

Church Planting Institute
Successful Christian Leadership



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SUCCESSFUL CHRISTIAN LEADERSHIP

LEADERSHIP
is an
ACTION
NOT a **TITLE**

INTRODUCTION.

The "Success Syndrome" has invaded much of the world in the past forty years. Books and seminars on "How to be successful" abound as millions of people search for the secrets of attaining success.

Many are seeking success in the world of business and commerce. The signs of achievement in this realm are inevitably monetary wealth and the status symbols of material possessions. Others seek success in the world of entertainment, sporting activities, or the like. The success syndrome has invaded almost every area of life. It has even intruded into the Church world where "Prophets of Prosperity" urge the saints to claim their inheritance in material assets.

The Bible does speak of success and prosperity but in a vastly different vein than the popular worldly concept. In fact the word success occurs only once in the English Bible, in the book of Joshua. It was spoken in the context of a promise to Joshua as he assumed the leadership of the Children of Israel. His attainment of that success is detailed in the book of Joshua, and it is this concept of success that we want to investigate and emphasise. Although our main emphasis is that of leadership in terms of Christian ministry, it is not confined to that. It also includes principles of leadership which Christians should pursue in their roles as business persons, spouses, parents, and leaders within their communities.

However, my main area of interest and concern is for Church leaders in the developing nations of Asia, Africa, and the Pacific region, for whom we have prepared a curriculum on leadership skills, with particular emphasis on those principles of leadership which enable them to be effective Church planters. Our vision is to see thousands of new congregations established throughout the developing world, and to this end we dedicate this book to the men and women who will achieve this goal.

Gerald Rowlands.

SUCCESSFUL CHRISTIAN LEADERSHIP

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Chapter One

A BIBLICAL PERSPECTIVE OF SUCCESS

The word "success" occurs only once in the King James Bible. It is the Hebrew word "*Sakal*," which means "to have understanding, to be made wise, and to achieve your objective." God promised Joshua good success if he would faithfully follow His instructions. It is obvious in the book of Joshua, that God fulfilled His word and granted to Joshua the success he was promised.

Joshua 1:8. "and then you will have good success."

Josh 1:8

"Do not let this Book of the Law depart from your mouth; meditate on it day and night, so that you may be careful to do everything written in it. Then you will be prosperous and successful." (Sakal: Strong's 7919) (NIV)

The word "success" occurs only once in the Bible, (but *Sakal*, which is translated success, occurs numerous times, usually indicating understanding, wisdom and prosperity.)

It means firstly :-

To become prudent (far seeing) through humbly and carefully considering instruction.
To cause to become prudent and act circumspectly.
To behave wisely. (To gain wisdom and understanding)

Secondly :-

To prosper and enjoy good success.

Wisdom and understanding occur together 115 x in Scripture. e.g.

Prov. 9:10.

"The fear of the Lord is the beginning of wisdom: and the knowledge of the Holy is understanding."

The Hebrew word which best expresses the success that Joshua achieved through God's help, is "*Yaresh*." It occurs in Josh.13 :12. "*for these did Moses strike and cast out.*" (*Yaresh*) It means to "occupy, by casting out the previous inhabitants and possessing their place. To drive out, expel, destroy and disinherit them. To seize upon their inheritance and utterly possess it. To impoverish one's enemies by seizing and possessing their possessions."

Obviously this included possessing the land and the cities of Canaan and the possessions of the previous inhabitants. But the success he achieved was not measured only by the material possessions he and the Israelites inherited, **but by the fact that they achieved the purpose which God had ordained for them.**

In the secular world success means: "to make progress, to get ahead, to make good, to flourish and achieve your purpose in life."

But success and prosperity from God's perspective, means the fulfilment of His purpose for your life.

What is God's primary purpose for your life? How diligently, consistently, and with what dedication are you pursuing the fulfilment of His purpose?

Success, from the biblical perspective, means much more than attaining material prosperity, or achieving fame or wide recognition. It also means much more than all the definitions the dictionary contains, such as accomplishment, achievement, attainment, prosperity, mastery, victory.

From the Biblical perspective, success is only true success when God's purpose for our lives is fully accomplished.

Success, from a biblical perspective means :-

- Finding and fulfilling God's purpose for your life.
- To become the person God wants you to be, for time and eternity.
- To win God's ultimate approval and commendation.

WHAT IS THE DIVINE CRITERIA?

Matt 25:21

*"His master replied, 'Well done, **good and faithful servant!** You have been faithful with a few things; I will put you in charge of many things. Come and share your master's happiness!"*

The criteria is :-

- Godliness
- Faithfulness
- Servanthood

Successful Leadership In The "Upside Down Kingdom."

Is very different from Successful Leadership in the secular world.

"Successful Christian Leadership" Involves Two Factors :-

- a) **God's Purpose.**
- b) **Our Motives.**

Remember that God's primary purpose is to restore us to the Divine image. Gen. 1:26-28.

God's Purpose Is "Restoration To His Image." Gen 1:26-28. 5:3.

Gen 1 : 26-28. "Mankind" was created in the Image & Likeness.

Adam, the Overseer. Ruling in the Authority of God —exercising Dominion.

Psa 8 : 6. "You gave him dominion over the works of your hands."

Psa 72 : 8 "He shall have dominion from sea to sea."

Adam and Eve were :-

- a) Fashioned in God's Image and Likeness.

- b) Made to inherit and transmit God's Blessing.
- c) Ordained to be fruitful.
- d) Created to function under, and exercise God's Authority.
- e) Ordained to rule the earth.

THE PROCESSES involved in "CHRISTIAN SERVICE" ARE CALCULATED TO ACHIEVE THIS.

GOD IS NOT SO INTERESTED IN:

What you accomplish,	But what you become in the process
How much you achieve,	But what is your attitude?
Not power over men,	But intimacy with God.
Not material possessions,	But meekness of disposition.
Not personal charisma,	But perfecting of character.

Spiritual Leadership Is Distinctly Different From Secular Leadership In Its :-

- a) **Attitudes, Motives, Spirit.** Phil 2:5.
Did not claim His "rights."
Of no reputation.
Became as a Servant. Matt. 20:27. He who would be Chief, let him be your servant.
- b) **Objectives, And Purpose.**
Paul's plans, purposes, methods and strategies were secondary to his desire to please God.
"For me to live is Christ." Phil 1:21.
- c) **Resultant Rewards.**
The eternal crowns.

The Pathway To Leadership Is Through Servanthood.

"He who would be chief (leader) let him be your servant." Matt. 20 :27. 23:11. Mk. 10 :44.

"Let the same attitude be in you that was also on Christ Jesus." Phil 2 : 5.

- a) Jesus had equality with God, but did not claim His "rights."
- b) He laid aside His rights and reputation.
- c) He took the form of a slave. (*doulos*.)
- d) He assumed the likeness of men. (appearance)
- e) Humbled Himself.
- f) Humbled Himself unto death.
- g) Even the death of the cross.

Our Primary Concern As Leaders Should Be With :-

- The honour of God and His Name.
- The testimony and image of His Kingdom.

- The welfare and well being of other persons, particularly of God's people.
Matt 18 : 6 *"But whoso shall offend, hurt, cause to stumble one of these little ones who believe in Me, it were better that a millstone were hung round his neck and he were drowned in the depth of the sea."*
- The furtherance of God's Kingdom. Phil 1:12. *"things which happened fell out to furtherance of Gospel."*
- The "success" of our work or "ministry."

The book of Joshua teaches us that all this involves overcoming, defeating, and casting out the old inhabitants, and populating the land with new inhabitants. This represents the overcoming and casting out of old attitudes, thought patterns, concepts and habits, and the establishing of new ones. This process is achieved largely by consistent meditation in the Word of God and a constant positive confession and enactment of all that is imbibed.

The current emphasis on success in some areas of the church, has polarised Christian opinion on the issue. There are widely divergent views on the subject and attitudes range from one extreme to the other. So we have some churches and ministries which are dubbed "hyper-faith," and others which have gone to the other extreme, in which there is an almost complete denial of the power of faith.

Truth is always in the middle of the road and if we allow ourselves to be pushed to either extreme we are likely to get into error. A balanced view is the healthy and biblical perspective. This does not only apply to the matters we are currently discussing. It is true in respect of most ideas and doctrines.

Some Christians have become so wary of the success emphasis that they have backed right away from it, adopting a negative attitude which almost precludes them from accomplishing anything beyond the mediocre. We need to remember that the ultimate alternative to success is failure, and probably the best we can expect if we do not attain success is mediocrity. Mediocre means average, middling, ordinary.

In the pattern of life it would seem that generally

- 10 % of people are very successful,
- 10 % are apparent failures, and
- 80 % are average or middle of the road.

Which of these three do you believe is God's Will for your life?

SUCCESS (10%) FAILURE (10%)



AVERAGE (80%)

IS THERE SUCH A THING AS "BAD SUCCESS?"

Since God promised Joshua "Good success," we may wonder if there is such a thing as bad success? I believe the answer is Yes! I believe the evidence of bad success lies all around us in the form of broken dreams, broken lives, and broken marriages.

1 Sam 16 :7. *"Man looks on outward appearance, but God looks on the heart, (inner motives)*

Prov. 14 :12. *"There is a way which seems right to man but its end is*

the way of death."

I believe there are basically three ways in which a person may be "successful," yet their success is bad success.

“Bad success” may be :-

a) Achieved at the *expense* or hurt of others.

The road to success is often a highly competitive one, and for everyone who succeeds there are many who fail, frequently as a bi-product of the success of the achievers. I have seen marriages and families broken as a result of the relationship being sacrificed in the pursuit of success.

b) When your character is damaged in the process.

Sometimes, in the process of attaining "success," one's moral principles and ethics are severely challenged and frequently compromised. The business world is so filled with corruption that it often takes great resources of character to be involved and yet retain honesty and integrity. If success is attained at the cost of your integrity, then it is certainly too expensive and is definitely NOT success as far as God is concerned.

c) Which does not have lasting results.

The success of this world is one which only lasts for this life. Some of the most "successful" persons of this life will be paupers and failures in eternity. True success is that which invests for eternity as well as in this short life. The Bible says, "*There is a way which seems right to a man, but its end is the way of death.*" (Prov. 14 : 12)

SUCCESS BEGAN WITH A WORD FROM GOD.

Joshua's success began with the words God spoke to him as recorded in Joshua 1:1-9. God challenged him by speaking His purpose into his life. Since success consists of finding and fulfilling God's purpose, the quest for it begins when God reveals to that person His specific Will for their life.

When we first meet Joshua he is :-

- Young.
- Inexperienced and immature.
- Inadequately prepared for leadership responsibilities.
- Over-shadowed by Moses.

But he was also:-

A true servant to Moses. (*Ebed*, —a slave)

A diligent follower of Moses. Num.11:16, 26, 28.

A keen observer of Moses. (sought to emulate him)

Obedient to Moses. (in submission to him)

God usually speaks to those who are "seeking" Him.

"Seek and you will find, ask and you shall receive, knock and it shall be opened to you." (Matt. 7:7) God rarely intrudes into the life of a person who is not earnestly seeking Him and desiring to hear from Him. He says, ***"And you shall seek Him and you shall find Him, when you shall search for Him with all your heart."***

God's Will for your life is the most important thing in life. If you do not know what God has desired for you to accomplish in life, you should begin to earnestly seek Him in prayer until you know what He has purposed for you.

Occasionally, God speaks in an audible voice.

In Bible days God frequently spoke to people in an audible voice. Today this phenomena is far less frequent, probably because we have the written Word of God to a far greater degree than did people in Bible days. Of course God can still speak audibly and does so on occasions, but usually in somewhat extreme and dramatic circumstances.

Sometimes He may speak through a vision or dream.

Visions and dreams are not restricted to Bible days. God can and does still speak through this means. The primary difference between a vision and a dream is that a vision occurs whilst one is awake, a dream comes whilst they are sleeping. Through these media God conveys truth through scenes and pictures. This is a very colourful and dramatic way in which God frequently speaks through symbols and allegories. However, it is often a prophetic medium which needs interpretation.

The kind of vision of which I am speaking is supernaturally given. It usually occurs during a period of prolonged prayer and waiting on God. It can happen within one's mind, or it may happen externally, in which case the recipient observes and listens to it as though it were being played out before them. The interpretation will usually come through a time of prayerful waiting on God, but sometimes outside assistance is required to interpret, or to confirm the interpretation. When God speaks in a prophetic vein, it is always wise to seek confirmation from other prophets. 1 Cor.14:26-33.

God usually speaks through the Bible.

The most frequent way in which God speaks today is through His Word, the Bible. The Holy Spirit quickens or emphasises something from the Word to our spirit. We may be reading the Bible when this occurs, or the Holy Spirit may simply bring the scripture to our remembrance. Either way the particular scripture suddenly comes alive and God applies it to our understanding. God can convey amazing detail to us in this way. Scriptures that we felt we "knew" suddenly assume a much stronger relevance and significance. By speaking through His Word God can clearly emphasise divine principles in the message He conveys to us.

Revelation usually flows gently through our thoughts.

When God speaks to us through His Word it is not usually in a dramatic fashion but in a gentle distillation. His revelation drops gently into our spirit, "as the morning dew comes to the earth." It normally comes with gentle, quiet, insistence, filtering through our sub-conscious thoughts, and into our understanding. Such revelation can usually be further conveyed and received through spiritual dialogue, when our spirits commune with God's Spirit. In a humble and inoffensive manner we can interrogate God's Spirit, and He will answer us and enrich our understanding of God's Will.

This method of revealing things seems so natural that we may question whether or not it is actually God who is speaking to us, or simply some flight of imagination. But the

things which God reveals in this manner become the proof that God is indeed speaking with us. Suddenly, we are in possession of facts and knowledge that we had no natural means of knowing. Such knowledge is often a Word of Knowledge or a Word of Wisdom which God has imparted by His Spirit.

Accompanying circumstances will confirm the leading.

Once God has spoken to us and we begin to move forward in obedience to the revelation, circumstances fall together to confirm that we are doing the right thing. This will not happen until we actually start to move by faith. As we begin to move forward in obedience, God commences to confirm His leading by allowing positive circumstances to develop in harmony with His Will. For example, He will send the resources we need for a particular task. We may start out without any human guarantees of support, but God will supernaturally undertake and supply the necessary provisions as a clear indication that we are moving in His purpose.

GOD SPOKE TO JOSHUA.

It was a :-

Personal word.

God spoke to Joshua directly, not through a third party. There are often people who feel they have received a word for you. Beware of such words. If God wants to speak to you, He can do so without a third party. A prophetic word through another person usually comes as a confirmation of what God has already spoken into your heart.

There are occasions when God sends someone to speak a word to us but this is usually when for some reasons we are not hearing God for ourselves, or are even resisting God's purpose. (e.g. King David and Nathan)

It was a specific and practical word.

God's word to Joshua made immediate sense. It was not vague or abstract, but extremely clear and well defined. It told Joshua exactly what God wanted Him to do, how to do it, and what the results would be. Joshua was immediately able to begin obeying God and as a result he saw tremendous victories take place such as the conquest of Jericho and Ai, and the whole land of Canaan.

Some people seem to get very complicated instructions from God which they are never able to put into practice. The "word" they receive is so super-spiritual and complicated that it never evolves into anything objective and practical.

It was a conditional word.

Most of the promises that God gives are conditional. Certain conditions must be met to make them operative and bring them to pass. The most obvious condition is faith. ***"Without faith it is impossible to please God and whoever comes to Him must believe that He is God, and that He is a rewarder of those who diligently seek Him."*** (Heb.11:6)

But there were other conditions too, most of which related to Joshua's attitude towards God's Word.

- a) He must meditate in it day and night. —visualisation and meditation.

- b) It should not depart from his mouth. —verbalisation.
- c) He must do all that is written in it. —actualisation.
- d) He must be strong and courageous to obey it.
- e) He should not be afraid or discouraged.

A further condition was that God would only give him the places on which the soles of his feet had trodden. (Joshua 1:3) Joshua had to press forward by faith into the Promised Land. He had to actually march forward in faith, and it was not until he had placed his feet on a certain piece of territory that God gave it to him. He was claiming territory by faith as he set his feet upon it in God's Name.

God's conditions called for obedient action from Joshua and the Children of Israel. Many times they were outnumbered by their enemies who frequently held natural advantages over the Israelites. But God honoured their faith and obedience and granted them victory and conquest. Gradually, piece by piece, they entered and possessed their inheritance.

COMING OUT OF YOUR WILDERNESS.

God often commences His work during our wilderness experiences. In a dry and barren period of our life when nothing seems to be going right, or in a place where our dreams seem to have been buried beneath the blistering desert sands.

This was certainly true of Moses. After forty years in the Courts of Pharaoh, enjoying all the advantages that rank and wealth could afford, he found himself in the "*backside of the desert.*" Trudging through the desert day after day he could no longer imagine that his life would ever amount to anything again. But God was with him in his wilderness and lit a fire within his spirit that would never be extinguished. Many of God's great leaders emerged from the wilderness to discover and fulfil the purpose of God for their life.

I think that God meets us in our wilderness so that as His purposes develop in our life we may always remember that when He began to work out His wonderful purposes within us we were in the "*backside of the desert,*" in a dry and barren place. This reminds us that any glory that may accrue from the outworking of His purposes, belongs exclusively to Him.

Until God begins to work out His specific plans for our lives, life is frequently like a wilderness, dry, barren, and unproductive. But He can make the desert blossom and turn the wilderness into springs of water.

“As I was with Moses, so shall I be with you.” (Josh. 1:5)

Moses was a very unlikely candidate for the leadership of Israel. He had an extremely low self-image, he was a very poor orator, he lacked self confidence and was full of excuses as to why he would not be the right person to lead the Israelites from bondage to their Promised land.

The fact that God was able to overcome all these obstacles and make Moses such an effective leader must surely have encouraged Joshua enormously. It should be a tremendous encouragement to every aspiring leader. If God could make a great leader

out of Moses, He could also do it for Joshua. **If He could do it for Joshua, He can do it for YOU.**

Jesus is **THE SAME** forever.

One of the most inspiring scriptures in the New Testament is "*Jesus Christ is the same yesterday, today, and forever.*" Heb.13:8.

This scripture is frequently used to encourage people to believe God for healing, reminding them that the Jesus who healed people in Bible days, is the same Jesus today and will still heal the sick. Whilst not wishing to deny or discredit this emphasis I want to draw your attention to the fact that there is nothing in the context to connect this statement to healing. In fact, the previous verse relates to Christian leaders who were exemplary for their leadership skills and conduct. Paul is exhorting the believers to emulate the fine example of their leaders, and adds, "*Jesus Christ is the same yesterday, today, and forever,*" inferring that the Christ who made their leaders such exemplary ones, could also do the same for them.

"YOU" WILL MAKE YOUR WAY PROSPEROUS.

Although it is God who prospers us and makes us successful, there is also a human aspect to the process. There are certain things which we must do in order to make the process work. Joshua was instructed to prepare to possess the land.

Making an inventory.

Every person has untapped resources. Gifts and talents which have never been fully utilised. The whole potential that you need to become the leader God has ordained you to be, **is in you now**. Some of it is in the form of latent abilities which the Holy Spirit will stir up and develop. Other aspects are in the form of right attitudes which God will seek to foster in you. The greatest potential is in the form of "**Christ in you**" —the presence of Christ's Spirit within you, which God will develop until it possesses your whole being and shapes your life and character. Remember that you are complete in Christ. Col 2:10

The Spirit of Christ is within you. He has been living there since you first surrendered your life to Him in repentance and faith. But there is also a lot of YOU in there too which needs to be brought into submission to the Spirit of Christ in you. The major factor of God's purpose in you, as He develops your leadership potential, is to change you into the image of His Son. **The leader who is not growing up into the image of Christ is not fulfilling the real purpose of God's calling.**

We are living in that prophetic period when the "Sons of God shall be revealed." The time for which the whole Creation has been groaning in travail is rapidly getting closer. Before this happens God is going to produce and manifest a Body of Believers who genuinely reflect the image of Christ. An Army of Believers who will be as the very presence of Jesus in the earth. The Body of Christ today is desperately in need of Christ-like leaders on whose lives the believers can pattern themselves. This is far more important than having a powerful presence, strong administrative skills, or a charismatic personality.

Make a positive appraisal of your God-given potential.

"His divine power has given to us all things that pertain to life and godliness, through the knowledge of Him who called us to glory and virtue." (1 Pet. 1:3)

Most believers need to have a thorough, positive, biblically based appraisal of who and what they are in Christ. The Church has produced enough failures through its over-emphasis on sin and our fallen human nature. It has condemned men and women to grovel in constant acts of penance, and to try to work out their own salvation by good works. It is time to see what God says. To imbibe what He has to say about the New Creation, and to walk in the light of His redemptive Word.

