challenged and equipped to minister to other couples seeking such counseling.
5. A youth pastor's salary is largely underwritten by the parents of the kids to whom he ministers.
6. The pastor invests energy to equip and train a worship leader who not only relieves him of many of the details of worship service preparation every week, but also trains others to help.
7. A Sunday school class moves from lecture to prayer and sharing about what God is teaching the members through their daily devotions, thus removing dependence on one person's weekly preparation to keep the class going.
8. A steep bank on the church's property is covered with gravel to minimize the need for regularly weeding or mowing it.
9. The church's newsletter is sent to most members by e-mail, greatly reducing the resources needed for postage and mailing preparation.
10. The pastor preaches the same sermon every week, eliminating the time and energy required for sermon preparation (Just kidding!).

How could you make ministry in your church more self-sustaining?

Fruitfulness

Fruit-growers care about productivity. Calculating the bushels or tons harvested helps them determine how different varieties, pruning techniques, fertilization, sprays, etc affect harvest. The church also needs evaluation standards. Each ministry must develop its own yardstick to measure its fruitfulness. Why?

How long would a company stay in business that never evaluates the quality and quantity of the products it produces? Not long! God is concerned about and expects fruit from the tenants who work his vineyard (Matthew 21:33-46). The more fruit our ministries bear, the more we glorify our Father. “This is to my Father’s glory, that you bear much fruit, showing yourselves to be my disciples” (John 15:8). Addressing the issues the following questions raise will help your church become more fruitful.

What are your church’s strategies to produce more and better leaders?

How do your membership requirements help persons discover their gifts and find fruitful places in ministry?

What percentage of the congregation is involved in ministry? How could this be increased? What training/support are you providing to prevent persons from dropping out of ministry because of burnout or frustration?

Spiritually mature workers bear the most fruit. How do you measure spiritual growth and maturity within the congregation? How do you promote it?

How many of your ministries evaluate their effectiveness at least annually? What standards do they use to measure their fruitfulness?

What fruit does your worship service bear? How could you increase it?

How do your church’s small groups measure how well they are producing more and better disciples?

How fruitful have your evangelistic actions been during the last year? How could you improve your effectiveness?

How do people in your church show love for each other and for the unchurched?

These questions are adapted from “Releasing Your Church’s Potential” by Robert E. Logan & Thomas T. Clegg with Jeanette Buller, pp. 2-19, 3-15, 4-13, 5-11, 6-15, 7-21, 8-13, 9-13.

Dominant Temperament

No temperament type is superior to another. All are necessary to accomplish God's work in your church. Each of us has influencing strengths and weaknesses based on our temperament and revealed by how we relate to tasks and people. A "people-person" won't be fulfilled doing a detail-oriented administrative task behind a desk all by herself. A task-oriented individual might actually enjoy that same job. We maximize our influence on others for Christ when our ministry environment fits the strengths of our temperament. Other lessons detail strengths and weakness of the four dominant temperaments--director, promoter, helper, and perfecter.

Here's how to determine your dominant temperament. In each group of four descriptions, put a **3** in front of the characteristic that **best** describes you, a **2** in front of the next best description of you, etc., down to a **0** in front of the one that is the **least accurate** description of you. Each group of four descriptions will have exactly one **3**, one **2**, one **1** and one **0**. Answer based on how you see yourself at work or at school. If you don't work outside the home or go to school, answer based on how you see yourself at church. For example, Joe Smith fills out the first group of four descriptions as follows:

1 a. Take the lead in beginning tasks 0 b. Take lead in meeting people 2 c. Respond to people
3 d. Help others complete tasks

Joe **MOST** likes helping others complete tasks, so he put a 3 in front of "d" He hates taking the lead in meeting people, so he put a 0 in front of "b" because that was **LEAST** like him. Joe also likes to respond to people but not quite as much as he enjoys helping others complete tasks, so he marked "c" as a 2. He dislikes taking the lead in beginning tasks but is more likely to do that than to take the lead in meeting people, so he marked "a" with a 1.

Number each of the 16 groups of four items from the one that describes you **best** (3) down to the one that is **least** like you (0). Each of the 16 groups of four should have one 3, one 2, one 1, and one 0.

Group 1: _ a. Take the lead in beginning tasks _ b. Take lead in meeting people _ c. Respond to people
__d. Help others complete tasks

Group 2: _ a. Love a challenge _ b. Like public recognition _ c. Calm _ d. Strive for perfection

Group 3: _ a. Get results _ b. Seek others' approval _ c. Relaxed _ d. Make and follow the rules

Group 4: _ a. Enjoy arguing _ b. Friendly _ c. Good listener _ d. Say things just right

Group 5: _ a. Play to win _ b. Fun-Loving _ c. Patient _ d. Remember information

Group 6: _ a. Work on many projects at once _ b. Fear losing face/social approval _ c. Excellent
at completing projects _ d. Can figure out complex problems

Group 7: _ a. Brave _ b. Persuasive _ c. Helpful _ d. Detail-Oriented

Group 8: _ a. Take chances _ b. Make friends easily _ c. Give in _ d. Expect best of myself and others

Group 9: _ a. Speak freely _ b. Look on bright side _ c. Logical _ d. Like planning/organizing

Group 10: _ a. Determined _ b. Outgoing _ c. Steady _ d. Safety-Conscious

Group 11: _ a. Poor listener _ b. Care-Free _ c. Family-Oriented _ d. Precise

Group 12: _ a. Quick temper _ b. Talkative _ c. Loyal _ d. Shy

Group 13: _ a. Like to change things _ b. Likeable _ c. Think before speaking _ d. Avoid risks

Group 14: _ a. Want control _ b. Disorganized _ c. Hard on myself _ d. Want many explanations

Group 15: _ a. Do it my way _ b. Lose things _ c. Want peace _ d. Want to be right

Group 16: _ a. Speak before thinking _ b. Like to dream _ c. Hard to say, "No." _ d. Fear criticism of my work

Adding Your Scores

Add up the totals of all the "a"s (in Groups 1 through 16), all the "b"s, "c"s, and "d"s and record them in the **Temperament Analysis Sums Chart** that follows. The total of the "a"s, "b"s, "c"s and "d"s, added together, should be **96**. If not, check your addition.

Temperament Analysis Sums Chart

1. Total of "a"s in Groups 1-16 _____
2. Total of "b"s in Groups 1-16 _____
3. Total of "c"s in Groups 1-16 _____
4. Total of "d"s in Groups 1-16 _____

Grand Total _____

If grand total isn't 96, recount.

Record the sums that correspond to each temperament name. The highest total is your dominant temperament, the next highest is your second strongest, etc.

___ Director ("a"s) ___ Promoter ("b"s) ___ Helper ("c"s) ___ Perfecter ("d"s)

Circle your dominant temperament. If two are tied for the highest, circle both.

Directors

Exploring the strengths and weakness of your dominant temperament will help you understand yourself better and point you toward the ministry that God has designed for you. Studying the descriptions of temperaments unlike your own will improve your ability to relate to others. Just because people aren't like you doesn't mean there's something wrong with them!

Only some of the strengths or weaknesses that follow under a description of your dominant temperament will fit you. That's because your personality is a combination of usually two and sometimes three major temperament parts in varying proportions. The description of your dominant temperament should fit you better than any of the others, but strengths and weaknesses of other temperaments may also fit. **To get a more complete picture of how you're wired, underline any strength or weakness that applies to you in the descriptions of Directors, Promoters, Helpers and Perfecters.**

Strengths

Directors are take-charge individuals who excel at starting tasks. They love challenges and want to be in the middle of the action. They thrive on accomplishing what no one else can. Like a coyote locking its eyes on a rabbit, they pursue a goal until they achieve it.

Directors lead boldly. Their decisions aren't influenced by their emotions or possible consequences. If you need a job accomplished, assign it to a Director, and it will get done. The Apostle Paul had the temperament of a Director.

Directors take risks that "play-it-safe" temperaments wouldn't even consider. They can play a valuable role in leading the church to step out in faith into risky ministries that are beyond the comfort zones of other temperaments.

Weaknesses

Directors quickly become impatient when life isn't going their way. They hate wasted time and probably get upset when they miss one panel of a revolving door!

Directors aren't in touch with the feelings of others because productivity has a higher priority. In their single-minded, pedal to the metal focus on their goal, they run over the "rabbits" and "opossums" with whom they work or whom they supervise. The office is strewn with "road-kill." Their bottom line is results, and they're pushy to get them. Directors are a lot more productive than they are popular, but that doesn't bother them.

