

## UNIT II

### LEADING IN CHURCH ADMINISTRATION

The modern church is demanding more and more administration from the pastor. The pastor thinks of himself primarily as a preacher, but upon entering a pastorate he discovers that he is submerged often in administrative responsibilities.

The word administration comes from the Latin word *administrare* which means "to serve." Church administration refers to the management of the affairs of the church by directing and superintending its programmes. This unit deals with the place and approach of the pastor in leading the people to carry out the work of their church. The unit focuses on the leadership role of the pastor in guiding the people in purposeful activity. If a church is to grow, develop, and reach out to evangelize the world, the pastor must know how to organize and involve the members in the activities of the church.

*Lesson 4* presents the qualities of good leadership. A pastor should distinguish first between the role of a commander and of a leader. In the New Testament, church leaders were designated frequently as bishops. They were overseers of the flock (Acts 20:28), which Christ had purchased with His own blood. Jesus Christ assigned to the Church a task to accomplish in the world. Through the leadership of the Holy Spirit, men are designated to be leaders or administrators in accomplishing the assigned task. Jesus Christ is the commander; the pastor is the leader. To succeed in his assignment, he needs to know the qualities of good leadership. Since leadership qualities can be improved, the pastor should strive to eliminate his weaknesses and replace them with positive qualities.

*Lesson 5* gives instructions on presiding over church business meetings. The pastor needs to understand the basic principles of democracy, what it attempts to accomplish in the lives of people, and its advantages over other forms of government. He also needs to be aware of the perversions of democracy and the abuses of it. Once the pastor is committed to leading the church as a spiritual democracy, he should know certain elementary procedures which will enable him to avoid pitfalls while he leads the group in the democratic processes.

*Lesson 6* is based on the premise that church members grow and develop through involvement. More is accomplished if the pastor knows how to share the responsibilities of ministry in the church. This lesson discusses the different groups and organizations which can be used in carrying out the work of the church and the leadership necessary for these organizations. The success of the pastor's ministry will depend to a large extent upon his ability to recognize and enlist capable leaders. Many laymen would make greater contributions to their churches if their pastors knew how to involve and inspire them. The pastor can truly make his greatest contribution when he leads every member of his church to become involved in the building of the Kingdom of God. To interest, enlist, and

train members for leadership responsibilities are primary tasks of the pastor. He cannot expect leaders to appear automatically. After he has served a church as pastor for several years, his leadership ability can be evaluated to some extent by the number of responsible, competent, and consecrated leaders there are in the church.

Leaders do not have to be men of high educational achievement. They come from among the people and are trained and challenged for the tasks to which they are called.

## LESSON 4

### PRINCIPLES OF LEADERSHIP

#### Introduction

##### Aim

To become acquainted with the qualities of good leadership and to learn how to become a more effective pastoral leader.

##### Thought questions

1. Why are some people leaders and others not?
2. What are the characteristics of a good leader?
3. What are the functions of a leader?
4. Do all leaders go about their work in the same way or are there differences in the tactics of secular and Christian leaders?
5. Are leaders born or made?
6. What does a person have to do to become a leader?

#### Concepts of Leadership

A leader is often thought of as (1) a "big chief" who sits at his mahogany desk surrounded by secretaries and assistants; (2) a man in command of an army, or corporation, or institution; (3) one who can "say to one, 'Go', and he goes; to another, 'Come here', and he comes; and to my servant, 'Do this', and he does it" (Matt. 8:9, NEB); (4) a popular and powerful champion of a cause who can rally followers to his support. These ideas of leadership are based on the concepts of dominance, superiority, command, and control of others. Kings, emperors, generals, popes, bishops, presidents, governors, and labour leaders are men with official positions and with invested authority which is enforced by police and military power. Spiritual leaders are not to be as "the princes of the Gentiles" who exercise authority over people.

Another image of a leader may be that of the activist who has won the right to lead because he gets things done. He may have improved living and working conditions or reduced crime and immorality. Still others think of a leader as a man of superior intelligence and originality, such as educators, philosophers, theologians, poets, and scientists. They may be elected eventually to a hall of fame. The spiritual realm also has its leaders whose emphases are on the spiritual and unseen values of life. Buddha, Confucius, and Mohammed are examples, as well as Moses, Samuel, and David.

*There are many misconceptions of what a leader is to be. Name some.*

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

*(Compare your answers with the text.)*

*Two other common concepts of a leader are:*

1. He is an a \_\_\_\_\_ who gets things done.
2. He has superior i \_\_\_\_\_ and o \_\_\_\_\_.

*(1. activist; 2. intelligence, originality)*

Dr. Gaines S. Dobbins sums up the traditional and popular image of the leader with five characteristics:<sup>1</sup>

1. He is an exceptional person.
2. He possesses elements of authority.
3. He has unusual ability and mastery.
4. He exhibits traits of personality that gain attention.
5. He exercises influence over others that makes them voluntary or involuntary followers.

Dobbins further points out that not all of these qualities are necessarily, or even probably, found in any one person who leads.

The greatness of a secular leader is measured in terms of how well he leads people to achieve the satisfaction of their desires. A leader in spiritual affairs succeeds when he follows Christ's will and utilizes the gifts of the Spirit in fulfilling his responsibilities. Jesus told His disciples that seeking success in fame and fortune was characteristic of ruling Gentiles and that His followers would succeed by being servants.

Christianity challenges the concept that only persons with exceptional qualities become leaders. Jesus gathered to himself ordinary men and developed them into leaders. They came from the common walks of life. They held no offices and were not noted as men of action or well educated; neither were they conspicuous for their ideas or ideals. They apparently were men of common sense, sincerity, and integrity and were teachable. They not only learnt Jesus' words and messages as they accompanied Him, but they caught His spirit and imitated His methods in carrying out His redemptive mission. They soon discovered that they had powers of which they were not aware. They received a vision of the Kingdom of God and experienced the presence of God in the person of the Holy Spirit.