Potential leaders in particular, need to make a positive appraisal of their latent leadership skills. They need to realise that if God has called them into a leadership role it is because He knows they have that potential. If, like Joshua, they will "do according to all that is written in the book," then God will prosper their development and give them good success. Instead of majoring on our limitations and inability we must be vitally conscious of

- God's grace.
- His mercy and goodness.
- That we are gloriously forgiven.
- We are reconciled and justified.
- We have been made the righteousness of God in Christ.
- We are now the children and the sons of God.
- We are God's workmanship, created in Christ to do good works.
- We are ordained and authorised members of His Kingdom.
- We have been translated out of darkness, into His glorious light.
- Out of confusion into Divine revelation.
- Out of uncertainty into quiet confidence.
- Out of fear into faith.
- Out of our inability, into His creative ability.

Using what you have.

God asked Moses, *"What is that in your hand?"* Ex.4:2. Moses said *"It's a rod."* Just a plain, simple rod. An ordinary branch of a tree. It did not appear to be anything that God could use in some great way. But God had great plans that involved that simple rod. Moses would soon discover what God do through that simple rod and some faith and obedience. You may not seem to have much in your hand. You are an average, ordinary person without great charisma or talent, but if you will totally surrender what you have to God, only He knows what the possibilities can be.

- You have God given abilities that may still be hidden.
- You must recognise and acknowledge them.
- Begin to train and develop them.
- Go through every door that God opens for you.

Understand that God made you just as you are. He knows you far better than you even know yourself. He is totally aware of your limitations as well as your strengths, yet He has ordained you to be a leader amongst His people.

You are unique. There is no one else just like you. You can do something for God that no one else can do. In His wisdom and foreknowledge He has chosen you and ordained you to bring forth fruit in your leadership capacity. He has ordained for you "*good works that you should walk in.*" (Eph. 2:10)

God has also ordained you to achieve good success in your leadership role. As you humbly follow the leading of His Spirit in everything you do, God will make your leadership effective and successful. As you humbly depend on Him, recognising that anything worth-while and of eternal value, can only be accomplished by God as He works through you. Place yourself completely at His disposal. Dedicate your life afresh to His purposes. Determine by His grace to be everything that He has ordained you to be and to accomplish everything He has determined for you to accomplish.

**For then He will make your way Prosperous,
and then He will give you *GOOD SUCCESS.***

Chapter Two

PRINCIPLES OF EFFECTIVE CHRISTIAN LEADERSHIP

Effective leadership is a major key to achievement, effectiveness, and success in every area of life. This is as true in the Church as in any other realm.

This book is intended to help Christian leaders to further develop their natural, spiritual, and acquired leadership skills. It deals with spiritual aspects of leadership, and with the development of leadership skills.

God is presently training leaders in preparation for a world-wide harvest and for the emergence of His Kingdom. He is seeking to prepare them in character, obedience and authority.

1. THE CRUCIAL NEED FOR GOOD LEADERSHIP.

a) Without Good Leadership, Lawlessness Abounds.

Judges. 17:6. 18: 1-19. "Every man did that which was right in his own eyes."

b) Without Leadership, Confusion Reigns.

c) The People Are Like Sheep Without A Shepherd.

2. SOME DEFINITIONS OF LEADERSHIP.

a) One who takes the lead and goes ahead to show the way.

A leader must be able and willing to get out in front of the people and lead the way. This takes initiative, courage, and faith. Someone has said, *"You will never get your head above the crowd unless you are willing to stick your neck out."*

b) One who guides, directs, and commands a company.

A leader can never be an isolationist. He is part of a company for whom he is responsible as its leader. He must be clearly identified with that company, not merely as one of its members, but as the one responsible for its direction and activities.

c) One who influences the attitudes and actions of others.

A leader has the ability to inspire others to the degree that he positively and consistently influences their attitudes and actions. He gets them moving in the right direction. He inspires them to keep going even when the road is rough and there are obstacles in the path.

d) Someone that others want to follow.

A leader has characteristics which make people want to follow him. A leader is not a leader if no one is following him. This is the ultimate indication of leadership qualities — people are following him. A person may know all the theoretical principles of leadership, they may be able to lecture on the subject or even write a book about it, but the true test of leadership is follower-ship. Are people following him, and what kind of things are they accomplishing?

e) One with the ability to motivate others to achieve a goal.

An important part of effective leadership is the ability to motivate others, i.e. to get them moving in the right direction. But motivation is only effective if the ultimate

objective is actually achieved. Some leaders get people moving. They get them actively involved in all kinds of programs and activities, but they never achieve the ultimate goal, they only go through the motions. True leadership gets things done. It achieves its ultimate goal.

3. SOME ASPECTS OF EFFECTIVE LEADERSHIP.

b) Prophetic, able to anticipate the future.

A most important aspect of good leadership is the ability to read and anticipate the future. The company executive must be able to discern the market trends of the future and anticipate what people will be wanting in the coming years. If he manufactures products which no one will need or want in five year's time, he has missed the mark.

In terms of Christian leadership, we sometimes call this person a "Visionary." Not someone who is always receiving spiritual visions, but one who has the ability to correctly anticipate the challenges and opportunities which the future will present. I have known some leaders who have purchased land in an area where there were no people and then seen a population explosion in that area which has surrounded their church with thousands of homes. They "saw" the future trend and moved ahead of it.

c) Strategist, able to plan for the future.

A strategist is essentially practical. He does not only recognise the challenge of the future, he is also able to formulate plans to adequately meet that challenge. The strategist is not a dreamer. He is a realist. He recognises the opportunities before him and makes adequate, workable, achievable plans to reap the harvest of the future.

A plan is as essential to Church Planting or Church Growth as it is to erecting a building. How foolish is the builder who would begin to build without first thoroughly formulating and documenting his plans. He sits down and considers every tiny aspect of the building he plans to erect. The architect is employed to design and draw it. The estimator does a thorough costing. The surveyor examines every aspect of the proposed site. The engineer evaluates the structural soundness of the plan. All of them reduce their findings and estimates to writing. In other words, the project is thoroughly planned and evaluated before any activity takes place. No sensible person would dream of attempting to build without a proper plan. Nor would they be allowed to do so. The local authorities would never countenance the erection of a building without the proper plans and strategy.

Nor should the Christian leader become involved in activities without first making thorough investigations and appropriate plans.

d) Communicators.

One of the reasons why all strategies and plans should be clearly defined and committed to writing is so that they can be more efficiently communicated. Every detail must be included so that the strategy in its entirety can be fully and clearly communicated to everyone involved.

The effective leader must be a clear and competent communicator. He must be able to share the vision and strategy convincingly so as to win the confidence, support and co-operation of his associates and workers.

The development of communication skills is important in this regard. The successful leader must endeavour to develop and refine his abilities to communicate in writing, speech, and by other appropriate means.

e) Motivators.

To motivate is to stimulate the interest of people and to get them to act in a positive manner towards the fulfilment of a specific goal. It includes informing and inspiring them to get moving in a certain direction. It also involves keeping them motivated and moving consistently. The motivator is able to keep inspiring the workers and to keep up the momentum of forward movement.

f) Role models and examples.

A leader must be an example and role model of what he is encouraging his followers to be. He cannot persuade them to be committed to a task to which he is obviously not fully committed. More inspiration comes from example than from exhortation. If his leadership is obviously a case of "do what I say, not what I do," few people are likely to be motivated.

g) Someone people feel confident to follow.

A good leader wins the admiration of his followers. They want to emulate him in some way. He provides for them a pattern upon which they will want to mould their own lives. In order to accomplish this the leader needs credibility in the eyes and estimation of his followers, and such credibility must be earned over a considerable period of time.

h) Able to exercise authority.

Leaders must understand how to exercise authority. The usual manner in which this is learned is by being subject to authority yourself. This is the reason for much of the basic training to which new recruits are subjected in the military. The main thing they have to learn is to be subject to authority and to obey orders without question. This is drilled into them for two main reasons. Firstly so that they will unquestioningly obey their leaders in battle situations. Secondly to help them understand the structure of authority so that they will be able to exercise it when they are given a role of authority.

This is beautifully illustrated in the story of the Centurion whom Jesus commended. (Matt. 8:5-13) The officer understood the principles of authority because he was subject to authority and also held a position of authority. Jesus commented that He had never seen such faith in all Israel.

i) Organisers, to achieve the desired goal.

To organise is to formulate orderly arrangements for oneself and others in order to maximise the efficient fulfilment of a goal. Organising is essential to efficient management. An effective leader must efficiently manage his resources, including people, strategies, and material resources. To do this he needs to be a competent organiser.

j) Orchestra conductors, who inspire harmony.

An orchestra conductor is an excellent example of what leadership is all about. Each musician in the orchestra must first make sure that his or her instrument is properly tuned. Then the conductor ensures that each instrument is in tune with the common note he has given. He then gives a specific score to every musician and requires that each one plays their particular part faithfully and maintains perfect harmony with all other instruments. The conductor dictates the tempo and the manner in which the piece is performed. Everyone follows his lead and the result is a glorious and harmonious rendering.

k) A General, who marshals and commands his army.

This final analogy is possibly the most accurate of all, providing the "General" always remembers that he too is answerable to the Commander in Chief, **Who is the Lord Himself.**

The General holds a high rank and has considerable authority, but he also is a "man under authority." A General is always aware of the authority he can wield but he is also aware that ultimately his authority stems from His Commander in Chief.

The General also realises that He is dependent on his fellow officers, the N.C.O's, and other ranks. Every member of the army is important. Even the lowly privates are indispensable. The effectiveness and success of the army depends on every member playing their part, in the right place, at the right time. The General is ultimately responsible to achieve this. He must ensure the morale of his troops. He must encourage their unity of purpose. He must work towards the fulfilment of the battle plan and get the whole army working as one man to achieve this.

Chapter Three

HAVING THE RIGHT MOTIVE

"Do you seek great things *for yourself*? - Don't seek them." Jer. 45:5.

In many ways Christian leadership is quite different from all secular forms of leadership and having the right motive is much more critical and essential.

1. TRUE CHRISTIAN LEADERS SEEK GREAT THINGS FOR :-

l) The Glory Of God.

The overwhelming desire of Moses, one of the most remarkable and outstanding leaders in the Bible, was his desire to "*see God's glory.*"

(Ex. 33:18) "**Glory,**" can seem to be an abstract, somewhat nebulous thing but in every-day terms it means "Exaltation," "Fame," "Praise," "Renown," and "Honour." As Christian leaders our chief desire should be to see God exalted in such a manner. We must desire to see God's Name exalted and glorified in everything we do, and be determined that we will never cause His Name to be ridiculed or brought into disfavour. We should jealously guard the Name, reputation, honour, and glory of God.

m) The Well- Being Of Those Over Whom They Have Charge.

Christian leaders are frequently portrayed as shepherds, with Jesus as The Good Shepherd. God's people are also depicted as lambs, or sheep, for whom we as under-shepherds, must have genuine love and concern. The Good Shepherd is said to "*lay down his life for the sheep.*" (John 10:15,17) He is our supreme example whom we should determine to emulate. We should have a servant heart towards the sheep and their welfare, being willing to sacrifice on their behalf and ready to lay down our lives for them.

n) The Sake Of The Lost For Whom Christ Died.

That same Shepherd is pictured leaving the ninety-nine sheep which are safe in the fold and going out into the night with all its potential dangers, to seek diligently until He eventually finds and brings home that sheep which was lost. Again He is our role model and example. In this analogy the Good Shepherd is seen in an evangelistic role, risking his very life in order to rescue the sheep which have gone astray into the paths of sin.

o) The Advancement And Growth Of God's Kingdom.

Every Christian leader must be dedicated to the advancement, — not of himself, nor his denomination, or even his local church, — but of God's Kingdom. The primary prayer which Jesus instructed His disciples to pray was "***Your Kingdom come, Your Will be done on earth, as it is in heaven.***" We leaders are servants of that Kingdom, our main objective being the fulfilment of that prayer.

2. SOME WRONG MOTIVES.

p) The Enjoyment Of Power.

There is a potential pride and ego in many people which enjoys the opportunity to exercise power over others. For the carnal leader the Christian ministry affords opportunities to do just this and we must constantly guard against it. If we use the authority of God's Name in order to exert personal influence, we are in danger of "*using the Name of the Lord in vain,*" something for which He will not hold us guiltless.

q) **Desire To Influence And Control Others.**

Many lives have been ruined by the carnal and unwarranted influence of a fleshly control. The Christian leader must avoid such attitudes at all cost. I believe that God will one day judge all who pervert His authority in this manner.

r) **Desire For Pre-Eminence.**

Even amongst the hand-picked disciples of Jesus this desire for pre-eminence was sadly prevalent. Jesus had to rebuke it on numerous occasions. Such attitudes run completely contrary to the spirit of the Kingdom, in which **"He who would be greatest, must be servant to all."** (Mark 10:44)

s) **To Achieve Personal Fulfilment.**

There is a legitimate sense in which the ministry affords opportunity for fulfilment and satisfaction but this should never be our basic or primary goal. Our aim should be to fulfil and satisfy the Lord, —" that He might see the travail of His soul and be eminently rewarded." (Isaiah. 53:11)

3. **CHRISTIAN LEADERSHIP INVOLVES SERVANTHOOD.**

In Mark 10 : 35 - 45 Jesus explained that the key to greatness in the Kingdom of God is servanthood. James and John, the sons of Zebedee, had approached Him seeking positions of prominence in the Kingdom and Jesus explained that the Kingdom of God was different from the Gentile world. In that world, leaders lorded it over their followers and exercised authority and dominion over them. **"Yet it shall not be so among you: but whoever desires to become great among you shall be your servant. And whoever of you desires to be first shall be servant of all."**

Jesus is our finest role model, and He demands that we have the same attitude as He. Phil. 2: 5. **"Let this attitude be in YOU."**

t) **Humility.**

Humility is firstly humbleness of mind and heart. It presumes a modest restraint, and self control befitting a servant, and is most beautifully exemplified in Jesus in His incarnational role. **"He who knew that He was equal with God, "emptied Himself of His privileges" and took the role of a bond servant."** (Phil. 2:7)

u) **Meekness.**

Meekness means to be humbly docile, pliant, and obedient, and is remarkably exemplified in Jesus as the **"Sheep which was dumb before its shearers."**(Isa. 53:7) Meekness must never be confused with weakness. The two greatest biblical examples of meekness were Moses and Jesus and neither of these could ever be thought to be weak. Meekness is actually great strength under control.

v) **Obedience.**

Obedience is submission to the will of another. It depicts one who is humbly compliant and sweetly submissive to authority and to his Master. Obedience to God is therefore essential to salvation. Paul speaks of the **"Gentiles becoming obedient to the Gospel."** (Rom.15:18) We sometimes call this **"Conversional obedience."** Obedience is also essential to discipleship and to spiritual development and growth.

Chapter Four

LAYING A GOOD FOUNDATION

THE IMPORTANCE OF GOOD FOUNDATIONS.

Foundations are hidden and unspectacular, yet they are the most important factor upon which the strength of the whole building ultimately depends.

THE ESSENTIAL FACTORS FOR LEADERSHIP FOUNDATIONS ARE

Character, Gifting, and Personality.

Let's briefly look at these :-

1. CHARACTER.

A person of character is someone of considerable inner strength, reliability, and consistency, who maintains high standards of morality and integrity. Such a person will never compromise their principles, but does not look with disdain on others who may not be able to live up to his personal standards. He is a fair and impartial person who treats everyone alike without fear or favour.

Character is the combination of strong inner resources which comprise the true person. It is a fortified blending of honesty, integrity, moral strength, and consistency. True character is not flamboyant or showy. It is really the "hidden man of the heart." Character is what a person truly is inside. It includes such solid characteristics as integrity, humility, modesty, reliability, patience, justice, mercy, and a commitment to live by the Golden Rule of "Do unto others, as you would that they should do unto you."

Depth of character has its own rewards. As the Psalmist said, ***"Consider the perfect man, and look at the upright, for the end of that man is peace."*** (Psa. 37:37)

**God is always far more interested
in what you Become, than in
what you Accomplish.**

Here is an interesting and important equation for all leaders to consider :-

CHARISMA *minus* CHARACTER = CHAOS.

Too many Christian leaders have fallen from their position because they had too much Charisma, (personality and ego) and too little Character. God is far more interested in our character, (the quality of our personal constitution) than in what we accomplish.

Character is the passive aspect of our being, Who we REALLY are!
It is the collective qualities or characteristics which comprise our make up.

In the natural there are numerous influential factors :-

a) Hereditary.

The characteristics we inherit from our parents and forebears through genes, chromosomes and other character conveyors.

b) Upbringing.

The influence of our environment, the ethics and principles we are taught in our early life.

c) Education.

The sum of what we learn from our educational process.

d) Experience.

Those things we learn and imbibe from life experience.

These are the natural influences which helped form our character. When we become Christians, a whole new range of influences come into play :-

a) The "Christ In You" Factor. (Col.1:27)

Christ came to change us from within.

b) The Fruit Of His Spirit. (Gal. 5: 22,23)

In the individual Christian. - Love, Joy, Peace.

In human relationships. - Patience, Goodness, Gentleness.

Towards God. - Faithfulness, Meekness, Temperance.

c) The Living Word Factor.

God is in His Word. His Character is in it. We imbibe Him and His characteristics through His Word.

"Let the Word of Christ dwell in you richly in all wisdom." (Col. 3:16)

The Bible is infused with the character of God. Everything in it is consistent with God's character. As we feed on the Word the character of God is formed within us. The book of Proverbs is an excellent example of this. It is filled with practical statements of wisdom which are consistent with God's view on behavioural ethics. Every leader should read a chapter from Proverbs every day. Its practical wisdom and moral values would then be imprinted into the leaders' spirit and form the characteristics of God in him.

d) The Holy Spirit Factor.

The disciples were transformed at Pentecost. (Acts 2) We too can be transformed by the power of God's Spirit. Jesus said that the Holy Spirit would *"Guide us into all truth."* His presence within the believer is a quiet but insistent prompting which always leads into truth, never into error. So as we allow ourselves to be led each day by the inner promptings of the Spirit. He will consistently guide us into those things which are *"noble, just, pure, lovely, and of good report."* (Phil. 4:8) As we faithfully walk in these virtues the character of God is formed within us.

e) The "Dealings Of God" Factor.

God originally created mankind in His own image and likeness, but unfortunately that likeness was corrupted through the Fall, and from that time man has assumed the likeness of his natural forebears. Through Christ, God is seeking to restore His image and likeness in us. But this is not a simple or easily obtained purpose. It does not happen effortlessly. God has to allow us to go through various circumstances and situations in which He deals with us. ***"My son, do not despise the discipline of the LORD, nor be discouraged when you are rebuked by Him; for whom the Lord loves, He disciplines, and chastens every son He receives. If you endure chastening, God deals with you as with sons; for what son is there whom his***

father does not discipline? But if you are not chastened, then you are illegitimate and not sons." (Heb.12:5-8)

Let us briefly compare and contrast character, and personality.

CHARACTER

Our passive nature
Who you really are
Internal aspect
Private life

PERSONALITY

The active aspect
Who you appear to be
External aspect
Public life

DEVELOPING THE CHARACTER OF CHRIST.

In Galatians 5:22 Paul describes the fruit of the Spirit as ***"Love, Joy, Peace, Longsuffering, Gentleness, Goodness, Faithfulness, Meekness and Temperance."*** These are not virtues which we are to struggle to produce, they are the fruits which will be sweetly manifested in our lives if we will walk according to the Spirit of Christ within us. They are the obvious outcome and evidence of one who is abiding in Christ, and He in them. The proof that we are allowing Him to live His life through us. Such graces are a part of the evidence that Christ is actually dwelling in you. Someone has asked, "If you were arrested for being a Christian, would there be sufficient evidence to convict you?"

This list of virtues and attributes is a character description of Christ. Character is the passive aspect of our being. It is the kind of person we are. Often a pastor may be requested to write a character reference for someone - perhaps a member of his congregation. He will endeavour to faithfully describe what kind of person this is. He may say, "I have known this person for some five years, during which time I have found him to be to extremely loyal and trustworthy. He is also hard-working and conscientious. I have found him to be respectful of authority and a well-disciplined person. I am sure that he (or she) will prove to be an excellent employee and will render reliable service." This is an attempt to describe what kind of person this is. Now when the Holy Spirit wishes to describe the kind of person that Jesus is, He says, "Jesus is Love, Joy, and Peace, He is Longsuffering, Gentle and Good, He is Faithful, Meek and Temperate."

The Holy Spirit is also longing to be able to say the same thing about you and me. He greatly desires to be able to honestly describe our characters in the same terms. He wants to make us into the image of Christ (1 Cor.3:18) which includes our having the character of Christ. He wants us to ultimately manifest the life of Jesus to such a degree of maturity that these evidences of Christ's life will be clearly and consistently displayed in our life. This can only be accomplished as we faithfully follow and obey the promptings of the Holy Spirit within our inner being.

Here are some desirable character traits for Christian Leaders :-

These are all characteristics of the spiritual maturity which God is seeking to develop in us. They may be present in our natural character to some degree but God is seeking to strengthen them in us as expressions of the Fruit of the Spirit in us. All the spiritual influences which God has brought into our lives combine to produce in us a Godly character, transforming us into the image and likeness of Christ, who is the express image of the Father. The truly effective Christian leader is not a 'self made person', but a God made person. The traits and characteristics I shall share are not natural, human characteristics but a result of the Spirit of Christ indwelling us —plus the positive influences of God's Word upon our life. We must recognise that our spiritual development is God's primary concern and submit to Him in every circumstance that He brings us into. As we do so He uses every

opportunity to mould us into the image of Jesus. Your leadership role is really more about what God can make of you, than what you can make of others.

a) Longsuffering.