Directors are poor listeners. Since they hate wasting time, they want others to get directly to the point. When communicating with Directors, start with the bottom line, and then, only fill in those details they request.

In conflict situations Directors push the control pedal to the floor. They insist that things be done their way, and that they be done now. Directors would be more effective if they focused on patiently listening to and supporting people, worked at being less controlling, and gave people a higher priority than productivity.

Promoters

Underline strengths or weaknesses that apply to you.

Strengths

Promoters excel at inspiring and influencing people and getting them involved. They make super salespersons. They lean heavily on their verbal skills to accomplish this. One church took teenagers to a movie, *Left Behind*. The majority of the 26 teenagers who attended came because of the invitation of one of the youth leaders who is a Promoter.

Promoters are warm, outgoing, and personable. They like to have fun and rush from one exciting activity to the next. People naturally are attracted to them. They make friends easily.

Church planters who are Promoters or Directors see their churches grow by their fifth anniversary to twice the attendance of those planted by Helpers or Perfecters. Why? Perhaps, because Directors take the initiative with tasks and Promoters with people, whereas Helpers respond to people and Perfecters respond to tasks. Taking the initiative pays big dividends in church planting.

Promoters' emotions swing more widely than any other temperament type, running from peak to valley to peak. They tend to be good speakers because of their verbal skills coupled with their passion and enthusiasm for the subject. They enjoy being on stage, in the spotlight, and in front of people. They stir the emotions of their audience. They value public recognition and approval. The Apostle Peter was a Promoter.

Weaknesses

Promoters tend to make snap decisions without considering all the facts or consequences. Peter denied Jesus without considering the impact on the remainder of his life. Promoters' decisions, based more on intuition than facts, sometimes get them and others into trouble.

Promoters tend to be overly optimistic. They see a silver lining in every approaching cloud, even if it's a funnel cloud!

Follow through can be a problem. They don't always do what they so enthusiastically recommend to others. They start projects with great enthusiasm, but often don't finish. Uncompleted projects in and around their homes bear testimony to this characteristic.

At times they use their considerable verbal skills to manipulate and take advantage of others. Some Promoters are adept at using words to paint a picture of reality that benefits them.

The response of Promoters in conflict is predictable. Like cornered animals, they attack. Verbal bullets are fired in a machine-gun barrage at the source of the irritation.

Promoters would be more effective if they focused on results, facts, possible consequences of their decisions and follow through.

Helpers

Underline strengths or weaknesses that apply to you.

Strengths - Helpers build relationships and get along well with others. Having close relationships with others is very important to their emotional health. They value peace and harmony. They're loyal to the core. Helpers are the best communicators of the four temperament types because they *listen* as well as they talk. They make great counselors.

Expressed appreciation motivates Helpers to keep on serving. If you're a Helper, you already know that. If you're not, make sure that the Helpers in your church know that you appreciate them. Don't drag them in front of the congregation for public recognition. Promoters love that, but Helpers don't. Send cards, give them a call, or tell them privately how much you appreciate them. That will keep their motors humming!

Helpers are dependable, steady, and reliable. Emotionally they live on the plains, with few emotional peaks or valleys. Abraham was a Helper.

Helpers ask others for input before they make decisions. This leadership style can be a strength or weakness depending on how quickly the decision needs to be made. On one hand, people affected by a decision feel they have some say. On the other hand, a Helper's desire for peace and harmony often prevents his making a decision that would benefit the majority, because it would upset a few people.

Weaknesses - Helpers aren't comfortable initiating tasks or relationships with people. Although they would make a faithful friend for unchurched persons who are looking for friends, they rarely risk the first step to form the relationship.

Helpers are very resistant to change because of the security old ways and forms provide. They faithfully support the status quo in churches. It is difficult to convince them why, for example, a change in musical style in the church would help to reach more people. If the music was good enough for Great Grandpa Smith, it's good enough for them!

In conflict situations, to promote peace and harmony, Helpers give in. Those who serve on church councils vote for a proposal even though they really don't favor it. The vote is unanimous. They don't voice their opposition at the meeting but might in the parking lot. Their "yes" doesn't always mean "yes." They won't support the proposal with their time or money.

Helpers are hard on themselves and often have low self-images and little self-confidence. They hate to disappoint, so they don't say no to requests. As a result, they often serve in too many areas to do an adequate job in any of them. Meanwhile, resentment smolders because they don't like the jobs they agreed to take, and perhaps, because they don't feel very appreciated in those roles.

They'd be more effective if they cared less about what others think of them, didn't cave in during conflict, learned to say no to others' requests, and initiated more.

Perfectionists

Underline strengths or weaknesses that apply to you.

Strengths

Perfectionists love details and facts. They're solemn, thoughtful, thorough, organized and accurate. Their strong motivation to do things right is the distinguishing characteristic of this temperament. If they don't have time to do a job properly, they won't do it at all. They're extremely careful and safety conscious. They work hard and don't quit when the going gets tough. Engineers, surgeons, and pilots typically are Perfectionists. Moses is a biblical example.

Perfectionists value making and keeping rules. They drive in the right-hand lane and would be embarrassed to admit to receive a speeding ticket.

Perfectionists respond to tasks. They aren't people-people. Their social skills are often underdeveloped. They walk past others without saying hello because of their fear of rejection or perhaps because their mind is busy turning over how to do some task perfectly.

To encourage Perfectionists, praise their *work*, not them. That will motivate them to keep serving with all of their heart.

Weaknesses

Perfectionists waste time trying to make everything perfect. The volume of their work is limited by their fear of making mistakes. They need a mountain of evidence before they decide. Of all temperaments, they're most sensitive to criticism.

Perfectionists avoid conflict. The problems they ignore often fester and become more serious.

Perfectionists are critical of themselves and others. They are difficult to live with because their expectations are so high. Their child or spouse often feels that pleasing them is impossible. Perfectionists take great pains in everything and give them to others!

Perfectionists would be more effective if they emphasized doing right things as much as doing things right, made decisions before every possibility of error was eliminated, risked more, and worked harder on building relationships.

Leadership/Management Role

Implementing significant change in the church requires both good leaders and good managers. The two roles function differently. Leaders cast organizational vision and inspire others to achieve it despite problems. Managers plan, budget, organize, control, staff, and problem-solve to help the church accomplish its mission. Leaders/managers possess characteristics of both and can fill either role.

My Leadership/Management Role

Fill the blank with the number that best describes you:

5= Almost always

4 = Often

3 = Sometimes

2 = Seldom

1 = Never

1. I am very motivated to discover God’s purpose for my small group/church. _____

2. I am excited about God’s purpose for my small group/church. _____

3. I like to develop strategies to achieve God’s purpose. _____

4. I am good at motivating others to accomplish God’s purpose. _____

5. I often reason from particular examples to a general law based on those examples. _____

6. I often initiate changes. _____

7. Right priorities are more important to me than doing things right. _____

8. If my church/small group isn’t growing, I’m not content. _____

9. I like to take risks. _____

10. I don’t like the status quo. _____

11. I’m good at bringing order and consistency to the change process. _____

12. Doing things right is very important to me. _____

13. I enjoy planning, budgeting, organizing, staffing, controlling. _____

14. I’m better at following someone than motivating others to follow me. _____

15. I’m more of a detail person than a big picture person. _____

16. I strive to maintain peaceful relationships. _____

17. I dislike change. _____

18. I like my church/small group just the way it is. _____

19. I want my church to work smoothly and harmoniously. _____

20. I avoid risks. _____

1. Place the sum of response numbers for questions 1-10 on line 1.
2. Place the sum of response numbers for questions 11-20 on line 2.
3. Subtract line 2 from line 1.
 - a. If line 1 is larger than line 2, place the difference on line 3.
 - b. If line 1 is smaller than line 2, place the difference on line 4.

Line 1 _____

Line 2 _____

Line 3 + _____

Line 4 - _____

If your number is between -40 and -16, you are a Manager.

If your number is between -15 and +15, you are a Leader/Manager.

If your number is between +16 and +40, you are a Leader

My leadership role _____

Leadership Style

Four leadership styles typically correspond to the Director, Promoter, Helper, Perfecter personality profiles. All are needed in the body of Christ. Individuals are usually a combination of temperaments. As a result, most persons gravitate toward more than one leadership style, usually two, with one dominating.

Take Charge leaders are task-oriented persons who desire immediate results and love challenges. Like Michael Jordon with 10 seconds to go and the game on the line, they want the ball. Their leadership style is simply to take control and tell others what to do. This is a Director approach to decision-making.

