

Learning to Lead

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 **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?

  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.

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 **Leadership Profile**

##  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**

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 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 Jordon 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?**

 

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**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?**

 

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 **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?**

 

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 **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 definitely 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**

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**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**

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**How I met Christ**

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**How Christ changed my life**

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**The Committed Christian**

Learning to Lead

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?**

 

Learning to Lead

**Personal Excellence**

All of us can not 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 or less 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?**

 

Learning to Lead

 **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 & Feetwashing

­\_\_\_ 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.**



Learning to Lead

 **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 to 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



Learning to Lead



Learning to Lead

**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? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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 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.

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

 

Learning to Lead

 **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…

* 1. **Empowering leadership** – Church leaders equip, support, motivate, and mentor Christians to help them become all God wants them to be. 1
	2. **Gift-Oriented ministry** – Church leaders help members identify their gifts and place them into ministries that match their gifts. 2
	3. **Passionate spirituality** – Faith is lived out with commitment, fire, and enthusiasm.3
	4. **Functional structures** – Each church structure is evaluated regularly to determine if it accomplishes its intended purpose.4
	5. **Inspiring worship** – Worshippers encounter the living God weekly in a fun, inspiring experience that is a high point of their week.5
	6. **Holistic small groups** – The church provides groups where each Christian can find intimate community, practical help and spiritual interaction. 6
	7. **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
	8. **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.



Learning to Lead

 **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** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_­\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_



Learning to Lead

**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 \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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2. Matthew 28:18-20 \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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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:**



Learning to Lead

 **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.** Achurch’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**

Learning to Lead

 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 a sufficient number of 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.

 

Learning to Lead

 **Creating Urgency**

**Do you have change for a church? -** For major change to occur in an organization, at least 25 percent of the membership have to 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?**

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



 **Team Leadership**

Learning to Lead

 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.



Learning to Lead

 **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-wordCarruthers 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).



Learning to Lead

 **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

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



 **Planning Early Victories**

Learning to Lead

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?**



Learning to Lead

 **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**

Learning to Lead

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 ones God-endowed temperament, fits ones 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**

Learning to Lead

 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.

**** 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.

 **Healthy Worship**

Learning to Lead

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 into 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**

Learning to Lead

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?**

**……………………………**

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



 **Effective Evangelism**

Learning to Lead

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**

Learning to Lead

 *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**

Learning to Lead

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 disciple 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**

Learning to Lead

* + 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 ministries in your church show growth and excitement? How can these influence other areas?
	+ How can you acknowledge the contributions 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?

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**

Learning to Lead

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**

Learning to Lead

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**

Learning to Lead

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 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?**



Learning to Lead

 **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.