Patience, or longsuffering - as the Bible calls it, may seem to be a strange trait with which to head a list of desirable characteristics of an effective leader but experience has taught me that it is an essential and indispensable one.

The ministry of Jesus surely confirms this. His relationship with the disciples in the early days of their association was characterised by His patience. Had He not persisted patiently with them one wonders if the early Church would ever have been birthed.

Christian leadership basically involves two things — God and people. Whenever we have to relate to people we need patience. It is frequently this requirement which God uses to develop in us the fruit of longsuffering. God uses the circumstances and people in our lives to further the work of His Spirit in us, restoring the image of God to our life.

b) Empathy.

Empathy is the ability to identify in an understanding and compassionate manner with the thoughts and feelings of others. It is the capacity to put yourself in the other person's place and be able to fully understand their perspective and point of view. Jesus was "touched with the feelings of our infirmities." He understands our needs and reaches out to us in empathy. Every Christian leader should pause periodically to examine his heart to see if it is still motivated by true concern for others.

c) Integrity And Honesty.

Integrity is inner honesty, moral excellence and soundness of character. It implies a firm and consistent adherence to high moral principles and ethics. It is the credibility gained by consistent honesty and reliability displayed under various circumstances over a long period of time. To be a person of integrity means to be someone utterly true to themselves and others — who can be trusted and relied upon. It is to be a person with a proven reputation for consistent honesty and reliability.

d) Impartiality.

A good leader must always aim to be consistent in his attitude towards people, endeavouring to treat everyone alike. He must be impartial at all times, treating everyone alike with fairness and equity. A pastor should never have favourites in his congregation. Obviously everyone has some persons who are closer to them than others, even Jesus had His inner circle of Peter, James and John. Yet He was utterly fair with all the others — including Judas who betrayed Him.

e) Strength And Reliability.

A leader must be strong, firm and unwavering. Jesus was tender and meek, yet He was very firm and determined. One does not need to be hard to be firm. To be firm means to be resolute and determined. It means to be constant and steadfast. The Bible says; "*Let your yes be yes, and your no be no.*" This is what we mean by firmness.

f) Resolute And Determined.

A good leader must be able to make up his mind and stay with it. Nothing is more disconcerting for potential followers than to have a leader who cannot make up his mind, or one who constantly changes his mind. Decision-making is an extremely important feature of good leadership, and the ability to be decisive and consistent is indispensable.

g) A Good Sense Of Humour.

Leadership is usually quite a serious business and it needs to be relieved periodically by a sense of humour. A leader needs to be able to see the funny side of things sometimes. This can be very refreshing, and can diffuse many a heavy situation. Like most other things however, it can also be overdone.

An old adage says, *"The bow which is always tense will soon lose its strength."* So the leader too needs times of recreation and refreshment. The ability to relax and to enjoy oneself is vital. The ability to enjoy a good laugh and to have a sense of fun, can be a safety valve essential to the maintenance of good health under pressure.

Possibly the most important aspect of humour in leadership is to maintain the ability to laugh at yourself sometimes. Many leaders take themselves and their position too seriously and they need to come down to earth once in a while and enjoy a good laugh at themselves.

h) Approachability.

Whilst every person, and especially those in leadership, need some degree of privacy in their life, a good leader must also be available and accessible to his followers. He must be approachable. People must feel that the leader is not insulated in some kind of splendid isolation.

i) Obedience.

"Therefore I was not disobedient to the heavenly vision." - Acts. 26 :19.

Our calling into the ministry is really a call from heaven, or a heavenly vision. Our ultimate responsibility is obedience to that call.

However, we must also determine clearly what that call entails. We must discover the specific nature of our true calling. Exactly what has God called you to do? What is the particular gifting for which He has given you responsibility? Are you an Apostle, Prophet, Evangelist, Pastor, or Teacher? Or is your gifting some combination of any of these gifts? Be specific about this. Do not have false modesty and protest that you do not have any of these wonderful gifts. If you truly do not have any of these gifts then probably God has not called you to be a minister - for whom He calls, He also equips. Find and follow the specific calling that God has given you. Determine to discharge your calling in obedience to God's Will.

Are you called to the particular place and congregation to whom you are presently ministering? Are you the right person, in the right place, at the right time? If you are convinced of this, then God has a specific plan for you to follow and fulfil there. Your primary task is to identify it and fulfil it.

j) Objective.

To be objective is firstly to look at things in an impartial, unbiased, and unprejudiced manner.

To be detached from emotional, sentimental, and personal influences.

To look at things practically and pragmatically.

To make decisions which are based on facts rather than feelings.

An effective and widely used style of management today is popularly known as "M.B.O." or - Management By Objectives. It signifies a management style which knows its ultimate objective and tailors everything to the reaching and fulfilling of its objectives. It emphasises the importance of recognising and defining the ultimate

objective, and determining all policy in the light of ultimate fulfilment of the object. It demands a LONG-TERM OBJECTIVE which is known and owned by every member of the team. It also supplies the short term goals which will lead to the long term objective.

It is a welcome change from the "crisis management" style which many churches appear to have unwittingly adopted, in which the church has no long-term objective but simply lurches from one crisis to the next.

There is an occupational hazard in Christian work of being —"too heavenly minded to be any earthly use." Administrative efficiency is often viewed as being less than spiritual and is spurned by those who consider themselves to be the spiritual elite. This is far from the truth. God has given us a heavenly vision, but part of our leadership gift is to translate that vision into earthly reality —"*Your Will be done on earth, as it is in heaven.*"

For many people, spiritual concept is vague and abstract to the point of becoming spooky. Our balanced desire must be to be "naturally spiritual, and spiritually natural." Our message is that God has come down to earth in the form of His Son and we must make that earthly manifestation relevant and real.

k) Tactful.

Tact is the skill of relating sensitively to others, especially in the context of delicate situations. It is the art of knowing the right thing to say, and the right time and manner in which to say it. It is the skill of dealing with people without causing unnecessary offence or hurt. The ability to defuse potentially explosive situations by taking the right approach and dealing with the issue in a tactful and caring manner. It is the art of managing inter-personal relationships and it requires the right mixture of gentleness and firmness.

l) Observant.

Another good Bible word for pastor, is "overseer," meaning "to watch over." The Christian leader must therefore be observant.

"Be diligent to know the state of your flocks, and give attention to your herds."
Prov. 27:23.

The first area for diligent attention is your own life, behaviour, and conduct.

The second is your congregation. (Flocks and herds)

As a shepherd you must know how many sheep you have.

You should know those sheep personally.

You should know their condition.

You must be genuinely and deeply concerned for their spiritual well-being.

You need to care for them. Guide them, protect them, feed them.

You can only do these things efficiently if you firstly know their current situation and you can only monitor this by proper oversight, organisation and administration.

m) Diligent.

A good, and effective leader must be a diligent operator. He must be far more than a scholar, a theologian, or a theorist. He must be active, busy, working and productive. Diligent means attentive, active, industrious and persistent, in other words a person who is working industriously, consistently and effectively.

"Do you see a (diligent) man who excels in his work? He will stand before kings; he will not stand before obscure men." Prov. 22:29.

"Occupy, (do business) till I come." (Luke. 19:13) The word occupy means "do business." The Greek word is "pragmatazomai," from which we derive our word "pragmatic" - dealing with matters from a practical point of view.

"The diligent man will rule, but the lazy will be put to forced labour." Prov.12:24.

"Diligence is man's precious possession." Prov. 12:27.

n) Enthusiastic.

The root of the word "Enthusiasm," is "En - Theos," or "in God." So Christian leaders ought never to be embarrassed or ashamed of genuine enthusiasm. It is a commodity which is sadly lacking in many Christian enterprises, yet little can be accomplished without it. Unfortunately many Christians, and particularly ministers, are suspicious of emotional expression including that which is a part of genuine enthusiasm. They adopt a stoic attitude to life, rather than an enthusiastic one. Jesus Himself was both enthusiastic and emotive, and we should not be afraid of either of these, providing they are balanced and kept in right proportion.

o) Optimistic.

Leadership must always be optimistic. Optimism is the positive view of life and circumstances - the view which always sees the possibilities rather than the problems. Joshua and Caleb were classic optimists, they saw the positive aspects of the Promised Land, while the pessimists were overwhelmed by their awareness of the giants.

Faith is always optimistic and faith is imperative to Church growth. If you have faith, you are optimistic and you believe that the positive will triumph over the negative. The problems will prove to be opportunities. You believe that "Greater are those which are for you than all that are against you." There are two other words which derive from the same root as optimism and both are important to leaders. The first is "Optimise" - the ability to make the best or most effective use of things. The second is "Optimum" - providing the most favourable conditions for growth. Only an Optimist can generate these capacities!

p) Inspirational.

An effective leader must have the capacity to inspire others by his words and example. To inspire means to encourage, invigorate and motivate to action. It means to put spirit into people. To awaken and enliven them. To get them moving and acting in order to accomplish a common objective. To do this the leader himself must be truly inspired and this quality of inspiration can only come from God.

2. GIFTINGS.

Our giftings are those abilities and skills we possess, some of which are natural endowments, and others are acquired skills.

a) Natural Abilities.

Giftings of temperament, emotions, disposition, appearance, voice qualities, and personality. These are all natural aspects of our own unique being and personage. Some people seem to be more fortunate than others in respect to their inherited personality. Many have natural features which make an attractive and appealing person who is greatly admired and much sought after. Others appear to be less fortunate with characteristics that are less appealing. No one needs to despair because personality

characteristics can be developed and enhanced. Some persons who initially appear to have little personality have successfully developed what they have and made themselves into extremely interesting and winsome people. As the fruit of Christ's Spirit is allowed to develop within us, so our personalities are enriched and enhanced. There is nothing that will enhance a person as wonderfully as the manifestation of Jesus in them and this is what God is seeking to accomplish.

Other giftings may be acquired, we may call them :-

b) Nurtural Or Acquired Skills.

These include knowledge, learned skills, preaching skills, worship leading abilities, administrative abilities and organisational skills.

These are all features which may be learned, practised and developed to enrich and further the leadership potential in any prospective leader. You should determine to enrich your leadership abilities through diligent study and practice. Read suitable books and attend leadership seminars. Make every possible effort to increase your knowledge and understanding of the various skills which enhance leadership ability. Observe your senior leaders, especially those who have been signally successful in their spheres. Don't try to copy them, but do seek to emulate (equal or excel) them. Let their faith and their accomplishments for God be a source of inspiration to you. Try to adopt them as your *Mentors*. — (*Experienced and trusted advisers*)

Some people are naturally more gifted than others but many giftings and skills may be acquired through diligent study and preparation.

Many of the skills required in Christian leadership may be learned from study courses offered in Bible Colleges or Seminaries. Unfortunately the main emphasis in many such places is often heavily theological, academic and theoretical. The very practical issues of leadership are often neglected and as a result many of the graduates are far from adequately prepared for the multitude of practical tasks that await them.

It is also true that many potential leaders, evangelists, and pastors are not able to avail themselves of the opportunity to train in a Bible College. It is mainly for such people that the CHURCH PLANTERS TRAINING COURSE has been prepared. We have endeavoured to offer some teaching on those basic issues and skills that are necessary in effective Christian leadership.

3. PERSONALITY.

Personality is the combination of all our natural features of temperament, character, appearance, voice etc, which constitute the unique individual. It is the medium through which a person expresses himself. It is the visible and communicable expressions of a person's distinctive characteristics and individuality. It is the expression of the sum total of his individual characteristics and it is largely this which distinguishes one person from others.

Personality is not as simple to define as is character. It frequently has some aspects which are almost indescribable. It is communicated in numerous ways and is an extremely important adjunct to communication skills, particularly in vocal communication. An interesting personality can mean the difference between a boring sermon and an enthralling one. An engaging personality can hold the attention of his audience whilst feeding them with spiritual truth. A sincere preacher who is lacking in personality may lose his audience. In contrast, a sanctified personality with a sense of humour and an ability to communicate in an interesting manner, can captivate a congregation and hold them enthralled whilst teaching spiritual truth.

Church Planting Institute
Successful Christian Leadership

Jesus was undoubtedly a colourful and engaging person. He evidently projected His unique and attractive personality as He communicated to His listeners in an interesting and enthralling manner. They sat for hours listening to Him, forgetting about meals and all other earthly things. They walked miles to hear Him. He used fascinating parables and illustrations and His sermons were filled with human interest stories.

Your personality is your greatest human asset. Study and understand it. Develop and use it. But always remember that "Christ in you" is an incomparably greater asset.

An attractive and winsome personality can be one of your most important assets as a leader and a preacher. However, it must be surrendered to God and you must allow Him to resurrect it in a form which is pleasing to Him. An egotistical personality, (self-centred, proud and stubborn) can be as great a problem as a sanctified one is a blessing.

Chapter Five

COUNTING THE COST OF LEADERSHIP

"For which of you, intending to build a tower, does not sit down first and count the cost, whether he has enough to finish it?" (Luke.14:28)

With anything worthwhile there is a cost to pay, and the privilege of Christian leadership is no exception. So we should obey the injunction of Jesus and *"sit down first and count the cost,"* to see if we are able and willing to pay the price required of a leader. Here are some of the costs involved.

1. RESPONSIBILITY FOR "THE WORK OF GOD."

Leadership of God's people is a high and holy calling of great responsibility. Such responsibility should not qualified to make such judgements anyway. I have always found it helpful to ask myself, "How qualified is this person to make such criticism?" If I realise that the person has little knowledge or experience in the things about which they are making comment, I feel that I may treat their judgement lightly. However, if someone experienced and knowledgeable, who has proved that they know what they are talking about makes a criticism, then I will listen and evaluate what they are saying.

2. OVERCOMING TEMPTATIONS.

The great characters of the Bible prove that God's servants are often the target of temptation. One should never presume immunity. The scriptures say *"Let him that thinks he stand, take heed lest he fall."* (1 Cor.10:12)

Christian leaders are a special target of the enemy. If Satan can smite the shepherd then the sheep will be scattered. If he can bring about the downfall of a leader, the morale of all the people is adversely affected.

Every leader needs to be watchful and vigilant because *"our adversary the Devil is prowling around seeking whom he may devour."*

3. MAINTAINING YOUR INTEGRITY.

Integrity is moral soundness, honesty, and excellence of character. It relates to your good, consistent credibility and reputation. The root of the word integrity, (*integer*) relates to completeness and soundness. In respect of character, it involves honesty, virtue, moral soundness, uprightness and principle. It is vitally important to the Christian leader in several ways. Firstly, it is important that the leader maintain his integrity before God. i.e. that he is transparently honest with God. Secondly, he must be a person of integrity for the sake of the people and the work of God. People need to know that they can trust their leader. **But even more important than this is the fact that a leader must maintain integrity for his own sake because if the leader lacks genuine integrity he will not be able to live with himself.**

4. PRESSURES ON THE LEADER'S FAMILY.

The pressures of leadership do not only fall upon the leader per se, they also affect his spouse and family. So they too need to have some respite from the constant pressures which leadership brings. Pastor's children often have to cope with unwanted pressures as people tend to expect more of them because of who their parents are. They need help and encouragement in order to cope with this. They also need to enjoy some compensations and benefits from their role.

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It is important that the leader recognise the importance of this issue and take some positive steps to address the reality of its challenge. He needs to positively endeavour to balance the role of his family with the blessings of their role, as well as the responsibilities. They need to be aware of, and enjoy some privileges of their position, in addition to carrying all the responsibilities of it.

Chapter Six

IMPORTANT ASPECTS OF LEADERSHIP

AN EFFECTIVE LEADER NEEDS:-

1. A CLEAR SENSE OF DIRECTION.

"Without a vision (clear sense of direction) the people wander aimlessly." Prov. 29:18.

To be an effective leader, you must have a clear concept of where you are going in life. If you do not know where you are going, how can you lead others?

This involves a "Vision" which must be :-

a) God Given.

Effective Christian leadership does not involve the fulfilment of one's own vision, but the vision that is given by God. The idea is not to create a vision, but to receive and fulfil the vision which is from God's heart.

b) Spiritual.

The vision is given by the Spirit, therefore it is a spiritual vision. I am not necessarily referring to a supernatural type of vision which was frequently experienced in the Bible. By spiritual vision I mean a mental or spiritual "picture" which is birthed within your spirit by the Holy Spirit. A spiritual picture or awareness of what is to come. Our task is to interpret that vision and make it happen. To see "God's Will done on earth as it is in heaven."

c) Specific.

Although the vision is initially spiritual in nature, it is not vague or inconclusive. As we wait upon God in prayer and meditation He will reveal the specific details of all that He wants us to accomplish for Him.

A fine example of this is that of Moses and the Tabernacle. As God began to speak to Moses about the Tabernacle He wanted him to build, a vision of that place gripped the heart of Moses. He continued to dwell on the mountain with God for forty days and forty nights during which time God revealed every detail of the Tabernacle and all its furnishing and their functions. (Exodus. 24:18 - 40:36)

d) Measurable.

The details which God gave to Moses included specific measurements and weights. The whole project could be accurately measured, calculated and costed. In a similar manner the vision which God will give of growth and expansion is one which can be measured and we can monitor the fulfilment of it. It is sometimes quite remarkable how detailed God's plans are, and a tremendous thrill to see Him fulfilling them to the smallest detail.

Once we receive a concept from God we should hold it before Him in prayer. The longer we wait on Him, prayerfully meditating on the vision, the clearer and more specific it will become. As we wait attentively in God's presence He will fill in all the specific details for us, as He did for Moses on the mountain.

It is essential for us as leaders that we learn to hear and discern the voice of God in a clear manner. It is not sufficient to have some vague and inconclusive idea of what

God wants us to accomplish. We need His direction to register clearly within our spirit so that we know clearly and in detail what He has planned for us to do.

Initially Moses had only a broad idea of what God wanted him to do. He sensed that God was preparing him to be a deliverer of the Children of Israel, to bring them deliverance from the hardships and injustices they were suffering under their Egyptian captors. In consequence Moses began to attempt this in his own strength but all that he accomplished was the murder of one Egyptian and then he had to flee the land as a fugitive.

However, it was in the "backside of the desert," the refuge to which he had fled, that Moses discovered God in a far deeper dimension and also discovered more clearly what it was that God wanted him to do. Moses began to develop a much more consistent relationship with God. One in which he and the Lord established lines of communication through which God was able to share His heart and convey all the finer details of what He had planned for Moses.

God has often to allow us to get into difficulties and to experience some desert like trials in order to encourage us to truly reach out to Him. It is often in the place of extremity — when we have reached the end of our tether, that God steps into our circumstances because we begin to seek Him and call on Him from an earnest heart. God can really get our attention when we find ourselves in a trying circumstance for which we have no human solutions. It is interesting to discover how many of God's servants received their life call and were launched into their ministry whilst experiencing a period of testing and human extremity. If God has allowed your life to reach such a place, please don't despair. God is with you in your desert experience. He has the ability to bring you through this difficult time. Not only will you survive it, you will come through enriched and more suitably prepared to fulfil the purpose for which God has brought you into His Kingdom. God has done this many time before and He can do it again!

e) It Must Have A Faith Factor. Rom. 12:3.

Every vision which God gives will have a faith factor built into it, "*for without faith it is impossible to please God.*" (Heb.11:6) So the fulfilment of that vision will require the exercise of our faith, and as we work towards its accomplishment God will stretch and increase our faith.

The faith factor will demand that faith is exercised for the fulfilment of every part of the project. It will also mean that there will always be the possibility of failure too if the work is not done in faith. It is not only difficult to accomplish God's work in our own strength - **IT IS IMPOSSIBLE!**

You need to consider this :-

Prayerfully.

Everything we ever do for God begins with prayer and relies upon prayer for its development and fulfilment. If you want God to speak to your heart and reveal to you His Will then determine to seek Him in prayer. Remember that prayer is not simply you speaking to God, the most important aspect of prayer **is when God speaks to you**. Every Bible character who ever accomplished anything for God received his commission in the place of prayer and spiritual communion. Every leader who accomplishes anything for God today will of necessity be a person of prayer.

Patiently.

The burden of the Lord is not conveyed to a person during their spare moments. It is revealed in its fullness, as they patiently wait before Him. Moses spent forty days and nights with God on Mount Sinai. Throughout that whole time God patiently and tediously conveyed to Moses every detail of the project He had commissioned him to accomplish.

Positively.

It is essential, as we wait before God for the revelation of His Will, that we do so in a positive attitude of heart and mind. God can only unveil His Will to people of faith. He reveals things which are far beyond the mind of the natural man and this requires a positive faith attitude to receive it.

We can only enter the Promised Land of the fulfilment of God's purposes as we exercise a positive attitude towards those things which He reveals. Don't waste God's time or yours by attempting to find His Will whilst harbouring a negative or doubting attitude.

Prophetically.

In addition to having a positive attitude you also need to cultivate a prophetic perspective. That is looking into God's future with the eye of faith and seeing by faith the spiritual fulfilment of things before it actually happens in the natural. You can receive a prophetic picture in your spirit of all that God wants to accomplish through you and of the plan He has ordained for you.