Help Me Decide leaders are people-oriented persons who like to make the final decision after others have had an opportunity to express their views. They excel at motivating and influencing others. Help Me Decide is a Promoter leadership style.

Delegater leaders typically have a Helper temperament. Their strengths are patience, good listening skills, calming down those who are upset, loyalty, cooperation, focus, logical thinking, unselfish team playing, and excellent follow through. They usually ask others to make leadership decisions and encourage them to follow through.

Rule-Focused leaders usually have a Perfecter temperament. They submit to authority, follow directives and standards to the letter, and expect others in the organization to do the same. As long as others stay within the boundaries, they can make their own decisions. The organization reigns.

Based on the descriptions you just read, choose your primary and secondary leadership style based on the one that sounds most like you, and next most like you.

My Leadership Style

Primary _____
Secondary _____

Which leadership style is best? Why?

Preventing Burnout

You're talking to yourself again. Your leadership efforts don't seem to be making any difference. You are tempted to pull off the leadership highway, out of gas, vision, and ministry. Paul said in Acts 20:24, "I consider my life worth nothing to me, if only I may finish the race and complete the task the Lord Jesus has given me." Here are some strategies to prevent "Did not finish" from being posted behind your name.

1. Remember your call - If you volunteered for the front lines of spiritual battle without God's pulling you by the ear, you're a better person than I! I couldn't escape the relentless internal pressure from God's call. Heaven knows I tried. Remembering your call helps you know you belong in leadership. God's grace sustains you where His grace leads you. Because He has called you, He is preparing persons to be receptive to your ministry. Your call is your anchor.

2. Unload your burdens - Pastor Toby's wife appeared to be dying, soon to leave him alone with an infant son. When asked how he could cope, he calmly said, "I'm a warehouseman, not a warehouse. I handle each burden only long enough to unload it in the warehouse. God is the warehouse. I am the warehouseman." 1 Peter 5:7 invites you to cast all your anxieties on Jesus because he cares for you. Do it as a way of life.

3. Delegate - In Exodus 18 Jethro told Moses to appoint capable men to handle the simpler cases. Leaders enjoy being needed. It makes us feel important. Sooner or later, however, unceasing service wears us out. Think TEAM. Delegating allows *others* to experience the blessings of ministry. Running the race with others helps all to finish.

4. Remove your cape - It's impossible to do *everything* that *everyone* in your congregation expects. Jesus could but doesn't! Take off your cape and join humanity. Use your energy to fulfill the mission you have discerned through the Scriptures, prayer, wise advice and experience. Your vision and mission determine your priorities.

5. Laugh at yourself – Don't take yourself too seriously. Learn to laugh at your mistakes and weaknesses. Self-effacing humor is an excellent stress relief valve. If you are defensive and supersensitive to the smallest criticism, leadership will be torture because for every action there is an equal but opposite criticism.

6. Distinguish position from role - God has called you to lead (your role), but you might hold many leadership positions during your lifetime. If you are feeling burnout, perhaps your position doesn't fit you. To be successful in a position you need an interest in it, a level of demand that is not too much or little, the required skills, and a sense of fulfillment. Burnout can result if just one of the four is missing. Contentment must balance leadership position, for no position is perfect. Don't expect to be fully happy, successful, skilled or satisfied. Paul "learned to be content whatever the circumstances" (Philippians 4:11b).

7. Renew your strength - Spiritual leadership saps your energy. Chronic fatigue kills spiritual passion. Allow your body and soul to recover from the trauma of leading. You need time away from the front lines each week to recharge your batteries. Whether you swing golf clubs, hold a fishing rod, hoe your garden, or whatever appeals to you, the pause will refresh.

8. Check your fuel – A mixture of 98% human effort and 2% prayer will cause your spiritual engine to ping. Don't shortchange prayer. In John 15:5, Jesus says, "I am the vine; you are the branches. If a man remains in me and I in him, he will bear much fruit; apart from me you can do nothing." If your ministry is bearing little fruit, pay more attention to the feeding of your own soul through the Word and prayer.

9. Focus on faithfulness – Don't make your congregation's unanimous approval the measure of your self worth. For perfectionists one unhappy person counterbalances 20 contented ones. You can not please every person any more than Jesus could. Those who have been given a trust must prove faithful (1 Corinthians 4:1-2). Your chief critics will answer to the same judge you do. Only the Lord's commendation or condemnation matters.

Imagine three tractors. The first is pulling a gigantic load when it dramatically flames out from the strain. Take it to the scrap heap. The second is an ancient, rusted machine embedded in the ground for children to play on. The third is an old Ford that has been mowing weeds in an orchard and pulling bins of apples for more than 30 seasons.

I'm sure you want to be like the third tractor that remains productive year after year. You want to finish the race a winner! **Which of these strategies do you need to apply first? Why?**

The Skills of a Leader

Goal-Setting

Definition

If your vision is your mental image of “Disney World,” and your mission, the tracks that lead there, your goals are your intentional plans to reach each successive railroad town on your trip to Orlando. Written goals help you focus your energy and resources.

Goal-Setting Principles

1. Written goals help maximize your time, energy, and money to accomplish your mission.
2. Set stretching but attainable goals-- low enough to accomplish yet challenging enough to provide satisfaction when attained.
3. Develop home/family, financial, spiritual, physical, social, and educational goals for a balanced life.
4. Write specific, measurable, time-bound goals in a positive form. “I want to be a better person” is not specific, measurable, or time-bound, whereas, “I will complete reading the New Testament by June 1” is all three.
5. Review your goals often and revise them as needed.

Goal-Setting Exercise

1. Give each person a post-it-notepad.
2. Consider: “How can you welcome visitors in your church?”
3. Answer the question with one idea per post-it-note.
4. Stick completed post-it notes on a big table.
5. Arrange the notes by grouping similar ideas.
6. Identify the major theme of each group.

Using the above goal-setting principles and the ideas your group generated, write one SMART (specific, measurable, achievable, relevant, time-bound) goal to welcome visitors:

Mentoring

Jesus appointed twelve men to be with him (Mark 3:14). By watching and imitating him, they learned how to apply faith and obedience to all of life. He challenged them to live for the Father and showed them how.

The gist of mentoring is spending two hours a week with an individual emphasizing five areas.¹ The project consumes one of the two hours.

1. Progress – Check whether the assigned lesson has been completed, verses memorized, and at least five chapters/week read in the Scriptures with brief written application. Lead the way by doing all these yourself. Lovingly confront when assignments aren't completed. Cease mentoring those who won't do assignments.

2. Principles – Communicate biblical principles through the following sequence:
 - a) *32 Steps Toward Spiritual Maturity Series* – Assign one lesson/week for 32 weeks. When you meet, answer any questions. This is found under the Discipleship resources on this website.

 - b) *The Ultimate Connection* – Assign one lesson/week for six weeks. Answer any questions. It will equip the one you mentor to defend and communicate the faith.

 - c) *We Believe* – Assign three lessons a week for six weeks.

3. Problems – Listen to his/her problems and suggest biblical solutions. If you want him to share his problems, you must share yours. Show how to glue God's promises to problems. Beware of fostering spiritual dependence.

4. Prayer - Prayer bonds persons together. Over the twelve months of the mentoring relationship, as you pray together, you'll be demonstrating how to pray.

5. Practical Projects – Go together to witness, minister, and encourage others. This is the best way to develop ministry skills. The temptation is to tell others what to do without showing them how. Show believers how to use their faith to benefit others.

Mentor one person at a time for about twelve months. Choose someone who is faithful, available, teachable, spiritually hungry, accountable and open to change. Men should mentor males, and women, other females. **How could your church use mentoring to make more and better disciples?**

1. This material is adapted from a seminar on mentoring by Dr. Waylon B. Moore

Coaching

The author coaches track and field throwing events each spring at Middletown Area High School. His goal is not to make every thrower a district and state champion. That would be unattainable because few athletes have the necessary size, coordination and inherent explosive strength. His goal is to help each athlete throw as far as his or her ability allows. Coaching includes respecting the individuality of each athlete, demonstrating a caring attitude, teaching the fundamentals of the events, watching the athletes perform in practice and meets, celebrating whenever they break their personal distance record, building their confidence, and focusing on improving the part of their technique that is limiting them most.

Coaching in the church is similar. Some leaders are more gifted than others. To expect all of them to become a Winston Churchill of church leadership is unrealistic. Coaching empowers leaders to achieve their potential. How can that be done?