You should also :-

- a) **Envision It.** "See it," with the eyes of your spirit.
- b) **Evaluate It.** Appraise, assess, and thoroughly grasp it.
- c) **Write It Down.** Commit every detail to writing.
- d) **Express It.** Verbalise it. Confess it. *"Let the words of my mouth, and the thoughtful meditations of my heart, be acceptable in your sight O Lord my strength."* (Psa. 19:14)

2. A DETERMINED DESIRE FOR FULFILMENT.

Between the birth of a Vision and its ultimate fulfilment lie many testings and challenges.

You will need :-

a) **Decisiveness.**

Make a strong decisive commitment and stick to it. *"A double minded person is unstable in all their ways, they will receive nothing from the Lord."* (James 1:7,8)

b) **Dedication.**

Dedicate yourself whole heartedly to the fulfilment of the vision. This means to be devoted and to have single-minded loyalty to the aim or vocation. To dedicate something has a very strong significance in the Bible. Once something is dedicated to God, it becomes His peculiar property. It is said to be made *"Holy unto the Lord,"* and can never be retrieved. This is the nature of dedication which God demands, to Himself and to the work of His Kingdom.

(c) Determination.

Determination means to act with complete resolution of purpose. It is the factor which makes both decision and dedication to function effectively because it implies :-

Making a definite decision.

Dedicating yourself to the fulfilment of the decision.

Carrying through that resolve with resolute purpose, no matter what may arise.

3. A SELF-ACTIVATED PERSON.

A Self starter - choosing to take the initiative.

A highly motivated person. Leaders are usually on "the top of the pile," with no immediate "boss" over them to keep them motivated. So they need to be strongly self-motivated persons who can arouse their own enthusiasm and energy levels. They must also be able to sustain and prolong those levels consistently.

4. SELF DISCIPLINED.

Matt. 16:24. *"If anyone desires to come after Me, (be My disciple) let him deny (discipline) himself."*

Self-discipline is essential to any leader. The maintenance of his personal integrity is essential to the continuing morale of his followers. Since his position of leadership affords him a measure of liberty to determine his own program and commitment level, he must be true to his own self in order to remain true to God, his calling and his associates. Since he is the leader of the team and responsible for the discipline of his subordinates, he must ensure the discipline of his own life.

He must discipline :-

a) His spiritual life, devotions etc.

This is the most important and critical of all the areas to be disciplined, for if one fails here, then every other area will suffer. It is in the disciplined maintenance of his spiritual life and relationship that everything else finds its proper level. If the leader fails to make time and opportunity for regular spiritual renewal and to replenish his spiritual resources then he will probably lack the required strength to properly discipline the other important areas of his personal life.

b) His time.

A leader is frequently in charge of his own timetable. He can often choose his work schedule and what he does with his time. So it is essential that he guards this privilege with integrity to make sure that he does not waste or misuse precious time. He should make himself accountable to someone in this respect just as all his associates are responsible to him.

c) His sexual drives and energies.

Every person, including Christian leaders, possesses certain latent sexual drives and resources which must be discharged in one way or another. The first, and most obvious manner to accomplish this is the context and relationship of one's marriage. Spiritual leaders need to have healthy marriage relationships and adequate sexual fulfilment and enjoyment within that relationship. However, these energies will not always be totally absorbed in even the most replete and fulfilling marriage relationship. They must also be diverted into other creative and energy demanding activities and used to their fullest capacity for the good of others. These drives are resources of energy and strength which are intended to fuel the creative abilities of a person. They must be fully utilised in life and ministry, otherwise they may seek release in ill-advised and inappropriate ways.

d) His personal relationships.

A leader must always exercise wisdom and discretion in his choice of companions and the relationships he chooses to establish. He must not appear to have an inner circle, other than the one comprised of his associates and fellow workers. Nor must he appear to be other than impartial in affording the favours of his friendship. Leaders must also exercise very strong discretion in respect of any kind of relationship with members of the opposite sex. It is so easy for these to get out of hand and produce a disastrous result.

5. CONSISTENT.

A person who is constant, persistent, faithful to the same principles.
Reliable, consistent, always the same, unswerving.

Consistency and reliability are aspects of character, but as Christian leaders we need much more than merely human characteristics. We need God, to Whose character these traits are integral, to build them into our spirits too.

6. GOOD CONSCIENCE.

Conscience is the faculty within us which influences the moral quality of our thoughts, words and actions. No Christian can function effectively to their fullest potential while they have a disturbed conscience. Trying to work for God whilst harbouring an offended conscience, is like driving a car with the hand brake on. John says, *"Beloved, if our heart does not condemn us, then we have confidence towards God, and whatever we ask we receive from Him, because we keep His commandments and do those things which are pleasing in His sight."* (1 John 3:20,21)

"I have lived in all good conscience." Acts. 23:1.

"To have a conscience, void of offence." Acts. 24:16.

"A pure heart, and a good conscience." 1 Tim. 1:5.

A troubled conscience, robs us of confidence towards God.

It paralyses our faith faculties. (1 John 3:21)

It inhibits and undermines our spiritual activities and ministry.

It restricts our capacity to receive. (We anticipate evil, rather than good)

7. HUMBLE AND TEACHABLE SPIRIT.

Everyone has much to learn, but it takes true humility to recognise and acknowledge this. Jesus Himself is the supreme example of the beauty of a teachable spirit. He declared Himself to be meek and lowly in heart, (Matt.11:29.) and the Bible tells us that He learned from the things which He suffered, (experienced). (Heb. 5:8)

8. WISDOM FROM ABOVE.

What is the secret of success? — having the wisdom to make right decisions!

James tells us that *"if any of you lack wisdom, you are to ask of God in faith, and He will give it to you."* James. 1: 5-8. 3:17.

Human wisdom is good and is certainly a tremendous asset to a leader but it is inadequate for all the challenges of spiritual leadership. We really need a combination of human and Divine wisdom, always realising that the two may appear to be at variance sometimes, in which case the Divine wisdom must always take precedence.

King Solomon is an excellent example of a wise leader who used his natural wisdom to obtain Divine wisdom which enhanced his leadership abilities enormously. (2 Chron. 1:7-12)

9. A BALANCED LIFE-STYLE.

"Jesus grew in wisdom, and stature, and in favour with God, and with man." (Lk.2:52)

His growth developed in four directions, mentally, physically, spiritually and socially — which is healthy growth.

Try to keep your life and activities well balanced. Engage in edifying activities which will develop and strengthen every part of your life. In addition to growing and developing physically, Jesus developed in wisdom. This is mental or intellectual development. We can pursue this through the reading and studying of good books and through attending seminars and lectures where we can expand our knowledge and understanding of many things. Our minds need to be stimulated and challenged. We can benefit enormously from positively extending the horizons of our mind.

Jesus also developed socially. "He grew in favour with man." This involves learning how to relate to people. Unfortunately many preachers feel that the development of this art is unnecessary. They despise social graces and the observance of those things which enhance social relationships and inter-action. But Jesus evidently developed in these areas and was extremely popular with the masses of people for the major part of his earthly life.

Of course the development of our spiritual life is by far the most important, but not so important that the other developments are superfluous or unnecessary.

The Middle Of The Road.

I have always believed that "Truth lies in the middle of the road" and that if we go to either extreme, right or left, we are likely to get into error. Anyone who goes to the extreme is likely to develop an inconsistency. If a person becomes too narrow minded and too "spiritual," or too "holy," they frequently become inconsistent.

Maimonedes, the great Jewish teacher wrote ; "Lest a person say : "Since jealousy, lust, and desire for honour are evil ways..... I will separate myself completely from them and go to the other extreme, to the point where he refuses to enjoy the pleasure of food by abstaining from eating pleasant food, where he refuses to marry a wife, or to live in a pleasant house or to wear nice clothing but instead chooses to dress in rags.... this too is an evil way."

The best and straightest road that a person should train himself to go on is the middle road (where he develops the moderate quality in each and every personality trait). And he who goes along this middle road is called a wise man.

10. BE A "PEOPLE PERSON."

I never tire of telling young preachers that the ministry is basically about two things; — it is about God, and it is about people.

Developing your relationship with God is essential, but studying human nature and learning to like people and get along well with them is also vitally necessary. Jesus was a great student of human nature. The Bible says, ***"But Jesus did not commit Himself to them, because He knew all men, and had no need that anyone should testify of man, for He knew what was in man."*** (John 2:24,25)

11. DEVELOP A GOOD SENSE OF HUMOUR

A good sense of humour is always a blessing, but particularly so for leaders. Many serious and sad things may happen in the course of your ministry to people and there are many sources of stress. You need the relief and relaxation of being able to see the funny side of life too.

A good sense of humour can often help relationships to function more enjoyably.

It can also be a special blessing to a preacher. Preaching can often be a weighty matter and sometimes needs the relief which only a fine sense of humour can provide. However, the preacher needs to exercise caution here too. The humour needs to be appropriate and should always be in good taste. We should particularly avoid the kind of humour which is at the expense of someone else. What is amusing to one, can be extremely hurtful to another.

It is particularly helpful to be able to laugh at yourself once in a while. If you don't allow yourself to laugh sometimes, you will probably cry.

12. BE PHILOSOPHICAL.

The basic meaning of this word is, "*Love of wisdom.*" However, it also means "To be detached, so as to remain calm under pressure."

It is this second meaning with which I am particularly concerned now.

The ministry frequently requires us to be involved in many people's problems and hurts. If we allow ourselves to become too emotionally involved, with too many people and too many problems, the pressure may become more than our system can handle. Therefore we frequently need to maintain some measure of emotional detachment. A good doctor knows the benefit of this. He is aware of the dangers of being too emotionally attached or concerned about his patient. To function effectively as their surgeon or doctor, he must maintain a certain amount of detachment and distance.

This is true in the ministry to some degree. One can often see more from the "touch line" of life, than if you are too close to a person and their problems.

There is also a real danger of having the problems of too many people on your mind. The pressures and tensions of carrying too many loads can sometimes be too much for one person. This is particularly true if you have a genuine heart of concern for people. There is a tendency to feel too deeply for them. Of course we know that all these burdens should be cast on the Lord. But not everyone is able to do this as effectively as required and as a result they themselves collapse under the weight of emotional load.

I feel that something of this nature happened to Paul's friend Epaphroditus who was, "*sick almost to the point of death... because for the work of Christ, he came close to death, risking his life to supply what was lacking in your service towards me.*" (Phil. 2:27a, 30)

It is a very real and fearful occupational hazard which must be avoided at all costs. Overwork and too much pressure and tension can cause this condition. Every leader needs to be aware of this danger and take every precaution to avoid becoming a victim of it. I have devoted a later chapter to the recognition and treatment of this problem.

13 EFFECTIVE LEADERS MUST BE GOOD COMMUNICATORS.

One of the most important aspects of effective leadership is good communication and every leader should concentrate on developing every possible dimension of human communication skills. The foremost of these is vocal communication. The ability to communicate information through the spoken word, clearly, concisely and in an engaging and interesting manner. The leader must develop the skill of winning and holding people's attention through the presentation of words. A further skill that might be developed is that of writing.

A weekly Newsletter is an excellent means of keeping people informed of the many aspects and developments of a vibrant program.

a) Clear Communication Amongst The Leadership.

While the vision, its strategies and plans, are still in the embryo stage the leadership team must prayerfully and carefully consider every possible aspect of a proposed program of activity. They must pray about it, talk about it, discuss and thoroughly evaluate it. If there are any misgivings or misconceptions about it, this is the time to discover them. The whole proposal must be thoroughly aired and minutely discussed so that every possible contingency may be considered.

It is during this period that the leadership become convinced about the vision one way or another. They either become inspired with excited anticipation or they begin to have serious misgivings about the validity and feasibility of it.

The leadership team must share the vision in great detail. They must :-

Pray about it together.

Invite, and receive feed back, and evaluate it together.

Plan together.

Assign clear profiles. (Written job descriptions).

Delegate sufficient authority.

Require regular reports back.

Meet with combined leadership regularly.

Meet with individual leaders consistently.

b) A Clear Vision Must Be Communicated To The People.

In order to effectively fulfil a specific task the people involved must have a thorough understanding of all that is envisaged and required. It is not sufficient for the leaders to know the way ahead, everyone else who will be part of its fulfilment must also have a clear and thorough understanding of it. It is part of the leader's task to communicate the task clearly and comprehensively. The Lord told Habakkuk, *"Write the Vision, and make it plain, that (even) he who runs may read it."* (Hab. 2:2)

In order for a church to fully comprehend a program or vision, that vision must be communicated clearly, consistently and comprehensively. They must hear it again and again from every perspective. They must hear it, read it and see it. It must be conveyed to them in a wide variety of ways. They must be informed, inspired and motivated at every opportunity until the vision becomes part of their very lives. In order to do this the leadership must prayerfully and thoroughly acquaint themselves with every aspect of the vision until the telling of it becomes second nature to them. They must be able to communicate clearly :-

What has God shared with you? - Inspiration.

Where is the Church heading ? - Direction.

How are we going to get there? - Goals towards achievement.

What Instruction and Training is available?

c) Master The "Inter-Personal" Communication.

The leader must communicate with each team member individually and personally as well as in the context of the whole team. This is to ensure that each team member is genuinely committed to the task. If the vision is only discussed in the corporate context of the team, there may be individual members who have misgivings or reservations which they are not bold enough to share in the team meeting. So each member must be individually approached and spoken to so that they have ample opportunity to share what they truly feel about the vision generally, and about their role in particular. The leader must approach each individual team member :-

To improve their leadership skills.

To assess their progress or otherwise.

To utilise your mentoring skills.

Ensure that your approach is non-threatening.

Never confront when you are emotionally disturbed.

14. GOOD LEADERS MUST BE GOOD LISTENERS.

It is true that leaders must be competent communicators but they must also be good listeners. The ear of the leader must always be open to God, and also to his associates and team members. One of the places where this must happen is :-

e.g. **Staff Meetings:**

- Does everyone have the opportunity to speak openly?
- Does your leadership foster a genuine team spirit?
- Do team relationships improve with inter-actions?
- Do you really "hear" what your associates say?
- Can you interpret and communicate group thinking patterns?
- Are the decisions made really corporate ones?

15. GOOD LEADERS NEED TO BE EFFECTIVE SPEAKERS.

Effective leaders need to be competent communicators in every field of communication, but they should be particularly adept in vocal and verbal skills. It is obvious in the Bible that most of the leaders were effective in verbal communication skills.

Effective speech is one of the most powerful motivators available. Powerful orators have moved nations at critical times of their history. It is generally acknowledged that Sir Winston Churchill's famous speeches during World War 2 played an amazing part in inspiring the British people to arise from the awful possibility of defeat, to wage and win the war.

The moving speeches of Dr. Martin Luther King were powerfully effective in the great task of bringing racial equality in the U.S.A. His most famous speech was entitled, "I have a dream," and his dream powerfully impacted the scene and became a reality for millions of black people throughout the U.S.A.

In the sphere of Christian leadership the power of speech is clearly important for both preaching and teaching. In addition to this it is important in the area of inspiring and motivating people to fulfil the vision of their churches.

16. GOOD LEADERS DEVELOP AND MAINTAIN AN EFFECTIVE COMMUNICATION NETWORK AT ALL LEVELS.

The effective leader must never work in isolation. The secret of his success is the harmonious functioning of his team and followers. To achieve this it is essential that he keeps his lines of communication open and effective.

At Staff level. Regular, meaningful meetings where reports can be made, discussed and analysed. Each delegated leader can report on the activities of his particular department. Plans and future activities can be prayerfully formulated at this leadership level.

At Congregational level. It is important that the church members be kept informed of all phases of the program in order to maintain their prayerful support. News of various activities can be shared through announcements and if possible through some kind of regular bulletin or newsletter.

At Small (Cell) Group level. In the church of the future cell groups, or house churches, will become more important than ever. The cell group church is the church of the future. So it is vitally important that the leaders and members of these groups are regularly informed about the plans and activities of the church. They must be an integral part of the vision.

17. GOOD LEADERS MUST GENERATE POSITIVE DYNAMIC.

Effective Leaders Express Leadership Dynamic.

Effective leaders possess and generate a certain charisma or influence which both attracts and influences people. It is sometimes an almost indefinable feature but something which is sensed and sub-consciously recognised by others. An invisible quality which attracts others like a magnet.

It is abundantly obvious that most Bible characters had such a presence. Certainly Jesus projected it. Wherever He went, the crowds flocked after Him. They were fascinated by His talks, hanging on to every word He spoke. His leadership presence was manifest in everything He said and everything He did. John the Baptist had a very similar dynamic. In fact, many people likened him to Jesus. (Matt.16:14) Paul too manifested this remarkable leadership dynamic.

The manner in which this quality is conveyed differs from person to person. However, in whatever form it occurs, it is essential that a leader has this quality. It is the quality which places him "head and shoulders above the people," and marks him as a true leader. A leader must demonstrate leadership qualities far above the average.

A Leader Must Be Seen. He must be conspicuous and clearly recognisable as a leader. People should be able to discern this immediately. There is a distinct mark of leadership upon him. There is a mantle of leadership authority upon his life.

A Leader Must Be Heard. There is always a compelling force in the voice of a true leader. It is not necessarily in the natural tone or quality of his voice. But there is something about the way he says things which attracts attention, holds his listeners, moves them to action and inspires them to work.

A Leader Must Be A Role Model. A good leader should be an example and role model for his associates and followers. Someone upon whom they can pattern their lives. His leadership is so much more impressive and productive if the people recognise him as a person whose life demonstrates the truth and reality of their faith and vision.

A Leader Must Be Inspiring, Exciting, Dynamic.

The early Apostles were charismatic leaders, empowered and endued by the dynamic energy of the Holy Spirit. The events of Pentecost, (Acts 2) radically changed their lives and enhanced their leadership potential. Before the events of Pentecost they were disciples (apprentices). But after the dramatic experience of Pentecost they emerged as influential leaders who would eventually reach many parts of the world with the good news of Christ's redemption.

Those early Apostles demonstrated true charismatic leadership. The word "charismatic" refers in its original meaning to the endowment of spiritual gifts. In recent times the word has been adopted by the secular world to describe someone with powerful personality and leadership qualities. This later usage of the word could also be legitimately applied to

Christian leaders too. Christian leaders need to be charismatic figures in both senses of the word. Endowed with spiritual gifts and having a dynamic aura of leadership upon their life.

It is interesting to observe the personality enhancement which took place after the Pentecostal phenomena. All the Apostles emerged as more powerful and dynamic persons than previously but possibly none more noticeably than Peter. After his triple denial of Christ it might have seemed that he had failed dismally in his leadership aspirations but God not only forgave and restored him, He actually enriched and enhanced his leadership capabilities far beyond his original potential. The same dynamic of the Spirit is available to leaders today. God is raising up an army of leaders who are anointed and empowered by His Spirit. Jesus promised *"you shall receive power (dynamis) of the Spirit upon you."* The true dynamic of a Christian group should not emanate from its leadership but from the Holy Spirit. The whole group, leaders and workers should be energised by the power of the Spirit. The anointing is "A dynamic force, emanating from the Spirit, which draws the entire group into effective involvement and activity."

An absence of adequate positive leadership allows lethargy to dissipate accomplishment energy, but dynamic leadership skills will inspire and maintain that momentum. This force is projected in numerous ways, but is usually most noticeable in the senior leader. It is a leadership charisma, an anointing or spirit which is frequently "caught" by the team. It inspires confidence, excites the imagination, and motivates the latent energies of the team.

How Do We Generate A Positive Force?

a) Preach A Positive, Bible-Oriented Message.

The Bible is filled with both negative and positive statements and we need to be mindful of both. Unfortunately many churches major on the negatives and always view the positive with suspicion and reserve. To generate a positive result we must adopt a positive outlook and major on it. As the old popular song says, we should *"Accentuate the positive and eliminate the negative."*

Unless we adopt a positive outlook and emphasis we will never accomplish anything. Do not be afraid of taking a positive posture.

- God is positive.
- The Gospel is positive.
- The Bible is positive.
- Faith is positive.

b) Allow The Dynamic Holy Spirit To Operate.

The Holy Spirit has the most dynamic force in the universe. If we allow Him to have control of our lives, He will manifest His dynamic through us. The Church of Jesus Christ, through the Kingdom rule of God, is destined to rule the nations. God is about to revive His people and renew His dynamic power and wonders in the earth. We must allow the Holy Spirit to take his rightful place in the Body of Christ. *"Now the Lord is the Spirit, and where the Spirit of the Lord is there is liberty. But we all with open face, beholding as in a mirror the glory of the Lord, are being transformed into the same image from glory to glory, just as by the Spirit of the Lord."* (2 Cor, 3:17, 18) When we allow the Holy Spirit to truly be Lord, He transforms us by His mighty power.

18. LEADERS MUST ALWAYS BE "UP FRONT."

Whenever the Children of Israel were journeying, the Levites were always 2,000 cubits ahead of the people. God ordained that the Priesthood, the spiritual leaders of His people, should go before them to lead the way. He specified that they should march 2,000 cubits ahead of

the tribes of Israel. They should be out in front of the people to give the lead and set the pace which the people must follow. But not so far ahead that they were out of sight. This is an extremely important principle in Christian leadership. **We need to stay ahead of the people but not become remote from them.**

There are numerous traits and characteristics evidenced in the lives of good leaders which help to keep them in the eyes of the people and to give them something to emulate and follow. In doing so the people are enabled to walk in the ways of God, and they also develop characteristics which help to develop them as leaders too.

Features Which Keep You "Up Front" -

a) Positive Attitude And Bearing.

People will want to follow someone who obviously knows where he is going. Someone who is decisive, with a definite purpose and a determination to accomplish a worthy task. They look to the leader who has a positive attitude and bearing. One who is clearly recognised as a true leader and is definitely going places.

b) Integrity And Ethics.

It is essential that a leader be a person of integrity, honest and trustworthy, with a strong moral and ethical standard which he faithfully observes. Not a legalistic person who is a stickler for the letter of the law, but a real person who lives by the very spirit of that law. A person in whom Jesus is obviously living and through whom He is manifesting His pure life. Paul said that *"The letter of the Law kills, but the spirit (of it) gives life."* (2 Cor. 3:6)

c) Sincerity And Honesty.

Sincerity is an essential quality in a leader. Like love it can "cover a multitude of sins." Sincerity is the opposite of hypocrisy. Even when a person makes a mistake, if they have done it out of a spirit of sincerity, it is usually excusable. People can easily sense sincerity. It is something which it is difficult to portray if it is not genuine.

d) Strength And Control. (Personal, and with people)

Weaknesses are never respected, and particularly not in a leader. A leader must possess and display strength in order to win the respect of his followers. This strength must first be evident in his own personal life. If a man is not strong and decisive with himself, he will never be like that with others.

He must exercise strength and control in his own personal life, habits, temperament and behaviour. A person who has never managed to discipline himself properly is hardly likely to be able to inspire strength in others. His personal strength and control should be evident in his personal appearance, punctuality and consistency. It must also be evident in the manner in which he conducts his family affairs and the orderliness of his household. The Scriptures ask, *"For if a man does not know how to rule over his own household, how will he take care of the church of God?"* (1 Tim. 3:5)

e) Genuine Interest In People.

The ministry is really a "people industry," and the ability to relate to people well is a vital necessity. The ministry is really about two things. It is about God, and it is about people. It is therefore a tremendous advantage to have a disposition which can freely and easily relate to all kinds of people.

f) Friendliness And Approachability.

Long before Dale Carnegie wrote, "How to win friends and influence people" the Bible said, *"He who would have friends must show himself to be friendly"* (Prov. 18:24) Jesus was often called *"A friend of publicans and sinners."* He was always so approachable that

multitudes of people gravitated towards Him to enjoy and benefit from the warmth of His personality and friendship. No matter how successful you may become as a Christian leader, don't ever allow your success to alienate you from the people. If you are to be genuinely Christ-like you will always be a friendly and approachable person.

g) Good Listener.

Jesus frequently encouraged dialogue and conversation. He asked questions and then listened when people responded and replied to Him. There are times when simply to listen to a person is to pay them the highest compliment they desire and when an unwillingness to listen is an extremely hurtful thing. Unfortunately many leaders feel that they have become too important to quietly listen to others. They become so accustomed to speaking themselves that they lose the art of listening to others.

h) Attractive And Admirable Personality.

In any kind of public relations role an attractive and winsome personality is a distinct advantage. Obviously the ministry is much more than merely a public relations exercise and its success depends on matters infinitely more important than good human relationships. Nevertheless there is a great deal of inter-personal relationship transpiring within any close community, including a church, and the ability to attract, win, and inspire people is essential. This is usually more easily accomplished when the leader has an attractive, friendly and winsome personality. It is certainly an advantage when the leader is admired and people find it easy to like him. It is a distinct advantage when people find it easy to relate to and follow their leader.

19. DEVELOPING YOUR LEADERSHIP STRENGTHS.

Expressing Your Leadership Authority Strength.

Leaders must know how to express their authority. A leaderless group drifts into anarchy. Leaders must be able to positively assert their authority without antagonising or alienating their subordinates. Their use of authority must always be done with a combination of humility and strength.

Leaders Must Initiate And Maintain Action.

True leaders are activators. They initiate action and inspire others to join them and to maintain the initiative. Good leaders have the ability to get things going and to keep them going until the task is completed. Effective leadership gets things done through inspiring and coordinating the efforts of others.

Understanding The Chain Of Authority.

Matt. 8:9. *"I also am a man under authority."* You must "stay under authority" in order to effectively exercise it. The Centurion is an excellent example of someone who thoroughly understood the chain of authority and how it functioned. He understood the authority which was over his life and the manner in which that authority gave him power over his subordinates.

In Christian ministry we need a clear understanding of the authority of God and we must meekly operate under it. It is God's authority that is the source of our authority. There is a clear chain of command which we must always respect.

The chain of command is based upon Biblical principles. It is not a human concept. The carnal mind of man will tend to reject this authority structure, but a true Christian believer will submit to it because it is ordained by God.



We must stay under our authority source if we are to expect the people to remain under our authority. Our real authority stems from God who has ordained us, but in order for that authority to remain legitimate we must also live under those authority sources that God has placed over our lives.

1. UNDERSTANDING AUTHORITY SOURCES.

The three main sources of Authority are:-

a) **Role Authority. (The power which goes with the job)**

Since our task has been appointed by God. He is the ultimate source of our authority to perform that task. Our authority is not in our title. We may be known as Doctor, Reverend, Pastor, or some other title, but our real authority is much higher than this. We may be ordained by some denomination, or appointed by our denomination to some executive role, but our real authority source is still God Himself. It is therefore vitally essential that we continue in right relationship to our authority source. Stay in right relationship with God. Live in harmony with His Word and the powers that He has ordained. While you remain under God's authority, He will back your authority. If you move out from under the covering of His authority through pride or disobedience, then His authority will no longer be operative through your life.

b) **Knowledge Power. (Deriving from knowledge, skills etc)**

A mature and adequate understanding of your task and its performance lends a certain degree of authority. If it is obvious that you know what you are doing, then people will feel more comfortable to join you in the fulfilment of the job. If they can see from the results you accomplish that you really know what you are doing they will more readily recognise, acknowledge and honour your leadership authority. Acknowledged competence generates confidence, both in the leader, and his team.

c) **Personality Power. (Your personal influence)**

This is undoubtedly the least important of the three authority sources, but it is still extremely effective and worthy of development. I am speaking of the authority which is generated by a leader who projects modest, positive, confidence. Someone who obviously has quiet confidence in themselves and in what they are doing. A leader who conveys the impression of having everything under competent control. Most people need to have a feeling of security, and competent leadership helps to give them such a feeling.

Personality carries its own degree of influence. A lively, colourful, engaging person is better able to influence others than is a dour, unimaginative one. The proper development of personality power is certainly a legitimate and desirable one. God is the designer of your personality. He put together the various factors which determined your personality type. But He expects you to develop and improve your personality and to positively utilise its potential and influence.

You are a singular person with a unique personality. God has chosen **YOU** for a specific role. He wants to use **YOU**, and your unique and special talents and personality to accomplish some things that no one else could perform in exactly the same way.

- **Using Role Power Effectively.**

Moses is a prime example of this.

- He recognised his own limitations.
- He would not go, except God went with him.
- He exercised authority with meekness.

- **Using Knowledge Power.**

Never stop learning, and increasing your skills.
"Study to show yourself approved unto God." 2 Tim. 2:15.

- **Using Personality Power.**

Learn to be "Yourself, in Jesus." Early in my Christian pilgrimage I sensed God say to me, "I want to set you free to be yourself in Jesus." This concept has been extremely helpful to me. A developed, matured Christian is one who has learned to be compatible with who they are and who God is. They have entered into the "rest of faith." Personality power can be immensely effective if it is exercised through the fruit of the Spirit.

- **Exercising Your Authority.**

There are sensitive and insensitive ways to communicate your authority. One is as damaging as the other is productive. Effective and successful leaders are generally those who have learned how to use their authority in a manner which enhances their leadership and does not antagonise or alienate their co-workers. You must seek to establish your image of authority in numerous ways.

d) Communicate Strength Through Image Projection.

Every leader is responsible for the image which they project and must endeavour to develop a legitimate authority image which people can willingly respect. If you don't act like a leader, then you cannot blame the people for not responding to you properly as their leader.

e) Speak And Act With Humble Authority.

Authority actions should always be projected with a measure of humility. Many people have an aversion to apparent arrogance on the part of their leaders. They will gladly respond with respect and submission if they sense that their leaders are not endeavouring to "lord it over them." Authority exercised with arrogance can easily produce the opposite of the desired effect.

f) Stand Strong On Your Decisions.

Effective leadership demands strong decision making without which people often have an insecurity because they don't really know what is happening. Once decisions are made and announced they should be adhered to unless there arises some good reasons why they should be changed. This should not occur too frequently. Decisions which have to be changed were usually bad ones and too many poor decisions destroy people's confidence in their leadership.

g) Discipline Violators In Private Session.

Every leader will have occasions when correction and discipline need to be administered to some team member. If possible, this must never be done in public. Any correction or reprimand must be given in private session. However, if their

violation has been in public, they should also be warned that any further violations may be dealt with publicly.

h) Conduct Frequent Group Meetings In Which You Encourage Discussion But Show That You Are In Charge.

Your leadership authority should firstly be exercised in such settings as Staff meetings, where the group is small and somewhat intimate. This enables you to rectify attitudes and actions in a small group never be taken lightly. We are responsible for the honour of God's Name, for people frequently judge God by the behaviour of His people and particularly those in leadership roles.

2. HIGH EXPECTATIONS.

God has high expectations of His servants.
The people under our leadership, and the public generally also high expectations.
We have high expectations of ourselves as Christian leaders.

3. THE "BURDEN" OF LEADERSHIP.

A burden is a heavy load of responsibility. Being responsible to deliver the Word of the Lord is often a heavy burden.

Being responsible for the care of God's people can be burdensome.

Moses carried a heavy burden of leadership responsibility, which Jethro advised him to let the elders share with him. (Exod.18:2)

Jesus encouraged us to learn from Him some secrets which can make our burdens lighter. (Matt.11:28-30)

4. THE LONELINESS OF LEADERSHIP.

There is always a certain loneliness about the top position in any organisation. There are often concerns which it is not always appropriate to share with others. Other people frequently share things in confidence and those confidences become concerns which cannot be shared with others.

5. THE PRESSURES AND STRESS OF LEADERSHIP.

Serious responsibilities, a heavy work load, and pressing urgencies, can often apply pressure, stress and tension to a leader. It is essential that the leader learns how to relax and take a break from the pressures of leadership. Jesus Himself did this many times. If He needed to do so how much more do we?

6. LEARNING TO HANDLE CRITICISM.

In an ideal setting, criticism should not exist. But the reality of life is that it does exist and every leader needs to learn how to cope with it, otherwise it may discourage and destroy him. Most criticism comes from persons who are not qualified to make such judgements anyway. I have always found it helpful to ask myself "how qualified is this person to make such criticism?" If I realise that the person has little knowledge or experience in the things about which they are making comment, I feel that I may treat their judgement lightly. However, if someone experienced and knowledgeable, who has proved that they know what they are talking about offers criticism, then I will listen to and evaluate their criticism.

a) **Knowing When And Where To "Draw The Line."**

Always make sure that God is with you in your exercise of authority. We are exhorted, "Whatsoever you do, in word or deed, do everything as unto the Name of the Lord." As God is the ultimate source of our authority, we should always exercise it in keeping with the good honour of His Name. The leader has no power except that which is given him by God, so he must always discharge that authority under the awareness of God's Name and His righteousness. Never try to force people to follow your leadership. In the Middle East, where the Bible was written, eastern shepherds always lead their sheep and never drive them. Jesus was such a shepherd, and we must be too.

20. ALWAYS GIVE ALL THE CREDIT AND GLORY TO GOD

The late D.L. Moody, a famous American evangelist, frequently declared, "There is no limit to what a person may accomplish if they do not care who gets the credit."

Many Christian leaders greatly limit their possibilities by taking credit and glory to themselves instead of giving it to God.

Exod 34:14

"Do not worship any other god, for the LORD, whose name is Jealous, is a jealous God." (NIV)

Chapter Seven

THE SPIRITUAL LIFE OF A LEADER

This chapter is the most important one in the book. It holds the key to truly authentic Christian leadership which is to develop in our relationship with Christ and that our service for Him must be as the fruit of that right relationship. It is only out of a healthy relationship with Him that we can truly serve Christ. Service without relationship will be mechanical, loveless and legalistic, and as such is unacceptable to God.

Other chapters deal with various aspects of leadership skills and these are certainly important. But the proper development of our spiritual man is absolutely vital and indispensable. It is foundational to the fulfilment of our calling.

If we examine the methods which Jesus employed with His disciples we shall see that His primary concern was the development of their spiritual lives. Early in His relationship with them He expounded the powerful truths of the implications of true Kingdom living. In what we frequently call, "The sermon on the mount," (Matt. 5, 6, 7) He clearly expounded the criteria required for all who would be His disciples. He emphasised the radical differences between their old life-style and that of their new life as members of the Kingdom of God and of Jesus Christ.

The effective leader's first responsibility is the healthy development and continuing growth of his own life in God. Under the Levitical pattern of the Mosaic Covenant the priests were required to be 2,000 cubits ahead of the people whenever the nation was moving on in the purposes of God. In the same manner the Christian leader must be out in front of the people as an example and guide for them to follow. His spiritual development and consequent life-style, must ever be a model for them.

It has been frequently said that "God can never grow a church bigger than its leader," and to some degree this is true. So the leader's first concern is not "how to make my church grow," but "how to ensure that my own spiritual life is in good order and that I am constantly growing in the knowledge and grace of Jesus Christ." If the life of the leader is faulty, the very foundations of that church are undermined.

One of the issues of which the leader must be constantly aware, is the danger of professionalism, i.e. allowing the ministry to degenerate from a spiritual calling, to a secular profession. It is easy to become so involved in the mechanics of leading a church that one's personal spiritual life is sorely neglected. The sad lament of the Shulamite was, "*They made me the keeper of the vine-yards, but my own vineyard have I not kept.*" (S. of Sol.1:6b.)

This simple statement emphasises an "occupational hazard" of the ministry. The danger of becoming so busy tending to the spiritual lives of others that one's own spiritual life is tragically neglected. I feel sure that this insidious trap has brought about the downfall of many leaders. Effective leaders must never allow themselves to become so absorbed in pursuing the demands of the ministry that they are forced to neglect their own spiritual welfare.

Leadership skills and management abilities are very important, but the Christian leader's spiritual life is foundational, and this is where he either stands or falls. The leader's spiritual intake must always exceed his output. The ultimate purpose of our spiritual exercises is to develop our relationship with Christ, to grow into His likeness, and to be equipped for His service.

It is with these thoughts in mind that I approach the spiritual exercises which are indispensable to the maintenance and development of the leader's life. These disciplines are essential as aids to the development of our personal relationship with Christ. The pursuit and practice of them in itself are inadequate and insufficient. It must never be allowed to degenerate into a formality or religious routine. The point of these exercises is not to fulfil one's duty in reading the Bible or praying. It is to spend quality time with our Master and to keep our relation with Him living and vital.

1. PRAYER.

Most Christians and many leaders have pre-conceived ideas about prayer. The most prevalent one is that "Prayer is talking to God." This is an insidious idea because it is partly, but not wholly true. Yes, prayer is talking with God, but it is also listening to God. In fact it is actually "communing with God." —Talking with Him, pouring out your heart to Him, sharing all your concerns with Him, but also listening to His response.

We must constantly remember that what God says to us is always far more important than anything that we can say to Him. Prayer is a two-way conversation which involves listening as well as speaking. Avoid the idea of coming before God with your particular agenda, unloading it into His ears, and then feeling that you have prayed.

Prayer is essentially mutual communion. It is spending quality time with God as with a trusted and beloved friend. It is sometimes called, "Seeking the face of God." ***"When you said, seek My face, my heart said to You, Your face LORD will I seek."*** (Psa. 27:8)

This is a delightful and quaint expression which signifies the seeking out of a loved one in order to spend time with the object of your heart's affection. It is like a young man pursuing a courtship. Seeking every opportunity to catch a glimpse of the face of his beloved. Contriving circumstances and making opportunities to be together with the one who is his heart's delight. The heart's desire is to gaze on the face of the loved one, but also to "catch the eye" of the lover. Our relationship with God is actually a romance which we need to pursue with affection and enthusiasm. Keeping this aspect of our relationship alive and vital should always be a major concern and pursuit, for out of this love relationship come the whispered endearments and lover's secrets that constitute the unveiling of the Father's heart. It is in this very context and environment that our spiritual life flourishes and out of this enrichment flows authentic ministry.

True prayer also involves waiting on God. ***"I wait for the Lord, my soul waits, and in His Word I put my trust."*** (Psa.130:5) This suggests the attitude of a servant who waits patiently on his Master, to learn the desires and wishes of his Master's heart. This is an ideal image of the true servant of God. Waiting on the Master's Will in order to carry out His desires and to convey His purposes to His people. This is the authentic place in which to receive ministry charges and missions. Yet this is **not** the primary reasons for our being there. Our first concern is to commune with the Lord, to seek His face, to worship and adore Him, but also to receive from Him the messages He would have us convey to those to whom we are called to minister.

2. LIVING BY THE WORD OF GOD.

Man shall not live by bread alone, but by every word that proceeds, (or which is proceeding) out of the mouth of God." (Matt. 4:4)

Jesus quoted these words from Deut. 8:3. His purpose was to show that it is better to obey the Word of God than to satisfy our human desires. However, there are two other thoughts I want to point out to you :-

- a) The words by which we should live are the current, living words of God. The words of present truth, which are proceeding out of the mouth of God. God has present words of truth that He wants to convey to us. Words which are specifically appropriate to us in the circumstances in which we currently find ourselves. We sometimes refer to this as the "Rhema" word of God, as distinct from the "Logos," the word which is always current and always present tense.
- b) It is the words which proceed out of the MOUTH of God. These words are received by our spiritual ears. They are not words which we read, but words which we hear. Now we may actually be reading the Bible when God speaks to us in this way. It is as though He suddenly underlines something, drawing our attention forcibly to it, and speaking a current, applicable word into our spirit. This is the rhema word by which we are to live.

It is also extremely important that leaders be "men of the Word." Lovers, readers, students, and practisers of God's Word. "How sweet are Your Words to my taste, sweeter than honey to my mouth. Through Your precepts I get understanding, therefore I hate every false way." (Psa. 119:103, 104)

We must also be aware of another occupational hazard of the ministry. I refer to the danger of beginning to treat the Bible just as a source of sermon material, approaching the scriptures with the idea that they are simply filled with sermons which we may preach to our congregation. If we have this attitude it is all too possible to apply God's Word to His people, but not primarily to ourselves. This is extremely dangerous and can lead to our having double standards about the application of God's Word. One standard for the people, and another for ourselves.

We must constantly give precedence to our own spiritual need to grow and develop. Our personal spiritual life needs constant and consistent attention. Paul was ever conscious of an insidious danger. ***"But I discipline my flesh and bring it into subjection, lest when I have preached to others, I myself should become disqualified."*** (1 Cor. 9:27)

3. LIVING IN THE SPIRIT.

"If we live in the Spirit, let us also walk in the Spirit." (Gal. 5:25)

Living in the Spirit is not an exotic little diversion from the authentic pathway of our Christian faith. It is not an interesting optional extra for the enjoyment of the mystically inclined.

Living in the Spirit is the authentic, biblical way of living the Christian life. It is the New Testament concept of the Christian lifestyle which God wants all His people to live. Its roots are firmly planted in the soil of God's Word. It is the life style which both Jesus and the Apostles lived, and is as legitimate to Christianity as they are.

Like many other things it is an art to be learned and imbibed. The only way to learn to live this way is by putting the principles into practice and learning by experience (and by your mistakes.) Stay humble, confess your errors to the Lord, experience His forgiveness and restoration. He will help you to adjust your walk and He will encourage you to further adventures as you endeavour to faithfully follow His Spirit.

Living in the Spirit is learning to live by your spiritual senses instead of your natural senses. The natural man lives by his natural senses of which there are five, i.e. smell, taste, touch, sight, and hearing. Man lives by these senses because his spiritual senses are dead. When we come to Christ, He "quicken" us into life and our spiritual man awakens. Instead of living any longer by our five natural senses and what they tell us, we begin to live by faith, and by what God tells us.

4. HUMILITY.

Humility is primarily an attitude of heart and mind. A modest appraisal of one's abilities and importance. It is also an attitude of meekness and lowliness of mind.