The coach works with and gets to know a maximum of three leaders by demonstrating a listening ear and caring heart. He/she helps them understand what they have going for them by highlighting their strengths and celebrating their accomplishments. The coaching quiver is loaded with more questions than answers. These questions encourage both personal and ministry development and help them clearly see and follow God's intended path.

Six "P" words summarize the coach's role: Personal, Problems, Projects, Priorities, Praise, and Prayer. Begin by asking questions about how things are going in their personal life. Focus on the quality of their relationships with God, family, friends, coworkers, and significant others. Ask what God has been teaching them through their personal devotions and the circumstances of their life. What problems are kicking the slats out of their life? How does God's Word address those problems? On what projects are they working? If the coach has made an assignment during a previous meeting, what progress has been made in completing it? Ask, "What are the five top priorities in your life right now based on how you are spending your time and money?" How satisfied are you with those priorities? Praise your leaders for specific accomplishments and positive steps they have taken to become more effective. Pray with them and for them daily between monthly meetings.

How could coaching sharpen the leadership development process in your church?

What person or group could best implement it?

This material is adapted from "Releasing Your Church's Potential" by Robert E. Logan & Thomas T. Clegg with Jeanette Buller, pp. 2-14 and 2-15.

Apprenticeship

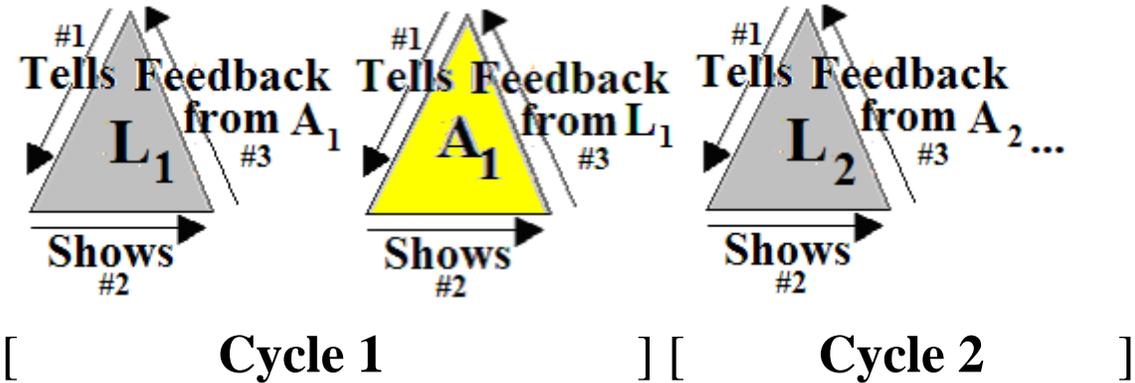
What is apprenticeship? - Apprenticeship combines on-the-job training and classroom instruction to teach ministry skills. It builds people into leaders as they watch, do, and experience constructive feedback. It assumes the best way to change a life is to expose it to another life moving in the right direction.

Why apprenticeship? – Every church needs more spiritually mature, skilled leaders. Apprenticeship was Jesus’ method of choice to develop them. This method enables churches to replace workers who move or die and to multiply laborers (e.g. small group leaders). Ten small group leaders with ten apprentices could become 20 small groups, then 40, 60, etc.

Selecting an apprentice – The apprentice must be willing to give leadership a try. Without desire, ability means little. The spiritual passion, temperament and spiritual gifts of the candidate should match the ministry. Choose FAT people (Faithful, Available, and Teachable) with strong character, positive attitude and self-discipline. Influence, people skills and communication skills are worth their weight in diamonds in people-oriented ministries.

Developing apprentice leaders- Apprentices are developed by a close personal relationship with a leader. Learn the interests, strengths, weaknesses and goals of the apprentice by listening. Give respect, acceptance, encouragement and feedback on performance, and you will build a bond of trust. Impart the knowledge and skills the apprentice needs as you interact over a period of time. By sharing your own weaknesses and mistakes, you make the role of leader seem attainable. Encourage risk-taking and use failure to teach never-to-be-forgotten lessons. Share ministry vision and how the apprentice fits into the big picture.

An apprenticeship model – In the first half of the first cycle, the leader (L_1) first tells the apprentice (A_1) what to do, second shows how to do it, and third allows the apprentice to ask questions, evaluate and make suggestions. In the second half of the first cycle, the apprentice tells what to do, shows how to do it, and the leader evaluates and makes suggestions. After mastering the appropriate knowledge and skills, the apprentice (A_1) becomes a leader (L_2) and begins the first half of the second cycle with another apprentice (A_2), etc.



How could you use apprenticeship to build more and better leaders in your church?

Problem Solving

X-ray the problem

1. Define it in one sentence.
2. What caused it?
3. Who is affected by it? How?
4. Is it serious enough to warrant the resources needed to solve it?
5. How have others handled this problem (Proverbs 11:14)?
6. Do fear, procrastination, the desire for a quick-fix, uncontrolled emotions, faulty assumptions or knee-jerk reactions block the path to a satisfying solution?

Multiply possible solutions

1. Do not settle for one or two potential solutions (Proverbs 18:17).
2. Look for solutions from things connected with the problem by cause and effect. For example, declining Sunday school attendance in the Willing Workers class could be related to the recent changes of teacher, curriculum, room location, or possibly a combination of these factors.
3. Consider analogous situations. For example, three years ago Christ's Servants class experienced a similar decline when the curriculum changed from discussion to lecture.
4. The Post-it note method has everyone in the group write five suggested solutions, one on each Post-it-note. The notes are pasted on a board and then organized. Group similar ideas or identify very promising ones. This method helps less verbal members of the group contribute.

Selecting a solution

1. Reduce your list of potential solutions to the three best ones.
2. Write down strengths, weaknesses, and potential short-term and long-term effects of each.
3. What specific areas of church life will be affected by each decision?
4. Calculate the resources required for each (money, time, energy, personnel).
5. Pray and trust God for wisdom (James 1:5-6), weigh the options and choose the best.

Implementing the solution

1. Develop an action plan (steps, personnel, budget, etc).
2. Who will implement it? By what date? What resources are needed?
3. How will it be sold to the people affected by it?

Evaluating the solution

1. Check with those affected by the original problem how satisfactory the chosen solution is.
2. Did the solution create any additional problems that need addressed?

This material is adapted from "Basic Guidelines to Problem Solving and Decision Making" by Carter McNamara, MBA, PhD (internet)

Leading a Small Group

Consider the following aspects of leading a small group¹:

PLANNING - Pray earnestly for each member and for wisdom and understanding. Group type determines content. A Bible study group, for example, focuses on biblical content, whereas a worship team focuses on preparing a worship service. Once you determine content, decide how you will use the meeting's available time. Finally, gather any materials you need and do any required preparation.

DECIDING – Let God's will inform your group's decisions. Decisions made by the whole group are the most "owned" and supported. Seek decisions that all members can live with and support and that offer the greatest long-term benefits.

WORSHIPPING - Including worship in your small group time helps focus members' attention on God. Worship could include meditation, reading Scripture, verbal praise or singing. Plan varied and creative worship activities ahead of time. Try to recruit a person in the group with the desire and ability to lead this portion of the meeting.

DISCUSSING – Leading discussions is a critical small group leadership skill. Your role is to make members think, involve them in the discussion, encourage their contributions, keep them on track, and help them understand and apply. Be more concerned about asking good questions than giving good answers. Launching questions deal with dilemmas, opinions or information. Understanding questions extract principles. Applying questions shoehorn the two feet of facts and principles into the sneakers of everyday life.

SHARING – The goal is to move from the safe sharing of impersonal general information toward the risky sharing of personal intimate information. Leaders encourage such sharing by setting an example, and by being patient, honest and accepting. Do not try to force group members to share.

STUDYING – The most effective group studies are discussions. Progress from studying what the passage says to what it means and how to apply it. Of the total study time, 50% or more should be spent on application.

PRAYING – Help group members grow in their ability to pray in their own words from the heart. Include praise, thanksgiving, confession of sin, intercession for others, and prayer for personal needs, using spontaneous, written, silent, audible or topical prayers.

Which of the aspects are strengths of your group? Weaknesses?

1. Adapted from *How to Lead Small Groups* by Neal F. McBride. Navpress. 1994.

Show-How Leadership Training

A new employee attended orientation her first day on the job. Her boss spent several hours covering job responsibilities and procedures. Several weeks later, after the new employee made a mistake, the boss was irritated at her because she had not followed the correct procedure she had “learned” during orientation. The boss confused telling with training. That is precisely the error of much that passes itself off as leadership training.