Nothing can induce an attitude of humility more effectively than a clear awareness of the greatness of God. King David was a person who retained a meek and humble spirit. As a teenager he had been humble and when later he rose to become King of Israel, he still retained a beautiful humility of spirit. I feel sure that this was largely due to his awareness of God's greatness and of his own insignificance compared with it. ***"When I consider Your heavens, the work of Your fingers. The moon and the stars which You have ordained. What is man that You are mindful of him, or the son of man that you consider him?"*** (Psa. 8:4)

It is difficult for God to use and bless someone who is not humble, because the tendency is for them to take the glory to themselves, and God will not share His glory with another. ***"All of you be submissive one to another, and be clothed with humility, for God resists the proud, but gives grace to the humble. Therefore humble yourselves under the mighty hand of God, that He may exalt you at the appropriate time."*** (1 Pet. 5:5,6)

Pride is totally unacceptable in a servant of God because that person would be able to accomplish absolutely nothing without God's grace and favour. Success may come through effort, skills and persistence in any other realm of life. But in the work of God, we are totally and absolutely dependent upon Him.

The servant of God should flee from pride as though it were his worst enemy. God issues numerous warnings about the dangers which lie in the path of the proud.

"The fear of the Lord is to hate evil, pride, and arrogance." (Prov. 8:13)

"When pride comes, then comes shame; but with the humble is wisdom." (Prov. 11:2)

"By pride comes nothing but strife, but with the well advised is wisdom." (Prov. 13:10)

"Pride goes before destruction, and a haughty spirit before a fall. It is better to be of a humble spirit with the lowly, than to divide the spoil with the proud." (Prov. 16:18,19)

5. FAITH.

"But without faith it is impossible to please God, for he who comes to Him must believe that he is, and that He is a rewarder of them that diligently seek Him." (Heb. 11:6)

Every believer must be a person of faith but leaders in particular must be men or women of strong faith. The work of God cannot be accomplished without the exercise of faith. Every project we attempt for God is a project of faith, and the leader must be a person of faith in order to challenge, stimulate, and encourage the faith of everyone concerned.

The faith of which we are speaking is essentially faith in God and in His Word. In order to exercise this kind of faith we first need a specific word from God on which to base our faith. The faith required in Christian leadership is not blind faith, or faith in oneself, or one's abilities. True faith is a positive response and action to a specific word from God. If God tells you to do something, you assume that He will accomplish the task through you as you act in obedience to His instructions. Job said, "**HE performs the task that is appointed unto me.**" (Job 23:14)

True faith in God is never irresponsible or presumptuous. It does not simply pluck huge ideas out of the air and say, "I am going to believe God for this!" A person of faith does not conjure up his own big plans and then believe God to bless them. Real faith begins when God gives the Word. It is the response of positive obedience to a specific word from God.

The person of faith must lead the way. He must be a constant example of what faith in God is all about. He is the man who hears from God. The man who is able to receive the directions which the Lord gives. He is the man who conceives the appropriate response to God's word of command. He is the one who inspires the faith of all who are involved in fulfilling the project.

Nehemiah was just such a person. From the moment that he sensed God's challenge to do something about the sad condition of Jerusalem, he began to respond in faith. He began to make appropriate plans. Recruiting personnel, raising finances, evolving strategies, organising the work force. He was personally involved in every aspect of the work, yet he is also an excellent example of effective delegation too. The Book of Nehemiah has many vital lessons to teach us about effective, Godly leadership. It presents a powerful example of efficiency and effectiveness. Please read through the book with this in mind. Make notes about all the principles of organisation, administration and leadership skills, which you discover in it.

6. SPIRITUAL DISCERNMENT.

Effective leadership, in any sphere of life, depends to a large degree on making right decisions. A young executive once had the opportunity of speaking with an older, experienced, and eminently successful entrepreneur. He eagerly asked him, "Sir, what is the secret of success?" "Making right decisions," the older man replied. "And how do you learn to make right decisions?" the younger man asked "Experience!," the older man stated. "Well how do you gain experience?" the young man persisted. "Through making wrong decisions," was the successful man's reply.

Making right decisions is also a principle of success in the realm of Christian leadership, but the ability to do this does not have to be the result of making many wrong decisions. The development of spiritual discernment should be the main source of our right decisions. In God's work we cannot afford to experiment with our decision making. We cannot risk making wrong decisions, for we are responsible for the work which bears the Name of the Lord, and to some degree His Name is at stake. There is a real danger that our mistakes may negatively affect God's Name and people's perceptions of Him. So we must exercise the utmost care to ensure that we do not make the kind of mistakes which will adversely reflect on God's integrity.

The way to arrive at the right decision is to ensure that all our plans are laid out before God and that we maintain an open heart and mind towards His response. We need to spread our plans before Him as Hezekiah spread before God the letter he received and wait before God for His guidance and direction.

(2 Kings 19:14 -19)

As servants of God we have a solemn charge to honour and exalt the Name of the Lord. So we cannot afford the luxury of making too many mistakes. Particularly if those mistakes are serious, far reaching, and damaging to the work of God.

7. OBEDIENCE.

"To obey is better than sacrifice, and to listen (to God) is better than the fat of rams. For rebellion (the opposite of obedience) is like witchcraft, and stubbornness is as iniquity and idolatry." (1 Sam.15:22,23)

God places great importance on obedience. This is because the work of the ministry, the task of the Church, the building of the Kingdom, is ALL GOD'S WORK. HE IS THE SUPREME HEAD OF IT ALL. Therefore every aspect of it must come from His initiative, and every action on our part must be a result of our OBEDIENCE TO HIS COMMAND. Any alternative to this is unthinkable. God calls it rebellion and stubbornness, and states that in His sight in is the same as witchcraft, iniquity, and idolatry.

Chapter Eight

INTER PERSONAL RELATIONSHIPS

Effective Leadership requires good inter-personal relationships. A leader must relate effectively to his leadership team and to his "followers." Jesus provides the classic example of this in His relationship with His disciples. A vital aspect of leadership is the skilful management of people, for people are the leader's greatest resource.

THE EFFECTIVE LEADER NEEDS :- PEOPLE.

When is a leader not a leader? —When no one follows him!

A leader should not be judged on his leadership skills, but on the quality of his followers.

- Jesus carefully chose twelve disciples.
- He took His time in selecting them.
- He recognised their potential for leadership.
- He spent quality time with them.
- He shared His life with them.
- They learned by association with Him.

It is both interesting and challenging to consider the strategy which Jesus chose. His mission was to redeem the world and then to fill the world with the Good News of His redemption. It is fascinating to observe just how He went about the latter part. It is intriguing to witness how He spent the major part of His ministry training twelve disciples. His example in this regard emphasises the importance of discipling potential leaders.

Dr. Billy Graham, who has probably preached the Gospel to more people than anyone in history, was once asked if he would do anything differently were he given the chance to live his life again. His reply was extremely interesting. He said that if he were given a chance to live his life and pursue his ministry again, he would concentrate on training twelve men, pouring his life and everything he knew into them. The leader's primary task is first, to faithfully follow and emulate Jesus. Secondly to model this life style to others that they too may become more Christ-like.

Luke 6:40

"A student is not above his teacher, but everyone who is fully trained will be like his teacher." (NIV)

The leader's primary task should be to train other leaders. One man cannot hope to effectively shepherd several hundred persons. He needs associates, assistants, co-workers, and under-shepherds. By recruiting and training such people the leader multiplies his potential enormously. So a good senior pastor will concentrate on shepherding his pastoral team and they in turn will shepherd the larger flock. (the congregation)

Every individual leader has their limitation level, depending on the particular giftings they have. For example, a particular pastor may have the ability to successfully

shepherd 100 persons. Once he reaches that number of members he may gain a few more members and lose a few, but the congregation will usually remain around the 100 mark. How may he break through that barrier?

One obvious way is to improve his skills in preaching, teaching, administration and general leadership. This may enable him to reach the 150 membership mark. But by far the better method is to find other ministers whose gifting and ability complement his own. For instance, the senior pastor may have an effective evangelistic ministry, but is not a good shepherd. He wins many people to Christ, but he is not able to hold them. So he needs to find someone with a strong gift of shepherding. The combination of these giftings may raise the potential to some 300 members.

If the right combination of other giftings are also added, the potential number of people they can effectively care for may rise dramatically.

HE TAUGHT THEM BY ASSOCIATION.

The disciples of Jesus learned an enormous amount from just being with Him. They listened to everything He said, and observed everything He did. This is a classic case of learning from one's mentor. The disciples learned so much simply by associating with Jesus. Much of what they learned would have been sub-consciously imbibed. They did not have formal class-room education. Their training was "hands on" - "in service training." They learned through the special teaching style of Jesus, which was a "learning by doing" style. Jesus did many things in the presence of His disciples. They observed how He did them and later He asked them to do the same things. Someone has described the process in this simple manner:-

- 1) I do it, and you observe me.
- 2) I do it, and you help me.
- 3) You do it and I help you.
- 4) You do it, and I observe you.
- 5) You do it, and someone else observes you.

HE SHOWED THEM HOW TO OPERATE.

Jesus provided "on the job" training for His disciples. He demonstrated every aspect of His ministry to them. They learned as they observed Him, and then He required that they do as He had taught them. This is the style which will work most effectively for us too. It is a style of leadership which many pastors find to be tedious and extremely demanding. Some find it difficult to share their role and tasks with others. They prefer to be "Lone Rangers," holding the leadership role to themselves. But this autocratic style of leadership in which the leader functions in isolation from his brethren, has no place in the biblical scheme of leadership. It is filled with limitations and hidden dangers. It lacks the checks and balances which true team ministry can offer, and leaves the solo leader exposed to dangers which could not overtake him if he had the protection of close peers.

The pattern which Jesus used and demonstrated is the most productive. He gathered disciples around Him and shared His life with them. In doing so He demonstrated the

Kingdom style of accomplishing the purposes of God. He showed His disciples how to do the work of the Kingdom and then commissioned them to do the same works.

HE ASSIGNED RESPONSIBILITIES TO THEM.

Jesus said, "*Give them something to eat.*" (Matt.14:16)

Jesus did not assign titles, designations, and offices to His disciples. He assigned responsibilities. He gave them tasks to accomplish. When the multitude were ready to faint with hunger and the disciples brought this to the attention of Jesus, He put the challenge squarely before them. "*They do not need to go away,*" He said, "*YOU give them something to eat.*" With His help and blessing they were able to feed thousands of people. What an experience for the disciples. What a thrill at the end of the day when they were able to look back on such an accomplishment.

Dr. Ralph Mahoney, President of World Map, says "When you are recruiting personnel, always look for the people who are reaching for responsibilities, not the ones who are looking for authority." I have also found this to be a helpful criteria. If you have staff who are eager to take responsibilities and the work which goes with it, you will always have conscientious and hard working people. But if you recruit people who are keen on position and titles and the authority which goes with them, you frequently find these people are not interested in hard work.

HE DELEGATED AUTHORITY TO THEM.

Responsibility should always come before authority. Authority is conferred to enable someone to effectively discharge their responsibilities.

The authority which Jesus conferred was the authority of His Name. When He sent out the disciples into all the world, He delegated to them a great responsibility, to preach the Gospel in all the world and to every creature. Then He conferred on them His authority, "*In My Name, they shall cast out devils, they shall speak with new tongues; they will take up serpents; and if they drink any deadly thing it shall not hurt them.*" (Mark 16:15 -18)

This is the authority which goes along with the job. The authority to do what Jesus has told us to do. Going into all the world, preaching the Gospel to every creature, making disciples of all nations, establishing the Church and His Kingdom throughout the earth. We are to do this "in His Name," i.e. because it is what He has commanded.

HE IMPARTED POWER TO THEM.

Jesus also gave power to His disciples, "Wait in Jerusalem until you are endued with power from on high." (Luke 24:49)

It is the power of the Spirit which enables us to do the works which Jesus did, and which He commissioned His disciples to perform.

"God anointed Jesus of Nazareth with the Holy Ghost and power, who went about doing good and healing all that were oppressed by the devil for God was with Him." (Acts 10:38)

"Most assuredly I say to you, he who believes in Me, the works that I do he will do also; and greater works than these he will do, because I go to My Father." (John 14:12)

HE SUPERVISED THEIR ACTIVITIES.

As Jesus and His disciples travelled together throughout the land, He constantly observed and monitored their activities. He was their Overseer. He also closely monitored their attitudes as they undertook their various activities, frequently correcting and admonishing them to maintain the right spirit.

HE CHECKED AND CORRECTED THEIR WORK.

On many occasions Jesus had to correct His disciples. Sometimes He needed to actually rebuke them, which He did quite forcibly. It was usually their attitudes which He needed to correct, rather than the actual work they did. But attitudes are extremely important in God's work.

In spite of the fact that He frequently had to correct and adjust His disciples, Jesus always did this in a manner which was ultimately positive and productive. He was able to administer correction and rebuke in a manner which did not discourage or break their spirits but brought them into proper alignment. Generally people will rise to the level of your expectations of them. Jesus expected and received the very highest from them.

HE REQUIRED THEM TO REPRODUCE.

Everyone who is discipled is expected to disciple someone else later. In fact the ultimate test of how well one has been trained is observe how well **their** disciples perform. *"And the things that you have heard from me among many witnesses, commit these to faithful men who will be able to teach others also."* 2 Tim. 2:2

SOME ATTITUDES HE INCULCATED INTO THEM :-

HUMILITY.

Jesus was a constant example of humility to His disciples. He taught this vital truth by example and precept. God has a favourable disposition towards the humble in heart. He loathes pride, and the proud in heart, but He gives abundant mercy and grace to the humble.

Pride comes before a fall, but humility precedes promotion in the Kingdom of God.

UNITY.

"If any two of you shall agree, (symphoneo) on earth concerning anything that they ask, it will be done for them by My Father in heaven." (Matt. 18:19)

God is a unity, a plurality, and He loves and blesses unity. (Psa. 133)

He insists on unity amongst a team of leaders and will not bless a situation in which there is dis-unity and dis-loyalty.

MORALE.

In an individual, morale speaks of being in good spirits, full of positive anticipation and excitement about the future. Someone who is excited and eager to get involved in the project before them.

In terms of a company of people, it includes all of the above but has the added concept of a vital unity, oneness, confidence in the united ability of the company. It is an attitude which is highly prized in a military situation. When one speaks of the morale of the troops it means that they are confident, secure, positive and that this mood is common to all of them. They have a sense of confidence about the united ability of their army or battalion. This is often called the "*Esprit de Corps*." The spirit of unity, oneness, harmony, inter-dependence and mutual esteem. This is the kind of spirit which Jesus sought to inculcate into His disciples and which He wants to see amongst Christian leaders today

Chapter Nine

DECISION MAKING

Good leadership depends to a large degree on making right decisions. Every leader is constantly faced with the need to make decisions and his ultimate effectiveness depends to a great extent on getting a high percentage of them right.

An effective leader must be a good decision maker, his effectiveness depends largely on this important issue.

SOME ENEMIES OF DECISION MAKING.

1. FEAR OF FAILURE.

Every potential leader has had to face and deal with a fear of failure. The person who has never had such a problem is probably too self confident and in danger of a "fall." (Prov. 16:18) Most great leaders in the Bible had to overcome this fear, and then God took them on to tremendous accomplishments.

2. FEAR OF MAN

Prov 29:25

'Fear of man will prove to be a snare, but whoever trusts in the LORD is kept safe.' (NIV)

Associated with the fear of failure is the fear of man. "What will people think and say if I fail?" King Solomon gives the answer. Trust, (faith, confidence) in God will keep you safe from failure.

3. INADEQUATE INFORMATION.

One important key to making the right decisions is to get as much information as possible on the issue at hand. Good decisions can never be made from inadequate information. This is particularly true when the decisions involve solving disputes between opposing parties. When the decision involves a judgement in favour of one party and against a second party, take time to ensure that you have all the available facts and information. Never make such a decision from a biased perspective, for this can lead to a serious undermining of your credibility.

4. LACK OF CONFIDENCE.

Don't be afraid of a lack of self-confidence in decision making. Many of our decisions are far reaching, affecting the lives of many people. A certain lack of self-confidence introduces a note of caution and can be a healthy thing if it ultimately helps us to make a better decision.

A lack of confidence should persuade you to do several important things :

- a) Exercise more caution.
- b) Pray more earnestly.
- c) Seek God's wisdom more fervently. (James 1:5 -7)
- d) Consult your trusted counsellors. (Prov. 11:14)

5. THE TENDENCY TO PROCRASTINATE.

Lack of self-confidence and a sense of personal insecurity can make decision making a frightening and onerous responsibility. A classic response to such feelings is a tendency to delay making the decision, but constantly delaying the decision can cause the issue to become more confusing than ever.

Important decisions should never be made in a hurry. Sometimes the best decision one can make is to "sleep on the matter." However, there are often small decisions which a lack of self-confidence can persuade us to delay. Delay is not only the thief of time, it is the perpetuator of confusion. Small decisions can pile up until they overwhelm one. In the normal running of your program try to keep abreast of decisions. Don't let them get on top of you.

IMPORTANT DECISIONS DESERVE CONSULTATION.

"Where there is no counsel, the people fall, (fail) but in the multitude of counsellors there is safety." (Prov. 11:14)

"For by wise counsel you will win your war, and in the multitude of counsellors there is safety." (Prov. 24:6)

Paul says : *"But WE, (plural) have the mind of Christ."* (1 Cor. 2:16)

It is extremely risky for an individual to claim to "have the mind of Christ," particularly if he is part of a community which does not agree with his judgement in the matter. It is much safer to seek the mind of Christ corporately and to arrive at a conclusion which can claim that *"It seemed good to the Holy Spirit, and to US."* (Acts 15:28)

Pride and deceit are two common reasons why some leaders refuse to seek Godly counsel from their peers. Big decisions, particularly those which radically affect the lives of other persons, are always worthy of corporate confirmation. Any leader who persists in pursuing a project against the advice of the majority of his friends and counsellors, is in danger of being deceived into undertaking a project that is doomed to failure.

MAKING GOOD DECISIONS.

COMMIT THE SITUATION TO GOD IN PRAYER

Whatever it is that you need to decide about, commit the whole matter to God in earnest and positive prayer. Tell Him you want His Will in the matter above all else.

GATHER ALL THE AVAILABLE FACTS.

This should not be done in the manner of a "detective agency," but from an attitude of thoroughness and in fairness to all concerned. It must not be undertaken in a legalistic manner, but with grace and graciousness.

EVALUATE AND INTERPRET THEM HONESTLY AND FAIRLY

God is always portrayed in the Bible as a gracious and merciful judge, as well as One whose judgement is utterly reliable. Abraham said, *"Shall not the Judge of all the earth do that which is right?"* It was a rhetorical question which was a statement, rather than a question. It was really stating that it was impossible for the One who had fashioned the universe, to make a mistake. Obviously our humanity precludes us from being as reliable as God. Nevertheless, as servants and representatives of God, we must always aim to be excellent judges, reliable, accurate and trustworthy.

GET THE FULLEST POSSIBLE UNDERSTANDING OF THE ISSUE

I am referring here to *"the wisdom which comes from above."* (James 3:17) *"But the wisdom that is from above is first pure, then peaceable, gentle, willing to yield, full of mercy and good fruits, without partiality and without hypocrisy."*

This kind of wisdom is available to all who sincerely desire it. *"If any of you lack wisdom, let him ask of God, who gives to all liberally and without reproach, and it will be given to him, but let him ask in faith without doubting because the double-minded man will receive nothing from the Lord."* (James 1:5-7)

Bringing the wisdom of God into a situation, and getting His mind on the matter, is essential. We are ordained in God's Name, to bring His judgement to situations. We must always seek to make important decisions with His imparted wisdom.

MAKE IT A MATTER OF FERVENT, PATIENT PRAYER

Never rush into a decision too hastily. Don't ever feel that an important decision must be made in such haste that you do not have time to pray about it. Many mistakes are made through proceeding too hastily.

LAY THE WHOLE MATTER BEFORE THE LORD

"And Hezekiah received the letter from the hand of the messengers, and read it; and Hezekiah went up to the House of the LORD, and spread it before the LORD." (2 Kings 19:14) Make sure that you consciously lay the whole matter before God in the sense of committing it to Him in faith, prayer, and spiritual communion. As you do so, wait before Him to receive His response and impressions into your spirit.

DETERMINE TO GET THE "MIND OF THE LORD."

Sometimes we may be so conscious of all the issues at stake, and of the various view points of people involved, plus our own natural opinion, that we neglect to truly get God's mind on the situation. Always remember that God's perspective is far more important than any other to the degree that if we "miss" the mind of God, we have missed the all important factor.

CONSULT CLOSE AND TRUSTED COUNSELLORS.

Most decisions in the work and Kingdom of God, should be corporately conceived. No one person has the sole monopoly on the mind of the Lord. All important issues should be determined in concert, involving a multiple leadership who are ultimately responsible for the decisions taken.

PRAYERFULLY TRY TO VISUALISE THE RESULT.

As you pray through the situation, try to visualise in your spirit what the outcome should be in the purpose of God. If you do this prayerfully with a pure motive, you can attain a prophetic perspective. You may actually "see" in the Spirit God's desired outcome. You can then make your decisions in the light of that, and prayerfully wait to see God bring it to pass.

Remember that :-

A decision is only a "good one" if it results in achieving the desired conclusion.

A good decision will always have a practical outcome. While a decision is theoretical, it cannot yet be a good one or the right one. Correct decisions yield the right results.