It’s great to be a “quick-study,” to see a skill demonstrated once and be able immediately to perform it flawlessly, but most of us can’t even imagine learning like that. We need a demonstration, hands on experience and repetition to master a skill. Christian leadership development involves growing in character, knowledge and skills. Skill-development, especially, depends on show-how leadership training. Exhortation without explanation and demonstration does not empower people. The most effective teaching tells and shows how.

Show-how training begins with show and tell. The trainer demonstrates the skill, probably more than once, and explains how to carry out the task while the trainee observes. This is the pattern whether the skill is teaching a class, hospital visitation, leading a small group, personal evangelism, or whatever. To illustrate, let us focus on developing skill in teaching a Sunday school class. The trainer tells and shows the trainee step-by-step how he prepares to teach a lesson by working through the process from preparatory prayer to evaluation after the lesson and everything in between. Perhaps he does this for three or four consecutive lessons.

The second phase is to allow the trainee to help the trainer in all aspects of lesson preparation and presentation. The first week the trainee might prepare and present the introduction to the lesson. By the third week he might be preparing and presenting half the lesson with help from the trainer.

The third phase is a gradual shift from the trainee helping the trainer to the reverse with the trainer answering questions, giving suggestions, and providing direction as needed. The trainee is now teaching most of the lesson every week.

During the fourth phase of training, the trainee prepares for and teaches the lesson all by himself with the trainer observing and providing feedback privately, sharing areas of both strength and weakness.

After the trainee becomes reasonably proficient, he becomes a trainer and takes another trainee through the same process. **In what specific areas of ministry would show-how training increase the effectiveness of leadership development in your church?**

Resolving Conflict

1. **Guard reactions** – Unthinkingly spinning out of control into a verbal tirade in a conflict situation is like trying to blow out a forest fire with a portable fan. It is the natural thing to do, but it gives a whole new meaning to the word “jerk” in the phrase knee-jerk reaction! “When words are many, sin is not absent, but he who holds his tongue is wise” (Proverbs 10:19).
2. **Establish a resolution place and process** - Set up a process to handle the conflict that both sides agree ahead of time is fair. Do not meet on the battleground. If the struggle is over the color of the rug in the fellowship hall, do not try to resolve it there! Consider setting apart a “Peace Room” in the church to resolve conflicts.
3. **Accept responsibility** - Both sides’ versions of what happened are almost always self-justifying. Each must be willing to accept responsibility for part of the problem. Sin being universal, it is *highly* unlikely either side is completely innocent. The beam team (members are viewed best in the mirror!) shouldn’t give the specks heck (Matthew 7:1-5). Both sides are probably on the beam team.
4. **Recognize a faith test** – The faith of both sides is being tested (James 1:2-3). The need is for God’s wisdom (James 1:5) and unwavering trust in His power to solve the problem and dissipate the conflict. Forgiveness is His way. “For if you forgive men when they sin against you, your heavenly Father will also forgive you. But if you do not forgive men their sins, your Father will not forgive your sins” (Matthew 6:14-15). Ask Him for the grace to forgive, and He will give it (1 John 5:14-15).
5. **Address the problem** - Focus on problems, not people. What is causing emotions to erupt? Aspirin is not the ultimate solution for a headache caused by a brain tumor. Define the problem *behind* the conflict using this format: I feel (such and such) because (such and such) has happened. Do not use anyone’s name when you define the problem. Take time outs whenever emotion rather than reason begins to take control. The goal is not to prove who is right, but to solve the problem and strengthen relationships.
6. **Really listen to the other side** - Encourage both sides to understand the conflict from the other’s point of view and to listen not only to words but also tone of voice and body language. The objective is for each side to summarize accurately how the opposing side views and feels about the problem causing the conflict.
7. **Suggest changes** - Let both sides explain what they want to change about the situation/relationship and why.
8. **Seek Win-Win solutions** - The battle will not end if one side gets its way at the expense of the other. Focus on what can be done to change the situation/relationship so that both sides will benefit.
9. **Be patient** - Expect conflict resolution to be a process. The extended half-life of emotional pain means healing takes time. By God’s grace, however, settle for no less than complete restoration of loving relationships.

How could following this process strengthen unity in your church?

Adapted from “Resolving Conflict in Marriage” by Dr. Todd E. Linaman on Family Life Communications website and The Colorado School Mediation Project website

Conducting Effective Meetings

Eliminate unnecessary meetings –Meetings allow sharing two-way information and doing together what can not be done as well individually. A meeting is not needed to communicate one-way information. Use e-mail, memos, or reports.¹

Make meetings action-oriented - Meetings that do not result in **action** waste everybody's time. Every agenda should include the meeting's goal. For example, "By the meeting's conclusion the committee will decide the color scheme for the fellowship hall."

Prepare for meetings - Create the agenda with input from key influencers who will be at the meeting. The agenda, distributed in advance, should include the meeting's objectives, location, date, time, and assignments given at the previous meeting. Next to each major item on the agenda, include the discussion leader or presenter, the time allowed for discussion, and the action desired such as a decision, vote, or a person to assign for implementation. The agenda should include review of the minutes from the last meeting; discussion of new matters; and evaluation of progress toward achieving goals.

Conducting meetings - Start on time. Review the agenda and give opportunity for members to change or add to it. Follow ground rules-- everyone takes part, stays focused, maintains momentum, reaches a conclusion, and if appropriate, keeps discussion confidential. The secretary should record the meeting's vital decisions, assignments and due dates in the minutes and distribute copies to members within seven days.

The chairperson keeps discussion focused while facilitating decision- making and giving each member an opportunity to speak so that opinions are shared at the meeting, not in the parking lot. The chair tries to understand the why behind each person's ideas. Only one person should talk at a time and only on the subject under consideration. Private conversations are discouraged. Address issues, not personalities. Evaluate the positive and negative long-term ramifications of each potential decision.

Evaluate meetings – During the last 5 minutes of the meeting ask each member to rank the effectiveness of the meeting from 1-5, with 5 being highest, and explain why. The evaluation is based on how well the group met its stated objective. Ask what they liked most about the meeting and how the next meeting could be improved.

Concluding meetings - End on time. Give each person an assignment, such as coming to the next meeting with one suggestion to make evangelism more need-oriented. Review the actions taken, all specific assignments made (e.g. by our next meeting, John will get prices on copiers, Linda will choose a spiritual gifts inventory...). Set or remind of the date, location and time of the next meeting.

Which three suggestions would benefit the effectiveness of your meetings? Why?

1. This material is adapted from "Basic Guide to Conducting Effective Meetings" by Carter McNamara, MBA, PhD (internet)

People Skills

People skills are loving skills. They are the oil and grease that lubricate relationships. Let's consider some biblically grounded skills for leaders in addition to remembering names and maintaining eye contact during conversations.

People-developer – “Therefore encourage one another and build each other up, just as in fact you are doing” (1 Thessalonians 5:11).

Emotionally controlled - ...Everyone should be ... slow to become angry (James 1:19).

Open to change – “And we, who with unveiled faces all reflect the Lord's glory, are being transformed into his likeness with ever increasing glory, which comes from the Lord, who is the Spirit” (2 Corinthians 3:18).

Plays for the team – “Now to each one the manifestation of the Spirit is given for the common good” (1 Corinthians 12:7).

Law-breaking acknowledged - ... confess your sins to each other and pray for each other so that you may be healed (James 5:16).

Empathetic & understanding – “Choose some wise, understanding and respected men from each of your tribes, and I will set them over you” (Deuteronomy 1:13).

Speaks wisely – “Let your conversation be always full of grace, seasoned with salt, so that you may know how to answer everyone” (Colossians 4:6).

Keeps promises – “But select capable men from all the people-men who fear God, **trustworthy** men who hate dishonest gain-and appoint them as officials over thousands, hundreds, fifties and tens” (Exodus 18:21).

Interested in others – Do not pay attention just to your own interests, but also to others' interests (Philippians 2:4).

Listens – ... everyone should be quick to listen ... (James 1:19).

Loves people – “... Love your neighbor as yourself ...” (Leviticus 19:18).

Smiles – The light of a smiling face is precious to others (Job 29:24).

How do all of these people skills demonstrate love in a practical way?