Good decision making involves :-

- 1) **Making Correct Judgements.**
- 2) **Applying Firm Resolve.**
- 3) **Applying Unwavering Commitment.**
- 4) **Taking Appropriate Action.**
- 5) **Achieving The Desired Result.**

SUMMARY

**EFFECTIVE LEADERSHIP IS NOT SIMPLY MAKING GOOD DECISIONS,
IT IS MAKING THEM WITH AUTHORITY AND DECISIVENESS.**

1. **Making Good Decisions Sets You On The Right Road.**
2. **Making More Good Decisions Keeps You On It.**
3. **Making Right Decisions Increases Your Followers.**
4. **Making Personal Decisions :**
 - Sit down quietly, relaxed, and without pressure.
 - Clear all distracting elements.
 - Commit your thoughts to God in prayer.
 - Have your Bible and a note pad.
 - Commune with God in your spirit.
 - Write down everything which comes to mind.
5. **A Decision Making Formula.**
 - Prayerful attitude.
 - Listening heart.
 - Decisive mind.
 - Determined will.
 - Deliberate action.
6. **Clarity Of Thinking.**

Try to eliminate all elements of confusion.
7. **Indecision Is A Bad Decision.**

In moments of weakness we may sometimes think that we cannot make a decision and we therefore delay doing so. However, this in itself can often constitute a poor decision. The decision not to make a decision is in itself sometimes a bad decision. Delaying decisions can become habitual with some leaders. They can rarely summon

the courage to make an important decision. This is a very poor trait for a leader and one which must be overcome in order to be successful. Indecision on the part of the leadership can be extremely discouraging and confusing for the team members.

8. A Bad Decision Need Not Be The End Of The Matter.

Nobody is infallible. Everyone is capable of making a mistake sometimes but this does not need to be fatal. Always be willing to admit, "I made a wrong decision." Be humble and ready to rectify it. This attitude can actually increase confidence. You are not infallible! Nor are your associates and followers. They will forgive you and help to rectify the error if you remain humble and contrite about it.

9. Too Many Wrong Decisions Ruin People's Confidence.

Whilst some mistakes may be inevitable if too many are made and a leader begins to get a reputation for making bad decisions then his associates will lose faith in him as a leader. Making poor decisions will never breed confidence in your leadership authority.

10. Four Factors Of Decision Making.

Whilst major decisions require Divine wisdom there are many smaller decisions which do not require any Divine revelation. Any person who assumes the role of a leader will be constantly required to make such decisions and should be able to make them reliably from his own wisdom and experience. There are four basic sources which should help in this process.

a) Divine Guidance And Wisdom

Always remember that the "Fear of the Lord" (reverence and awe of God) is the BEGINNING of wisdom. Only God can give true wisdom. Prov 2:6. *"For the LORD gives wisdom, and from his mouth come knowledge and understanding."*

b) Common-Sense.

This is essential for any kind of leader. Sadly we often discover that "common sense is not so common." In other words many people are sadly lacking in this area. Make it your business to use your common sense. The more you use it, the more it will develop.

c) Commitment.

Once you have made a decision, you should commit yourself fully to its implementation.

d) Courage.

Making the decision is only the beginning. Once committed to its fulfilment you must have the courage to complete it come what may.

Chapter Ten

THE ART OF DELEGATION

We have briefly discussed the importance of decision making and how important this is to effective leadership. The next issue which is crucial to effective leadership is that of recognising and practising the principles of delegation. We will now turn our attention to some of the basic issues involved.

LEADERSHIP IS A GOD GIVEN RESPONSIBILITY.

Christian Leadership differs from all other types of leadership. Leaders in politics, industry, trade, or commerce, function by human abilities and skills, but Christian leadership functions in response to God given responsibility.

**All leaders are under authority and answerable to someone.
But Christian leaders are ultimately answerable
to Almighty God.**

LEADERSHIP CANNOT BE ABDICATED.

We know that the effective leader is a wise delegator but some things should never be delegated and the ultimate responsibility of leadership is one of them. Moses became an effective exponent of delegation but he remained the key leader of God's people Israel.

Most churches which are experiencing dramatic growth have a pastoral or ministry team and develop good team ministry principles. However, someone has to be THE leader of that team. In a church setting the senior pastor is that person. He may function with any one of a variety of models of team leadership, but he must be *at the sharp end* of the leadership process.

He is responsible, under God, to provide the inspiration and direction for the church. He may work with a Board of deacons or elders, but his ultimate responsibility is to God. In various church situations in which I have functioned as the pastor, I have often said to the Board of elders, "I will work **with** you, but not **for** you. God is my Master and it is to Him that I will have to answer.

However, a leader cannot and should not work alone. His personal abilities are extremely limited if he attempts to work in isolation. One of the most important skills which he must learn and practice is that of delegation, and how to build a ministry team.

Definition of Delegation:

"To entrust the performance of a task to another."

"To authorise another to act in your behalf."

The success of delegation lies in :-

- Realising the need to delegate.

- Recognising those tasks which should be delegated.
- Recognising those tasks which ought not to be delegated.

There are three common attitudes in respect of Delegation :-

Those who delegate nothing.

Those who delegate everything.

Those who know what to delegate and what not to delegate.

DELEGATION IS A BIBLICAL CONCEPT.

1. God Delegated His Son To Redeem Mankind.

In the great purpose of redemption, God sent His Son into our world in His behalf, to purchase our salvation. Jesus said, "*Behold, I have come to do Your Will O God.*" (Heb. 10:7) God delegated His Son to be our redeemer.

2. Moses Delegated The Elders Of Israel To Govern With Him.

In Exodus 18 : 13-27, we have one of the finest explanations and examples of the principles of delegation. Jethro, the father-in-law of Moses, instructed his son-in-law in the necessity and art of this style of leadership. The principles which Jethro shared are still current and are used widely today in all areas of leadership including the great corporate companies of the world.

3. Jesus Delegated His Disciples To Evangelise The World.

It is an interesting exercise to observe that Jesus chose this leadership style to establish His Church and the Kingdom of God. In fact He adopted the very same principles that the Father had used in commissioning Him. "*As the Father has sent Me into the world, so send I you.*" i.e. in the same manner in which the Father has sent Me, I am sending you. The Father appointed Jesus to be the Redeemer of mankind. He delegated to Him the task of accomplishing redemption.

4. God Has Delegated Us To Finish The Task.

In a similar manner Jesus has delegated His disciples to accomplish the task of proclaiming the Good News of the Kingdom throughout the world. In the process of accomplishing this we must also use the processes of delegation.

WISE DELEGATION INVOLVES :-

1. Appointing The Right Person.

This may seem so obvious that it hardly requires any emphasis. Yet it is frequently obvious that persons are often appointed to fulfil tasks for which they are manifestly unsuited. There are numerous reasons for this, one of which is expediency. The right person does not seem to be available, so someone else is appointed. This frequently happens because God's timing is not properly discerned.

2. At The Right Time.

God's timing in these matters is often crucial. At the right time, God usually has the right persons. We need to learn how to discern, and move with God's timing in the fulfilment of His purposes. This requires a consistent "waiting on the Lord." A sensitivity to God and an obedience which walks with Him step by step through the development of His purposes.

3. To The Right Tasks.

A person commissioned to the wrong task is like David trying to wear Saul's armour. It just does not fit or suit them. But once someone is slotted into the role which really suits their temperament and giftings, they begin to work with enthusiasm and dedication, achieving excellent results.

4. The Process Of Delegation.

Here is a brief description of the successful delegation process.

a) Select And Define The Task.

The overall task must be divided into its various component parts. In a church situation this might include Senior Pastor, Associate Pastor, Minister of Music, Minister of Evangelism, Minister of Children's Ministries, Pastoral Care, etc. There might also be an Administrator, Secretary, Treasurer, and so on. These various roles must be clearly defined, together with the various tasks which the appointee is specifically responsible for and to whom they are answerable.

b) Choose The Right Person(s).

The persons chosen, and appointed to the various tasks must be :-

- Capable of performing the task, or of learning how to do so.
- Willing to work hard in the performance of their task.
- Able to work in harmony with the other team members.

c) Communicate Clearly.

The tasks and responsibilities must be clearly communicated. The best way to do this is to commit them to writing in a job description. This will include the person's role, their title, to whom they are answerable, and what their specific responsibilities are.

d) Assign Responsibility.

The job description will describe each task for which the designated person will be responsible. They must be clearly informed about what the performance of their task entails and what is ultimately expected of them. Obviously all this will be communicated in conversation and discussion too and the Senior Pastor must ensure that his appointees thoroughly understand all that is required of them.

e) Confer Adequate Authority.

Once the person has received their appointment, their authority must be clearly acknowledged. It must be sufficient for them to adequately fulfil every aspect of their role.

f) Require Accountability.

Although the appointee has sufficient authority to proceed with their tasks, they must also be required to report regularly on their work. Some method must be devised to make it possible to provide a full report of progress and problems on a regular basis. This can be done to some degree in staff meetings, but they should also be given regular opportunities to be personally de-briefed by the person's supervisor.

g) Supervise And Evaluate.

The efficiency and effectiveness of the worker must be consistently supervised and evaluated. Changes and adjustments will usually be required from time to time to make the role more productive.

h) Commend And Reward Achievement.

Every team member must be able to "share the spoils of victory," and enjoy some fruit of their labours. The team leader should always acknowledge and commend for a job well done. He must always give encouragement and positive exhortation.

WISE AND EFFECTIVE DELEGATION :-

1. Increases Your Effectiveness.

You can multiply your effectiveness many times through wise delegation. By delegating to others many of the time consuming tasks, you can concentrate on the things which specifically require your expertise.

2. Builds An Effective Team.

The majority of churches which are experiencing dramatic growth today are using team ministry. Once a congregation grows beyond a few hundred members it is almost impossible for one person to adequately care for it. A team, working in harmony, can accomplish so much more than an individual leader. There are many more skills available to cover a wide range of needs.

3. Develops New Skills In Other People.

Team ministry situations are the best environments for encouraging the development of ministry skills in other people. The structure of teams affords good opportunities for discipling and developing others.

4. Accomplishes Greater Tasks.

A strong team can undertake and accomplish much larger tasks than any individual leader can. If you have a vision to accomplish some great task you should begin in the earliest stages to build a strong team of workers around you. It is never too soon to begin forming the basis of your team. Even the smallest church can begin to lay the foundations for a strong team.

5. Disciples More Believers.

An integral aspect of world evangelism is the "making of disciples." (Matt. 28:19) The processes of discipleship can be most effectively applied within the structure of a church in which delegation of tasks and ministries is employed. The philosophy of delegation and team ministry encourages the use of more people in the work of the church. This encourages people to become involved in discipleship because there are more opportunities for them to utilise the skills which they develop.

6. Equipping God's Army.

God's Army requires rank and structures of authority, which can be much more readily developed in a situation which features authority structures.

7. Building God's Kingdom.

The Kingdom rule of God is based on two principles :-

- a) God's Authority.
- b) Our submission to that authority.

Chapter Eleven

HARNESSING THE WILL TO WIN

"Do you WILL to be made whole?" (John 5:6)

From the inception of our Christian life, the will is extremely important. Nothing of any worth is achieved without the exercise of the will and this is certainly true of leadership accomplishments.

The soul is comprised of the mind, the will, and the emotions, all of which are essential elements of an effective leader. The mind is basically passive, the emotions are active. The will is the balancing factor and is the catalyst which translates ideas and concepts into actions and achievements. The will is the factor which transforms dreams and visions into realities. It is the switch which turns on active faith, transforming it from passive anticipation to active participation. It is the bridge which takes us from passive hope, into active faith. Until the will is actively engaged we live in a realm of hopeful anticipation. Once our will is committed, we move into the realm of faith activities and we begin to actively possess those things which God has promised.

Jesus challenged the man at Bethesda, "Do you **WILL** to be well?" Not are you willing to be well, but do you **WILL** - have you made up your mind - are you determined to be well? The exercise of our will is the focusing of our faith, the concentration of our emotion, the expression of our commitment. It is the total concentration of our being expressed in appropriate action.

Notice how many times God says, "I will." To live in creative harmony with Him we must learn to say "I will" too. We can only live in harmony with God's creative power and energy as we focus our will-power in line with God's Will.

OUR WILL, UNDER GOD, DETERMINES OUR DESTINY.

- a) The will is our capacity to choose, to make right and appropriate choices.
- b) It is the ability to initiate actions appropriate to our faith expression.
- c) It releases the power and energy to sustain that action.
- d) It flourishes under the challenge of pressure.
- e) It sustains creative energy until accomplishment.

THE WILL IS NATURALLY WILLFUL.

In our pre-Christian state, the carnal will is in rebellion against God. Once we become believers it needs to be brought into harmony with our redeemed spirit. The will is like a stallion which needs to be broken in or brought under control. When the stallion is broken in, its spirit is not broken, it is brought under the control of discipline. It remains strong, but it is disciplined.

There are basically three kinds of people.

1. The Dependent Type.

Who are basically followers, typified by the sheep nature with a flock instinct, and usually displaying little initiative.

2. The Independent Type.

This is the goat type, in contrast to the sheep. They want to do their own thing and frequently dislike submitting to authority. This is a dangerous characteristic for Christian leaders.

3. The Dependent-Independent

whose will has been broken in and disciplined by God. All of God's great leaders are in this category. They were usually persons with a naturally strong will and an independent nature, who were strong in initiative and will power. However, before they could effectively serve the purpose of God the natural will needed to be broken in and brought into harmony with God's Will — His nature and purpose. The purposes of God are never achieved through self-will or self-effort, nor by strength of personality or charisma.

Moses is a clear example of this. As a result of some forty years as a prince in Egypt, Moses was tutored in all the arts and skills of management and rulership. He emerged from this early training as a self-confident and competent executive. In his own strength he sought to deliver an Israelite from oppression but only succeeded in killing an Egyptian and then having to flee for his life. God had to take him into the desert for forty years to undo all the self-confidence of Egypt and mould him into a person dependent on Him. This pattern of desert-type experiences happened to Jacob, David, Ezekiel, Paul, and even Jesus Himself. In fact it happens to most if not all, who are leaders under God.

The wilderness experience is an essential aspect of the preparation of effective leaders, and you must not be surprised or discouraged when it happens to you. In these desert experiences God delivers us from egotism, self-centredness and self-confidence. He moulds us into humility, submission, obedience, compassion, and maturity. He transforms us from being self-made persons, into God made persons.

ACTIVATING THE WILL.

The will has enormous potential and latent energy. This is especially true when it is linked by faith to the power of God. But it needs to be activated. Here are some factors which will activate the will and release its latent energies :-

1. Expose it to a challenge.

The will functions best when it is linked to faith and exposed to a challenge which demands faith actions. Jesus constantly exposed His disciples to such challenges. For example, He said, "*Lift up your eyes, and look on the fields, for they are white already unto harvest.*" What a tremendous challenge this is! It is one which confronts many of us today. The world, with all its peoples, nations, religions, and philosophies, is a vast harvest field. It constitutes a harvest which can never be reaped by human efforts or concepts. It is a harvest which can never be gathered except in the power, authority and strength of God. Participation in such a project demands a commitment of our will and every aspect of our being.

2. Let your mind dwell on it.

Let this challenge occupy your thoughts. Think about it, analyse it, research it, interrogate it, investigate it from every angle. Let the enormity of it fill your imagination, let it wash over

your total awareness. Try to absorb the scope of it until your mind begins to produce all kinds of exciting and stimulating possibilities related to this great challenge.

3. Let your emotions respond to it.

As you meditate on such a challenge you will begin to "see it as God sees it." You will begin to think and feel about it as He does. Let the atmosphere of it excite your emotions and enthusiasm. Let it stir your compassion and stimulate your emotions. Before you can properly respond to such a challenge it has to move your whole being. It must be more than a process of thought. It must grip and excite your whole being.

4. Think and talk positively about it.

Before you can productively engage in a huge project such as this you must allow yourself to become positively persuaded about it. This can only happen if you first become wholly persuaded that you can be productively and effectively involved. You therefore need to prepare a positive approach to it. Look for all the positive angles. Let your thoughts dwell on them and begin to talk about them. There is nothing so persuasive as your own thoughts and vocal expressions. If you think you can do it, and you say you can do it, you are well on the way to actually doing it. You must believe and confess it and in doing so you will prepare the way for accomplishment.

5. Visualise success.

The mind has tremendous creative abilities one of which is the ability to visualise. This is really the ability to "see things by faith, as God sees them." It is best accomplished when you have a real sense of God's presence with you and you can allow your thoughts and imagination to visualise what is in God's heart and mind in respect of the project about which He is challenging you. It is really a thought transference from God's heart to yours. As the image of what God is wanting to accomplish through you develops within your spirit, you have something to believe for and to move towards.

6. Make absolutely sure that God is in it.

The process of visualising is a subjective one which needs to be monitored by objective criteria. One means of doing this is to share it with your co-workers and subject it to corporate evaluation. The Bible says that there is wisdom in the multitude of counsellors. When a vision has the confirmation of a number of spiritually mature persons you may feel confident that God is truly in it.

7. Prayerfully determine appropriate action.

You need to "see" the ultimate, and plan the immediate. The same God who gives the vision, will also inspire the appropriate strategies, plans, and activities for its accomplishment. God is a practical God and He will give practical steps for the fulfilment of the vision.

8. Begin to move forward in faith.

The work of God is always accomplished by people of faith. Every project of God is a faith venture. Joshua was told, "*Every place the sole of your foot treads, I will give to you.*" He had to march forward in faith. Every step was a step of faith, but everywhere he placed his feet in faith, God gave him.

Something which you must realise in this respect is that anything which does not have the possibility of failure in it is NOT a faith venture. There will be many times, as you work out the vision of God, that you will face the possibility of failure. Times when it will seem that some part of the vision is not going to happen. Occasions when God does not seem to come through in fulfilment of His Word. These are the times in which you continue to go

forward in quiet faith and dependence in God. You will have the thrill again and again of seeing God honour His Word and His promise.

HARNESSING THE POWER OF THE SUB-CONSCIOUS MIND.

An integral part of the will is the power of the sub-conscious mind. It has tremendous latent energy which must be harnessed and released in order to accomplish your fullest potential. The sub-conscious mind is like the hard disk in a computer. It holds all the programs you need to function effectively.

The human mind functions in three areas :-

1. The Conscious Mind is uppermost.

In this realm lie all our immediate active thoughts. Everything we consciously think about day by day resides in this area.

2. The Sub-Conscious Mind is immediately beneath the conscious.

This is the deeper, beneath the surface area in which knowledge and information not immediately required is stored. Everything we have ever learned or acquired is stored here. We can delve into the archives of the sub-conscious to find most things we have ever learned. Although we are not immediately consciously aware of all these items they are all extremely influential.

3. The Unconscious Mind.

This is the area that governs all the autonomic activities of our brain.

I believe that the Bible has a lot to say about the sub-conscious mind. I feel sure that it was this to which the Bible refers in Prov. 23:7 "*As a man thinketh in his heart, so is he.*" It is not the thought of the conscious mind, but that which he thinks in his heart.

Some facts about the Sub-conscious mind.

The Sub-conscious mind is :-

- Always functioning. Whether we are waking or sleeping.
- Amazingly creative and innovative.
- Has no personal volition but takes orders which it may modify and adjust but never rejects.

The Sub-conscious mind must be positively conditioned.

The obvious way to do this is to consistently feed on God's Word, which brings your sub-conscious into harmony with God, His ways, and His purposes. Jesus said, "*Man shall not live by bread alone, but by every Word which is proceeding out of the mouth of God.*" Imbibing God's Word brings your mind into harmony with God's thoughts. Through His Word living in you, God is able to think His thoughts through you. This promotes the healthiest kind of positive thinking which does not merely adopt a positive attitude in every situation but positively agrees with God and His Word in all things.

USING THE ENERGY OF YOUR SUB-CONSCIOUS MIND.

Your mind has two forms of creative energy :-

- 1) **Passive.** Ideas, thoughts, visions, plans, and strategies.
- 2) **Active.** Making those ideas and plans a reality.

USING THE PASSIVE ENERGY. Creative thought power.

- a) Be constantly awake and alert to new ideas and concepts.
- b) Inquire and investigate, explore and interrogate those ideas.
- c) Excavate. Dig deep beneath the surface.
- d) Concentrate, meditate and ruminate. - *"Think on those things!"*
- e) Exercise patience. Wait on your ministry.
- f) Remain optimistic.
- g) Keep your motives clean and pure or guilt will unsaddle you.
- h) Be co-operative. Huge ideas need co-operative fulfilment.

SOME ACTIVE ENERGY STIMULATORS.