Active Listening

Understanding is the goal of communication. Given the choice, most leaders would rather be good speakers than good listeners. That is a grave error. Not all leaders need to be polished public speakers, but all can become more influential by learning to be active listeners. Like other leadership abilities, active listening can be learned and developed. Those who listen with both their ears and their heart bless others with a very uncommon gift.

Standard operating procedure is only half-listening because of preoccupation with reloading the tongue for the next verbal volley. Good listeners focus on others and are not defensive. They try to see life through others' eyes and do not assume everyone perceives it as they do. Their goal is to listen and understand, not criticize or change the other person. Some specific skills that need to be practiced are as follows:

1. When someone talks to you, stop working, reading or watching TV. Focus all your attention on the speaker. Be fully present with mind, body, and spirit.
2. Listen with your heart as well as your ears. Interpret nonverbal messages and tone of voice (posture, body movements, gestures, frowns, smiles, raised brows, and twisted lips, voice quality and pitch, emphasis, pauses, and inflections). These cues, not the words, carry most of the message's cargo.
3. Pay attention to your own body language [e.g. maintain eye contact, lean slightly forward while sitting with an open, relaxed posture (crossed arms and legs say, "I'm not interested"), nod encouragingly, smile, furrow your brow]. This is not an act. It is what you will do naturally if you are really listening. Be warm and caring.
4. Interject encouraging responses, e.g. "Tell me more," "That's interesting," "uh-huh" "Go on," "Yeah," or "What happened next?" Unless you are looking for specific information, ask open-ended questions that can not be answered with a simple "Yes" or "No." For example, "What do you think about the new worship music we are using"?
5. Restate the content of the speaker's message-- "In other words you are saying..." This might seem weird at first, but it promotes clear communication. Determine the speaker's definitions of key words — "What do you mean by 'strict discipline'"?
6. Reflect the speaker's feelings -- "You feel frustrated because..."
7. Summarize what the speaker has said, reflecting both content and feelings, to verify that you have understood.
8. Ask questions as necessary to get more information or clarify.
9. Share personal information as appropriate but do not interrupt.
10. Allow the speaker time to think without filling the void of silence with your own words.

Practice active listening skills in groups of two by taking turns talking about something important to you (5 minutes each). Speakers then share how well they feel they were heard.

This material is adapted from information on the Poynter Institute website, Center for Rural Studies website, and "Active Listening for Mediators" on Department of Veterans Affairs website.

Time Management

Know the job - Your job description tells what is expected of you and should include how your performance will be measured. Knowing your supervisor's priorities guides you when limited time does not allow doing everything. Use all the resources you have. For example, word processing is more efficient than handwriting and computers than hand calculations. Know how your job fits into the organization's big picture. Aspire to do a good to excellent job in the areas your supervisor thinks are most important.

Know yourself - What time of day do you have the most energy? To determine how you can best use your time, keep a record of your activities for several days in 15-minute intervals. You should also include how much energy you have (high, medium, low) during each interval. When your log is complete, evaluate how effectively you use your time and energy to accomplish high priority tasks. Do your most important tasks during high energy periods.

Goal-setting - Setting goals helps you efficiently achieve what you really want. If you know where you will drive on vacation, you can plot a route that will take you there using the least time and energy. Set spiritual, financial, physical, educational, service, recreational, attitudinal, family and career life goals. If you have multiple goals in each area, assign each a priority from 1-5. Subdivide your life goals into achievable subunits. Establish 5-year goals and then work progressively through 1-year, 6-month, 1-month, and 1-week goals. When setting goals, remember SMART (Specific, Measurable, Achievable, Relevant, and Time-bound).

Goal-achievement - Time management helps you use your hours and days effectively to accomplish your goals. Busyness is *not* a virtue. Doing *something* is no substitute for doing *significant* things. According to the "80-20 Principle," typically, 20% of your energy accomplishes 80% of the results you seek. That means in a 40-hour work week about 32 hours are relatively unproductive. Eliminating unnecessary appointments saves huge chunks of those 32 hours for more productive endeavors. Socializing is probably your biggest time waster. Another is putting off unpleasant tasks by working on less important ones. A third is doing tasks that others with training could do as well or better.

Implementation Designs - Develop implementation designs that list tasks to accomplish to achieve your goal. Organize them so each is done at the proper time. If your goal is planting an apple tree in your yard, tasks include digging a hole, putting the tree into it, filling the remaining space with dirt, stabilizing the tree with stakes, and watering it.

Prioritized task lists - Prioritized task lists help you complete jobs required of you in the order determined by the importance of each. List all the tasks you need to do. Next assign each a priority of 1-5 with 1 being most important. Then rewrite your list with priority 1 items at the top followed by other task in their order of importance.

What two changes would make your time management more effective?

How to Motivate

Defining motivation – Motives explain why we do what we do, the hidden reasons behind our words and actions. They determine whether an act is good or bad. Jesus criticized the Pharisees for doing the right things with the wrong motives (Luke 11:42-43). What is the believer's motivation to live for Jesus?

1. **Love and Gratitude** – “Whoever has my commands and obeys them, he is the one who loves me....” (John 14:21a).
2. **Duty** - "Is this the way you repay the Lord, O foolish and unwise people? Is he not your Father, your Creator, who made you and formed you?" (Deuteronomy 32:6).
3. **Fear of Judgment** - “Since, then, we know what it is to fear the Lord, we try to persuade men” (2 Corinthians 5:11a).
4. **Consequences of Disobedience** – For anyone who eats and drinks without recognizing the body of the Lord eats and drinks judgment on himself. That is why many among you are weak and sick, and a number of you have fallen asleep” (1 Corinthians 11:29-30).
5. **Reward** – “I tell you the truth,” Jesus said to them, “no one who has left home or wife or brothers or parents or children for the sake of the kingdom of God will fail to receive many times as much in this age and, in the age to come, eternal life” (Luke 18:29-30).
6. **Benefit of Others** – Teach slaves to be subject to their masters in everything, to try to please them, not to talk back to them, and not to steal from them, but to show that they can be fully trusted, so that in every way they will make the teaching about God our Savior attractive” (Titus 2:9-10).

Motivating pew-potatoes - Most church goers do not have a ministry. They have the tools (Holy Spirit, spiritual gifts, the Bible) but neither the desire nor confidence to use them. The Word of God can transform the ways they think, feel and choose. This happens best in a small group where the leader models fully devoted Christianity, tells how and shows how. For group members to bleed commitment, leaders must hemorrhage it.

Many of the uninvolved will respond if given opportunities to make a difference in the world. Explain how pursuing the church's mission over time will benefit them, their children, grandchildren, Christian friends, non-believing friends, etc. Cast a compelling vision for which they will disengage their parking brakes. Sell it through formal channels (sermons, newsletters, congregational meetings, etc) and informal. Talk about the vision with friends in the church as a way of life. Help all members understand how their ministries can help fulfill the church's mission and vision. Show appreciation in concrete ways to those who serve.

Confidence is an important part of motivation. Practical ministry training provides the self-belief needed for those on the sidelines to give ministry a try. Setting small goals and celebrating their achievement builds confidence to tackle more difficult ones. Motivation to live for Jesus can disappear quickly unless people want it badly, believe they can achieve it, follow a plan to accomplish it, and work hard to see it happen.

What is the role of leaders in stimulating the congregation to serve Christ?

This material is adapted from “Keys to Motivation” by Jason Gracia on Motivation 123 website.

Public Speaking

Goal– The terror of public speaking diminishes greatly if you focus on blessing the persons to whom you speak instead of on what they are thinking about you or the possibility of embarrassing yourself. Your job is not to entertain or impress as much as to bless and to add something of value to your audience’s lives. If you do that, you do not have to be funny or clever to be appreciated. Speaking to bless reduces the stress. Your talk should resemble an Oreo cookie.

Oreo Cookie-Talks –Your introduction and conclusion are the chocolate cookies of your talk. Begin and end well. The introduction should answer the hearers’ unvoiced question, “Why should I listen?” You have at most five minutes to answer that question or you will lose your audience. The second cookie is your conclusion. It should answer the question, “What should I do?” Apply truth where your hearers live and demonstrate how acting on it will benefit them.

The secret of a good talk is a good beginning and a good ending and not too much distance between them! The filling is the body of your talk. Too much of it makes some people sleepy and others sick! Less is often more. Be brief.

Flow River Flow - Your big idea is like a river running through your talk. You should be able to express it in one sentence. Your main points are tributaries that feed it. Two or three will do. More might cause a flood and wash away all memory of your talk. Repeat your big idea and main points several times to cement them into your audience’s memory.

Help the Audience See Your Point – Use concrete, visual language and, if appropriate, props to illustrate your points. Adults enjoy props as much as kids do. Word pictures help listeners visualize what you are saying. Emphasize the verbs. The precise words used are not that important. Your listeners will remember the image you paint more than the “brush” that made it.

Be Yourself – You can learn from other speakers, but the best one to imitate is the one you see in the mirror.

Be Funny – Humor that supports your theme or main points makes them memorable. Not everyone is adept at using this tool, but if you can, by all means do.

Be Transparent - Sharing your weaknesses and mistakes connects with your audience and helps them relate to you.¹

An Eye for an Eye – Some great writers are poor speakers because they read a manuscript. Jonathan Edwards got away with it, but you probably can not. Eye contact is far more important in communication than precise wording.

Pause for Emphasis – Do not use “Ahh” or any other filler. Just pause until you are ready to deliver your next idea. Unceasing sound is good from a lawnmower, but not from a speaker.

How could applying the principles improve your public speaking?

1. Orman, Morton C., *How to Conquer Public Speaking Fear*, from the internet.

Communication Skills

Playback - Feedback is a need, Jack! I can only know that I understand you when I play back what I thought you said in my own words and you agree I got it right. Effective communication requires knowing what people mean by the words they use. A three-year-old was taught to call going to the potty “a whisper.” Grandpa came to visit. In the middle of the night the boy woke his grandfather and told him, “I have to whisper.” Not wanting to wake grandma, grandpa said, “Whisper in my ear.” He did!¹ Playback helps because we do not hear everything that was said. Missing “not” in a sentence turns it on its head. Playback helps us know when the speaker uses the wrong word. Prostrate (to lay flat) is often used incorrectly for prostate (a gland). Written playback is an even surer way to know you received a message accurately.

Receive before you send – Especially in a tense situation, listen well enough to accurately repeat another’s ideas and feelings (even if you do not agree with them). This predisposes them to listen when you share opinions that conflict with theirs.

Get out the map – When you are communicating something very important to you, let others know where you are headed with the conversation and ask for their consent to go there, such as, “Pastor Joe, I’d like to talk about starting a second worship service in our church. Is that OK?”

Do not take shortcuts – Take time to communicate your thoughts, feelings, and desires. “I’m mad. Quit gambling” is not nearly as clear as “When you spend \$100 each week on lottery tickets, I get angry because it seems like you aren’t concerned about meeting our family’s material needs.” Using such “I statements” makes communication much more effective. Abbreviated ideas packed with many assumptions lead to much misunderstanding.

Translate complaints into requests – Do not say, “Your church financial report looked like it was written by a seven-year-old!” Instead ask, “Could you help all of us better understand how our money is being spent by including each month’s expenses in your treasurer’s report?”

Ask open-ended questions - Ask questions starting with when, which, why, where or how that can not be answered with a “yes/no.” “What do you like most and least about our church?” gives more information about what others feel, think and want than “Do you like our church?”

Which of these suggestions has been most helpful? Why?

1. Dr. James Dobson’s Bulletin, August 2002.

Dennis Rivers, The SEVEN CHALLENGES A Workbook and Reader About Communicating More Cooperatively (www.coopcomm.org/)

Gerald M. Blair, Conversation as Communication
(www.ee.ed.ac.uk/~gerard/Management/art7.html)

Team Building

Why build a team? A strong, cohesive team brings out the best in its members. Suppose six tasks are part of sending a letter: printing, folding it, stuffing it in the envelope, sealing the envelope, addressing it and stamping it. If six persons are each especially good at a different one of these tasks and not very good at the other five, they could accomplish more by specializing and working together. This simple example illustrates a profound truth that team work can increase effectiveness significantly. On the other hand, a team does not automatically bring out the best in its members. Persons are motivated to work as a team if they understand its benefits, the goal is appealing, they can work interdependently, and the reward is worth the effort. A unified team of players with average ability can beat another with superior athletes who all try to be superstars.

What is our destination? Your goal is to make more and better disciples in your neighborhood! You can not do it by yourself. You can accomplish it together. Consider how your lungs, stomach, heart, liver, pancreas, kidneys, etc. each perform essential functions that contribute to the goal of survival and reproduction. Similarly, team members who work together can achieve their God-given goal.

Driving carefully – Behind an effective, cohesive team is an effective leader who guides, stimulates, coordinates and coaches. He recruits team members, clarifies the goal, provides the right balance of support and challenge, assures the use of effective methods and fosters harmony on the bus ride.

Where is my seat? The leader who knows the desires and abilities of every member on the team assigns them to the right seat on the team bus. She delegates responsibilities to those who are gifted and motivated to carry them out. Basketball teams have ball-handling, shooting, rebounding, and defensive specialists. During the last five seconds of the game with the score tied, the leader wants the ball in the hands of the best shooter. Make sure the “hearts” in your organization are pumping blood and not doing a poor imitation of a kidney! Define each team member’s part in reaching the goal. As each works in an area of strength (consistent with his spiritual gifts, temperament, and passion), team effectiveness is maximized. Team building includes helping individuals develop skills to fulfill their responsibilities.

Riding the bus – Team members who can not get along on the “bus” will not play well as a team. To get along they need to relate to and communicate with each other and know how they will make decisions. They need to be positive, encouraging, hard-working, flexible, friendly, good listeners, mutually respectful (Philippians 2:3-4), and tolerant of one another’s viewpoints. They work through rather than avoid conflict. If a seatmate is stepping on a foot, that needs to be communicated in a nice way. They share ideas, feelings and concerns. They solve problems together and are committed to the group’s decision. Their lifeblood is open, effective communication. No one always wins. Because they all give and take, the team wins.

How would a greater emphasis on team building help your church council function more effectively?

What aspects of team building need your attention now?

Arnold Bateman (June 1990), Nebraska Cooperative Extension CC351
(www.ianr.unl.edu/pubs/misc/CC351.htm)

Delegation

Purpose

Delegation is far more than passing off your work to someone else. It is a valuable tool to develop people in your church to their full potential, to give their lives meaning, and to increase their motivation to serve the Lord.

Advantages

1. It allows you to complete work you do not have time to do yourself, perhaps at a lower cost and maybe better than you could do it.
2. It can sharpen the skills and bring pleasure to those who are assigned the task.
3. It can harness the energy of many instead of a few.
4. It frees up time for leaders to plan, evaluate and improve the efficiency of the whole church.

Disadvantages

2. Initially delegation might require more time to train others.
3. In the beginning the job might not get done as well as you could do it.
4. The one delegating must share authority and recognition.

How to Delegate

1. Delegate tasks others could do less expensively or better than you.
2. Tailor supervision to the ability, experience and trustworthiness of your workers.
3. Delegate authority gradually as competency increases and faithfulness is demonstrated.
4. Supply information and resources needed to do the job.
5. Delegate complete tasks instead of bits and pieces of jobs.
6. Explain the importance of the job, the results expected, how to do it (if necessary), and set deadlines for reporting and completion.
7. Allow room for creativity.
8. Release the task and the authority to do it.
9. Ask the person assigned the task for a recommendation and pros and cons of different options when he/she asks for your input¹
10. Give help only when it is requested.
11. Expect a finished task
12. Give recognition for jobs completed with excellence

Effective delegation is a balance between, on one hand, getting the work done properly and on time and, on the other, allowing persons to do the job their way.

Do your leaders need to delegate more than they do? Why?

How could delegation be used to develop the members of your church?

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Crisis Management

You can not anticipate every crisis, but you can prepare for many of them. Imagine a reporter calling for a reaction to today's arrest of your pastor for sexually abusing a teenage girl. How would you respond? Have you anticipated where your church is vulnerable and stocked appropriate armor in your closet? For example, an existing written sexual abuse policy could guide your church's response to this unwanted phone call.

When a crisis such as this appears, first contact your insurance agent and get advice from the company's claims or legal department if you think the media is likely to become involved. Expert advice can help you minimize the damage the crisis causes and recover from it quickly.

You need a plan to communicate information about the situation to all concerned persons outside and inside the organization. Appoint an official spokesperson and backup who will be available to speak to the media almost anytime. It is usually better to issue statements than press releases early in the crisis. Decide what your message will be, and do not deviate from it. Tell "who, what, when, where, and why" of the present situation and offer to give more information as it becomes available. "I don't know, but I will try to find out" is a good response to media questions. Pop the lid on the bad news can and pour it all out. Do not save some for later. Apologize for any wrongs committed. Keep answers brief and factual without speculating.¹ Prepare a written statement for distribution with the help of your attorney and/or insurance company. Communicate essential information to church members and friends through a letter, e-mail, or newsletter as soon as possible to squelch the rumor mill.