Here are some factors which will powerfully stimulate and release energy for accomplishment :-

- a) **A great idea, whose time has come.**
Nothing could be more exciting or stimulating than to realise that you have received a prophetic concept, a wonderful idea whose time for fulfilment has come. A project which is timely and appropriate, with a prophetic promise for the future. A program which is welcomed and confirmed by many as appropriate and fitting to God's timing and purpose.
- b) **An Exciting New Prospect.**
The routine of life can become mundane and lack lustre. A new concept will breathe fresh life and excitement into everything. God is frequently wanting to birth a new thing amongst us but we have to be willing to release the old in order to embrace the new. *"Remember not the former things, nor consider the things of old, for behold I will do a new thing among you. Even now it will spring forth."* (Isa. 43:19) Too often we are afraid of change and the challenge it brings and consequently we remain tied to the obsolete when God wants us to experience a new and more effective thing.
- c) **Positive prospects - an exciting anticipation of the future.**
Positive vibrations are always stimulating. They inject new excitement and enthusiasm into our whole being. When we are involved in something which has positive prospects for the future our total view of life is enhanced.
- d) **Faith - Positive anticipation and conviction.**
The life of faith is the native environment of the believer. We always function at our best when we are living by faith. Every true project of God is a faith venture and our involvement in it brings out the faith element in us. We thrive and blossom through involvements which draw out our faith nature.
- e) **Enthusiasm - Emotional involvement and excitement.**
God is an emotive being and He has made us in His image and likeness so we are also emotive and emotional beings. When we are functioning to our full capacity there is

inevitably an emotional involvement and expression. Real enthusiasm cannot be experienced without accompanying emotional expression. Don't be afraid of enthusiasm. Too many preachers and churches discourage enthusiasm and emotional expression as though it were wicked and sinful. The opposite is true. How can we be the people of God and not be enthusiastic about it? Such a thing is a definition of impossibility! The work of God and His Kingdom can use a lot more enthusiasm. Some believe that emotional expression is harmful to our Christian testimony. My conviction is that the Church would benefit enormously if more people were enthusiastically and emotionally involved.

HOW TO BE THE "REAL YOU."

In order to exercise effective leadership you need to be relaxed and at ease otherwise the pressures of leadership will build up and may become unbearable. Some leaders try to pattern themselves on other "successful" leaders, and they place on themselves an intolerable burden. Trying to pattern yourself on someone else is like David trying to wear Saul's armour. He quickly realised that it was too big and cumbersome for him. If he were to fulfil God's purpose for him, he would have to be himself, and use what God had given to him personally.

DON'T BE AFRAID TO BE YOURSELF.

I remember as a young Christian, I had the idea that I needed to pattern myself on other Christians. I quickly realised that this was not going to work. As I took my concern to God, asking Him to help me to be like other Christians, I distinctly sensed Him saying, "I don't want you to be like anyone else, I want to set you free to be yourself in Jesus!"

God created and redeemed the essentially unique YOU. He wants you to be yourself in Jesus. He has called YOU to a role of leadership and in order to fulfil His specific purpose, you need to feel comfortable being yourself. You need to enjoy being yourself and to realise that **"It's O.K. to be YOU!"** Don't be afraid to be different. God is a God of variety. Had He wanted everyone to be the same He would have created us that way. Since He has made us in a wide variety of forms that is the way He wants us to be. Always resist the temptation to compare yourself unfavourably with others. You need to develop a healthy confidence in yourself as God has created you and as He is forming you into His image and likeness.

Chapter Twelve

GIFT AND TALENT MINISTRIES

Let's take a brief look at two aspects of Christian leadership and management.

"God has appointed in the Church Apostles, Prophets, Teachers, **PLUS** Helps, and Administrators..." 1 Cor. 12:28.

another translation reads,

"And in the Church, God has appointed first of all Apostles, second Prophets, third Teachers, **AND** those able to help others, those with gifts of administration."

The Bible clearly indicates two aspects of leadership, both of which are essential to effective functioning, growth and strength within the Church.

For the sake of simplicity I will designate these as :-

1. **Gift Ministries.**
e.g. Apostles, Prophets, Teachers, Pastors, Evangelists.
2. **Talent Ministries.**
e.g. Helps, and those with gifts of Administration.

These may be more easily recognisable under the terms:

1. **Leadership**
2. **Management.**

The two streams are clearly seen in the origins of the Church.

1. **Apostolic Leaders.**
Proclaiming the Good News, gathering the crowds, calling forth commitments to Christ, baptising new believers etc. Acts Chapters 2.& 3.
2. **Administrators.**
Organising the new believers into effectively functioning groups, (local churches).
Setting up and administering ministries to feed the widows etc. Acts 6:1-7.

The two ministries are absolutely essential to the effectiveness of the Church. They are rarely found in the same person. e.g. Moses. Ex. 18:13-27.

The following characteristics are frequently opposite. The obvious answer to this situation is the uniting of two ministries working in harmony. (Team work, Delegation, Training)

LEADERS.	ADMINISTRATORS.
<p>Initiate. Take risks. See visions. Look through telescopes. Spearheads direction. Pioneer. Reach for responsibility. Create opportunities. Use authority forcefully. Delegate enthusiastically. Set faith goals. Strive for advancement. Motivate people Create</p>	<p>Consolidate. Minimise risk factors. Set goals. Look through microscopes. Monitor progress. Consolidate. Accept responsibility. Accept opportunities. Use authority cautiously Delegates cautiously. Set "reachable" goals. Work for conservation. Manage projects Maintain</p>

INSPIRATIONAL LEADERSHIP, PLUS GOOD MANAGEMENT = SUCCESS!!!

Do you know someone strong in characteristics that are weak in your own ministry?
 How could you best combine with them to merge your strengths?

CONSIDER THESE STATEMENTS:

- a) Leaders may become good managers.
- b) Managers rarely ever become dynamic leaders.
- c) Management skills can never replace leadership skills.
- d) The effectiveness of a leader is ultimately judged by the quality of his followers.

The two roles, viz. leadership and management, are greatly different and the type of persons suited to each are usually very different. Both are vital, even indispensable to the success of the leadership model and it is imperative that both roles recognise this.

The leader must recognise his need for adequate organisational and management processes. The administrator must recognise that his gift cannot function to its maximum efficiency without the visionary, inspirational and motivational strengths of the leader.

Paul says that each member of the body must recognise and honour the other members. They must recognise their differences and the variety of their functions and esteem each other more highly than themselves. The effective and efficient functioning of the body depends on the presence of the various and different members and their ability (willingness?) to fit and function together without friction.

THE DIFFERENCE IN GIFTINGS. (1 Cor 12:14-31)

"The body is not one member but many." Paul depicts them as feet, hands, ears and eyes.

Leaders, (visionaries) are usually very different persons to those persons gifted, suited and qualified for administrative roles. Their very nature, temperament and personality are different. The leader is often a volatile, charismatic type of person, effervescent and expansive. The administrator is usually quite different, if not entirely opposite. Each must recognise their differences and the need for their variety of giftings. They are as different as the foot to the hand or the ear to the eye.

THE DIVERSITY OF THEIR FUNCTIONS.

As widely as their giftings vary, so do the functions of their giftings. How difficult it is for a person without hands to have their feet perform those tasks that would be normally done by hands and fingers.

THE COMPLEMENTARY NATURE OF THEIR FUNCTIONS.

The beauty of the body is that all the varied parts are made to complement each other and function in harmony. There is no place for jealousy nor competition. God has gloriously designed each and every member to perform its particular function and the ultimate result is a pleasing and effective harmony. The body, working through its various members can successfully accomplish a multitude of tasks that no one member could ever achieve.

Chapter Thirteen

THE LEADER'S REWARD

"When the Chief Shepherd appears, you will receive the crown of glory that does not fade away." (1 Peter 5:4)
1 Peter. 5:1-11.

These verses are addressed specifically to Church Elders, (Christian leaders) and introduce the intriguing subject of awards which will one day be conferred upon them. The awards are depicted as "Crowns," and from this some have formed a mental image of certain Christians "strutting around heaven, wearing golden crowns."

I am not sure just how accurate or inaccurate this image is, but I am convinced that the purpose of these awards is not to bestow some flamboyant image of a golden crown upon particular persons. The real purpose is much more practical and meaningful than this. The crowns are insignias of rank, which indicate the rank and authority of the wearer. They are not given in order to boost the ego of the wearer, nor to reward them by making them conspicuous and somewhat glamorous figures. The badges of rank are to enable them to function with authority in the manifest Kingdom of God. The "crowned princes," will be part of the ruling community when the Kingdom of God is finally established and unveiled on earth. Messiah Jesus will be the King of all kings, and Lord of all lords and the saints of the Most High God will reign with Him in the earth. The type of crown will indicate the measure of authority that certain persons hold within the structure of this cosmic Kingdom.

A highly important aspect of our present leadership role and responsibilities is that God is preparing us to rule with His Messiah. Our leadership role at this present time is only a small aspect of the great eternal purpose for which God has ordained us, and for which He is now preparing us. God has called us to His everlasting Kingdom and to His everlasting glory. We are being prepared in this present earthly scene, for the great eternal purpose which God will consummate for the ages to come. His Kingdom rule will be established and manifested throughout the earth and Messiah will reign forever and ever over those nations that will remain in the earth. "The kingdoms of this world shall become the Kingdom of our God and His Messiah, and He shall reign forever and ever." (Rev. 11:15)

It is therefore important to remind ourselves that God's Kingdom, and our role in it, is predicated on two things, God's Authority, and our obedience. These are the two main principles He is endeavouring to make functional and effective in our lives. Ultimately the "success" of our leadership role will be measured by the degree that we have been obedient to God's authority over our lives. Our rewards will not be received because of achievements such as how large a church we have pastored, or how many congregations we have planted, nor the positions of executive authority we have held in our denomination. The criteria by which our reward will be given will be the measure of our obedience and faithfulness as we have sought to fulfil our response to His heavenly vision for our life.

GOD DOES NOT REWARD "SUCCESS," HE REWARDS FAITHFULNESS.

We are all stewards of the gifts with which God has blessed us and He will ultimately reward us according to the degree of faithfulness we have exercised over our stewardship. *"Let every man consider himself as a servant of Christ, and stewards of the mysteries of God. Moreover it is required of a steward that he be found faithful."* (1 Cor. 4:1,2)

"His Lord said to him 'Well done good and faithful servant, you were faithful over a few things, I will make you a ruler over many things. Enter into the joy of your Lord.'" (Matt. 25:21)

THE PASSAGE UNDER DISCUSSION IS :-

1. ADDRESSED TO THE ELDERS, (LEADERS, PASTORS)

"I exhort the elders who are among you, of whom I am one." The subjects dealt with in the following verses (1-11) are applicable particularly to leaders. They are instructed, counselled, admonished, and commended. They are also promised that one day, when the Chief Shepherd appears, He will reward their faithfulness to Him with a Crown of glory, a reward reserved for faithful shepherds.

2. TO THE WITNESSES, (PARTAKERS) OF CHRIST'S SUFFERINGS.

It is true that the particular elders to whom Peter wrote were contemporaries of Jesus and literal eye witnesses of His sufferings, and to some degree partakers of those sufferings. In our contemporary world there are no "eye witnesses of His sufferings," but there are many who have been partakers of suffering because of their identification with Jesus. I personally believe that from these modern and usually unknown and unsung heroes of our Faith, will come many of the Kingdom rulers. Their very faithfulness to Christ and His Kingdom in the face of discrimination, imprisonment, torture, and even martyrdom, has qualified them to share the rule with their Lord and Messiah.

There is something about an identification with the sufferings of Jesus that infuses a life with the quality of tested faithfulness which is an indispensable requisite of those who will be privileged to reign with King Jesus. This kind of fidelity is witnessed so frequently in believers and leaders of the Church in regions of our world where discrimination and persecution are the order of the day. Although the Church in the Western world enjoys a high profile, I believe that a majority of those who will inherit rulership roles in the everlasting Kingdom will come from those nations in which the Church has been despised, belittled and persecuted. In the furnace of affliction, God has fashioned them for His Kingdom. Many Christians from impoverished parts of the world will inherit the greatest riches and rewards when the Chief Shepherd appears in His glory.

I feel sure that it was with this kind of understanding that Paul expressed his highest desire - to know Christ in His fullness. Such knowledge includes a knowledge of Christ's sufferings which can only be gained by some measure of participation in those sufferings.

Phil. 3:10 *"That I might know Him, the power of His resurrection, the fellowship of His sufferings, being made conformable to His death."*

2 Tim. 2:12 *"If we suffer with Him, we shall also reign with Him."*

It is the faithful endurance of such suffering that produces the calibre of obedience required in those who would rule and reign with Christ. It was even said of Jesus that *"He learned obedience by the things which he suffered."* (Heb.5:8)

3. THE PASTORS MUST:

a) **Accept Oversight/ Responsibility Willingly.**

His acceptance of the leadership role must not be for any personal gain, whether monetary, emotional, or psychological. It must not be because of any kind of compulsion which persuades him against his true desire. He must will to be a servant of Christ, gladly accepting all the responsibilities and sacrifices involved in such a calling. He must recognise it as the highest calling that any mortal can receive and must enter into it with the highest and finest motives.

b) **Feed The Flock Of God.**

One of the greatest responsibilities which a leader embraces is that of feeding the Flock of God. This is such a high and holy calling that God has entrusted to us. It must be seen to be the highest privilege and greatest responsibility a man can accept. The education and edification of God's people is so high on His agenda that He dare not entrust this role to any angel but only to those who have known His redeeming grace and salvation, and have dedicated their lives to the welfare and health of the Body of Christ. Our motive should not be our desire to preach or teach, but our deeper desire to play a part in edifying, strengthening and blessing the people of God.

c) **Be Clothed With Humility.**

V.6. "Humble yourself that He may exalt you at the right time."

Humility is essential in a Godly leader because this indicates a genuine recognition that anything accomplished is due to the grace and help of God. If our labours and our work are the result of our own energy and ability then we have not truly accomplished a work for God. A true work of God can only be accomplished by Him and we are, at best, co-labourers together with Him.

d) **Lead The Flock By Example.**

The people of God deserve leaders who are truly examples and role models of the Kingdom of God. The Apostles were able to exhort the New Testament believers, "*Be followers of us, as we also are followers of Christ.*" Leaders who exhort the people to follow Christ and be like Him, yet are not themselves truly Christ like, are hypocrites, and unworthy of their calling.

e) **Submit Humbly To One Another.**

There is protection and safety in genuine submission to other leaders. The humility which enables one to submit is a factor which attracts the Grace of God, for God resists the proud, but gives abundant grace to the humble. Humble submission precludes pride. It also accomplishes a positive work in us which fits us for the privilege of Kingdom responsibility.

f) **Receive A "Crown Of Glory." (For faithful, obedient, pastors)**

Faithful pastors bring great honour and glory to their Lord. God is exalted and glorified through a faithful shepherd. Therefore he is a crown of glory to the Lord and this is precisely the reward he receives for his faithful labours. There are actually five crowns mentioned in Scripture, each of them a special reward for faithful service rendered to God. Let us look briefly at each.

THE FIVE CROWNS IN SCRIPTURE:

1. CROWN OF LIFE. (James 1:12-18)

For enduring and overcoming temptations and testings: *"Blessed is the man who endures temptation; for when he has been approved, he will receive the crown of life which the Lord has promised to those that love Him."*

There may be three factors involved in winning this crown :-

- Enduring and overcoming trials and temptations.
- Loving Christ despite the many trials which come.
- Remaining faithful even unto death. Rev. 2 :10.

2. INCORRUPTIBLE CROWN. (1 Cor. 9:24-27)

Striving for mastery and temperance in all things, for God's Glory: *"And everyone who competes is temperate (controlled, balanced) in all things. Now they do it to receive a corruptible crown, but we for an incorruptible one."*

See 1 Cor. 10: 5-13.

3. CROWN OF REJOICING. (1 Thess. 2: 19,20)

"For what is our hope, or joy, or crown of rejoicing? Is it not even YOU in the presence of our Lord Jesus Christ at His Coming? For YOU are our glory and joy."

This is the Soul Winner's crown. The souls whom he has won to Christ, are his crown! When the Soul Winner enters into God's eternal presence and finds many souls whom he has been privileged to bring to Christ, they will be to him his greatest joy and his "Crown of Rejoicing."

4. CROWN OF RIGHTEOUSNESS. (2 Tim. 4: 5-8)

"For I am now ready to depart, I have fought the good fight, I have finished the race, I have kept the Faith. And now there is waiting for me a Crown of righteousness which the Lord, the righteous Judge will give to me on that Day, and not to me only but to all those that love His appearing."

Paul has reached the stage of life where he realises that his departure to be with Christ is now upon him. He reflects on the life he has lived since his dramatic conversion to Jesus and uses three analogies to describe it.

- He has courageously fought a good fight.
- He has faithfully run a marathon race.
- He has conscientiously kept the Faith.

The three analogies describe the various ways in which he has been faithful to the call of God upon his life, and the manner in which he has discharged his responsibility to that call. At the end of his life he can look back upon the years of faithful service that he has rendered to Christ and His church. He also anticipates with quiet confidence, the reward which will be given in recognition of his faithful service and which will indicate his rank and authority in the Kingdom of God.

5. CROWN OF GLORY. (1 Pet. 5: 2-4)

This is the Shepherd's Crown. It is given in recognition of faithful service as a servant of Christ. The various aspects of that service which are recognised are :-

- Being a true elder in the Body of Christ.
- Having partaken in the sufferings of Christ.

- Having faithfully shepherded the Flock of God.
- Having willingly and eagerly served as overseers of God's people.
- Not lording it over the flock, but leading by example.
- Not using one's position for selfish gain.

There are obviously some features of shepherding the Flock which help to prepare one for service in the eternal Kingdom of God, just as King David's experience in the sheep folds had helped to prepare him for his rule over Israel. (2 Sam. 7:8) Some of those principles which enable one to be a successful servant of Christ also prepare one to be able to reign with Him when His Kingdom is established over the nations. (Rev. 11:15)

6. BELIEVERS WILL SHARE THE REWARDS TOO.

The crowns and awards we are briefly considering are not reserved solely for ministers or preachers, they will be conferred on many persons who have not been in those ranks but have faithfully served Christ in various other roles. I am certain that many "Christian business persons" will qualify for Kingdom recognition and awards and will play a vital role in the administration of the Kingdom rule of the Messiah. It is therefore essential that lay persons realise that everything they do should be "done as unto the Lord," because as they function in their business roles they are learning the various principles which will equip and prepare them for their roles in the manifest Kingdom of God.

Matt. 10: 40-42 "He that receives, (recognizes, respects, treats) a prophet, shall receive (share in) the prophets reward."

Whoever supports a pastor/leader, with prayer, loyalty, encouragement, cooperation will receive a like reward.

7. OVERCOME SATAN LEST HE OVERCOME YOU.

The tragic reality is that it is possible for Satan, through various subtle devices, to actually rob some of God's servants of their award. How tragic for some who have faithfully served Him for many years to finally allow the enemy to rob and steal their inheritance from them. To avoid this dreadful possibility the Scriptures warn us to:-

- Be sober, watchful, and vigilant at all times.
- Resist Satan by being steadfast in the Faith."
- Stay humble and clothed with humility.
- Submit to one another in the Lord.
- Cast all your cares on Jesus.

8. THE GOD OF ALL GRACE.

As we have considered the sobering fact of what Satan can achieve, should we allow him to do so, we should also remind ourselves that God is "The God of all Grace," and that His grace is abundantly sufficient to keep us in every situation. He is *"the faithful God who keeps covenant and mercy for a thousand generations with those who love Him and keep His commandments."* (Deut. 7:9) It is encouraging and reassuring to know that He has invested His covenant agreements with His Mercy to cover our short comings and weaknesses. It stabilizes our faith to know that the fulfilment of His Covenants is predicated on HIS faithfulness, and not ours.

9. GOD WILL PERFECT AND ESTABLISH YOU.

We must always remember that "It is God who is working within us, both to will and to DO His good pleasure. (Phil. 2:13) Above and beyond all that we are able to accomplish in our lives, either personally or in our ministry, is the wonderful, matchless, grace of the God of all Grace. Ultimately our success in life and leadership, will not depend on our capabilities, nor our faith, or lack of faith, but upon God's faithfulness.

Those leaders who are ultimately most successful from God's perspective, are not the brilliant, charismatic, high achievers, but the ones who are fully surrendered to God so that He is able to perform His work through them. In the process of accomplishing this He will :-

Perfect You. Perfection, from God's perspective, inevitably involves wholeness and maturity. God will "put all your pieces together," whilst He is also making your leadership role effective and fruitful. Its inference, in this context is, He will fit you out completely, or make you what you ought to be!

Establish You. Establish you as a tree is established when its roots have sunk deep into the earth.

Strengthen You. Strengthened through the infusion of His divine strength.

Settle You. He will place you on a firm and unshakable foundation.

God has called you to serve Him, but He has not left you to fulfil that call out of your own strength or ability. As with Job, "He will perform the task that He has appointed unto you." (Job 23:14) As He works through you to fulfil that task, He will also be working within you to perfect His deposit in your life, and to prepare you for your role in His eternal Kingdom. Let us pray for each other as God works on this. Let us support each other in faith and prayer so that He will complete the good work which He has begun in you and me, to His eternal praise, honour, and glory.

"To whom be all glory, dominion, and power, forever and ever. Amen." V11

Postscript : The principles I have endeavoured to share with you are some of the things I have learned in more than 40 years of service as a pastor, evangelist, missionary and Bible college principal. I sincerely trust they will help you to learn some things the "easy" way rather than the hard route of making mistakes as I have frequently done.

Gerald Rowlands. D. Min
Singapore 1994.