Ministering to any victims of the crisis is a top priority. Determine their needs and how the church can help.¹ This is an opportunity to demonstrate love in practical ways.

Suppose a tornado has damaged the sanctuary. In a meeting of leaders, the pastor or church chairperson should present an action plan to address the crisis. Seek to enlist everyone's support. Express confidence that the plan will work. Inform church members and involve them in the plan.

After the crisis, evaluate how the church responded. You might consider a "what if" time at a leadership retreat in which leaders consider how they would react to a variety of potential crises such as a member experiencing chest pains during a service, someone trying to interrupt the worship service, etc.

What could you do to be better prepared for the next crisis?

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Moses' Crisis Management

Crisis #1 - Red Sea-Egyptian army sandwich (Exodus 14)

Response: Israelites were fearful and complained (Exodus 14:10-12); Moses believed God would deliver (Exodus 14:13)

Result: God delivered (Exodus 14:29-31)

Crisis #2 – Lack of water in the desert (Exodus 15:23-27)

Response: People complained (v. 24) and Moses prayed (v. 25)

Crisis #3 – Lack of bread and meat in the wilderness (Exodus 16)

Response: Israelites complained (v. 2-3)

Result: God gave meat and bread to eat (vv.12-15) to test the people (v. 4).

Crisis #4 – The fire of the Lord consumed the people because of their complaining (Numbers 11:1).

Response: The Israelites cried out to Moses and Moses prayed to the Lord (v. 2).

Result: The fire was quenched (v.2).

Crisis #5 – The Israelites refused to enter Canaan because of fear and wanted to return to Egypt (Numbers 14:1-4).

Response: Moses interceded for the people when God was going to destroy them (v. 11-19) and asked Him to pardon them.

Result: God pardoned them (v. 20).

- 1. Based on these biblical situations, what should Christian leaders do during crisis?**
- 2. What do they say about the influence of leaders in a crisis?**
- 3. Do leaders need to do more than pray? Why?**
- 4. How do the two studies on crisis management complement each other?**

Prioritizing

God prioritizes. He didn't create the earth in its final form in a single instantaneous flash. On the first day he created light, making life a whole lot easier for the plants he created on the third day! He commands us to prioritize-- "But seek first his kingdom and his righteousness, and all these things will be given to you as well" (Matthew 6:33). The first and greatest commandment is to love God (Matthew 22:38). God deems most important such things as guarding our hearts (Proverbs 4:23), giving prophecy due respect (2 Peter 1:20), not swearing (James 5:12), and loving others deeply (1 Peter 4:8). These verses all contain the words, "above all." Jesus talked about what to do first in Matthew 5:24, 7:5, 12:29, 23:26, Mark 7:27, Luke 10:5, 14:28, 14:31, among other passages. How can Christian leaders demonstrate God-pleasing priorities?

A large part of wise living and the essence of prioritizing is determining what you should do first and then doing it. If you have ten tasks to do today, assign #1 to those that are most important, #2 to those of lesser importance, and #3 to the least important. Finish all #1 tasks before proceeding to #2 and, if time permits, to #3. Following this strategy seems simple, but it isn't. Frequently, the most important tasks are also the hardest. Folding bulletins is a lot less threatening than sharing your faith. Sometimes people don't really want to do what needs to be done because of fear, laziness, cost, difficulty or some other reason. At the Judgment, God won't automatically commend the busy. Faithful leaders know that busyness is no substitute for effectiveness.

Schedule the most important business items at the beginning of a meeting when energy is highest and thinking is clearest. For example, give highest priority in an ad council meeting to strategizing how to accomplish your mission, and keep for the end of the meeting secondary consideration like the menu at the next fellowship meal. Whereas any one of three or four ladies could be assigned the job of developing a menu for the fellowship meal, without attention by the pastor and council, the church will never be mission-driven. One hour of the council's time, wisely and efficiently spent on mission accomplishment, can ultimately empower 50 or more persons in the church to advance the kingdom.

Don't worry for hours or days about completing some necessary, unpleasant tasks. Do them first to get them out of the way. Prioritizing is doing the right things at the right time in the order of their importance or in some necessary sequence. The right things are those that help us accomplish our mission; empower others; multiply disciples, groups, leaders and churches; and maximize the energy of our congregation to minister to others. **What two important things should you do now, and what two nonessential things should you stop doing now to make your own ministry or that of your church significantly more effective?**

Strategic Planning

Traditional planning doesn't look at the future through the windshield but at the past in the rearview mirror. Its motto is, "If it ain't broke, don't fix it!"¹ That approach no longer works (if it ever did!). Since an ever-increasing rate of change is a given, you need to be very intentional about building bridges of relevance between the church and the community you serve. Failure to evaluate your ministry's effectiveness and relevance every year is like driving a vehicle without checking the tread on the tires. The tires might not be "broke" right now, but one mile ahead a blowout could kill you.

"See, I am doing a new thing! Now it springs up; do you not perceive it? I am making a way in the desert and streams in the wasteland" (Isaiah 43:19). Your vision is the new thing God is doing in your community that will determine how your church spends its time, talents, energy, and finances to maximize a harvest of souls.

Your vision is your destination, your mission is your vehicle and your goals are your mile-by-mile roadmap that takes your church where God wants it to go. Of all the things your church could do, your strategic plan tells what it will do, why and how. It is driven by your purpose, based on your values, shaped by the needs of the people in your community, and molded by creativity.² It defines what you are trying to accomplish, your strengths, weaknesses, opportunities, and threats. It describes how you will answer contemporary questions and meet contemporary needs. **How could you influence your church to do forward-looking, God-honoring, relevant strategic planning?**

Five steps in the strategic planning process³:

1. Assess whether your church environment is stable enough right now (pastor not leaving, minimal conflict, etc) to focus its energy and resources on strategic planning. If so, organize an implementation team (six persons) to oversee the process.
2. Summarize your church's values, what you are seeking to achieve, how it will be accomplished, and what success will look like.
3. Decide what three critical issues should be addressed now based on your church's mission, vision, health, strengths, weaknesses and the needs of the community. Taking a Natural Church Development survey can be very helpful.
4. Develop strategies and SMART goals to address the critical issues.
5. Write and implement your strategic plan.

1. <http://www.allianceonline.org/faqs.html>

2. Ibid.

3. Ibid.

Consensus Building

“Do two walk together unless they have agreed to do so?” (Amos 3:3). Consensus building paves the road that leads from conflict to cooperation. When a decision does not have to be made immediately, consensus building is a useful process to resolve conflicts involving factions who disagree on one or more issues. A sense of urgency to resolve the conflict is very beneficial. A mediator identifies and recruits influential persons who represent their own group in the conflict. These persons negotiate how the process will be carried out, thereby building trust in each other, in the mediator, and in the process itself.

The first step is to define what the real problem is. This includes re-defining it in terms of interests that are negotiable instead of values and beliefs that are not. The issues are the questions that need to be answered, such as, “Who will minister to our youth?” The three positions or answers that people in the church have given are that a full-time paid youth worker should do it, a part-time paid youth worker should do it, or laypersons should do it. The interests of the three groups describe *why* they hold their positions. One group believes laypersons should do it because the church is experiencing financial pressures already. Another group believes the spiritual formation of youth is so vital, that the church can’t afford not to hire a trained, competent full-time leader. A third group is intermediate, seeing both financial constraints and the need to minister to youth. Consensus building focuses on finances and spiritual development of the youth instead of the three answers that the disputing groups have given to the question. The problem is redefined, “How can we meet the needs of our youth and still maintain financial integrity?”¹ This problem has many possible solutions.

Using a large group session or several small groups, the facilitator guides those who represent the three factions to brainstorm new ways to resolve the conflict with win-win solutions instead of win-lose ones. They agree on what criteria will be used to choose the best option. They seek a solution that helps all three gain the most and lose the least in terms of their interests. The group picks the best option, and everyone present agrees to champion it to those they represent and tell them why it is the best possible solution that everyone can live with. If the parties to whom they report agree, the church adopts and implements the solution.²

What are some advantages of consensus building as compared to a majority vote? In what situations in your church might consensus building be a more effective way to make decisions?

1. http://www.resolv.org/pub_articles/Whatis.htm

2. <http://www.colorado.edu/conflict/peace/treatment/consens.htm>