Before maturing as leaders, the disciples were involved in the controversy of who would occupy the two most important places in the coming Kingdom (see Matt. 20:20-28). Ambition for leadership threatened their fellowship. In the midst of this experience, Jesus set forth the distinctive quality of Christian leadership in the words, "But whoever would be great among you must be your servant, and whoever would be first among you must be your slave; even as the Son of man came not to be served but to serve, and to give his life as a ransom for many" (Matt 20:26-28, RSV). The Christian distinctive in

List five traditional characteristics of a leader.

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

(Compare your answers with the text.)

Match by drawing a line from the leader to his characteristic.

- |              |   |
|--------------|---|
| 1. Secular   | a. succeeds when he follows Christ's will and utilizes the gifts of the Spirit. |
| 2. Spiritual | b. succeeds if he leads people to achieve their desires.                        |

(1--b, 2--a)

Jesus' choice of ordinary men to be His disciples challenges the concept that only persons with exceptional abilities or qualities become

\_\_\_\_\_.

(leaders)

Finish reading this paragraph, which continues on the next page, before doing the following exercise.

The distinctive quality of Christian leadership is to s \_\_\_\_\_ rather than to hold a position of p \_\_\_\_\_ and p \_\_\_\_\_.

(serve, prestige, power)

<sup>1</sup> Learning to Lead (Nashville: Broadman Press, 1968), p. 29.

leadership is not to hold a position of prestige and power but to be a servant—to get under the load of human need, bearing it sacrificially and redemptively.

Because of the Christian distinctive, the motivations for leadership are different. All motives are mixed and are combinations of pure and impure impulses. Christians depend on the power of God's Spirit to enable their pure motives to predominate. Their motivation for leadership will not be based on the desire for prominence but on humility, not excellence but faithfulness, not authority but obedience, not being served but to serve.

The pastor is not to command, to boss, or to manipulate the members of the church. Commanding and dominating are completely inadequate methods for getting results from people who work together in a church fellowship. These methods may bring about some results but will fail to develop people spiritually and will disrupt relationships within the fellowship. Pastoral leadership attempts to interest people in working together for a common purpose in a cooperative effort. Challenge and guidance are keys to spiritual progress. One who commands is interested only in the end result and puts the welfare of the organization ahead of the welfare of the people. One who leads seeks to develop people, and his first concern is the welfare of the people.

Since a church has a voluntary membership, its members cannot be coerced in this age of enlightenment and freedom; they must be led. The pastor must depend on spiritual power. His function is to inspire them to serve Christ and to work in the church. He is to promote harmony among the members. He should realize that individuals are moved to accomplish tasks by the stirring of deep motives. The pastor appeals to these motives in leading church members to work devotedly and harmoniously with others in accomplishing the purpose of their church. Ordway Tead defines leadership as the influencing of people to cooperate towards some goal which they come to find desirable.<sup>2</sup> In accomplishing their purpose, the people experience satisfaction and a sense of self-fulfilment. A pastor will earn his right to lead if he can help a group to accomplish its goal with the least amount of friction and the greatest sense of unity and self-realization.

### Determining Worthy Objectives

The leader must be certain that he has a sound and meaningful purpose before he attempts to win followers. He is only as strong a leader as his objectives are sound. Is

<sup>2</sup> *The Art of Leadership* (New York: McGraw-Hill Book Company, Inc., 1935), p. 20.

Motivation for Christian leadership is not based on desire for prominence but on \_\_\_\_\_;

not on excellence but on \_\_\_\_\_;

not on authority but on \_\_\_\_\_;

not on being served but on \_\_\_\_\_.

(humility, faithfulness, obedience, service)

A church boss c \_\_\_\_\_, m \_\_\_\_\_, and d \_\_\_\_\_.

A church leader c \_\_\_\_\_ and g \_\_\_\_\_.

(commands, manipulates, dominates, challenges, guides)

A pastor seeks to \_\_\_\_\_ and to promote \_\_\_\_\_.

(inspire, harmony)

he interested primarily in increasing the size of his church, or is he interested in building the Kingdom of God? Is he interested in fulfilling egotistical ambitions, or is he concerned with the personal and spiritual development of the people? Is he interested in realizing his ambitions for leadership, or is he concerned with magnifying the Cross of Jesus Christ?

The first lesson in the study guide *The Pastor's Personal Life and Duties* focuses on the nature and mission of a church in order that its goals can be defined. As the people of God, the purpose of a church is to love and worship God. According to the New Testament, one way of worshipping is through sacrificial service. The Great Commission best expresses the kind of service God requires: to bring the lost into a relationship with God through faith in Jesus Christ (making and baptizing disciples) and to develop the spiritual lives of Christians ("teaching them to observe all things . . .").

The mission of a church is to minister to the spiritual and physical needs of people. The pastor must understand their spiritual and emotional needs; their physical needs are more obvious. Each person needs a sense of individual worthiness and an assurance that he is somebody. A sense of self-fulfilment may be accomplished in three ways. First, the sense of self-value in the spiritual realm is established when a person recognizes that Jesus loved him enough to sacrifice His life for him. Second, reinforcement comes when the person accepts the will of God for his life and recognizes that he is identified with a movement of world-wide significance. A third way in which a person senses self-fulfilment is by finding his place of service in a church and by feeling that his contribution is important.

The pastor who has genuine love will be aware of, interested in, and concerned for every member of his congregation. This expression of interest and concern meets a real human need by communicating to each person his importance and worth. A pastor whose interests centre in himself and in the satisfying of his own ego is unaware of the needs of those about him; therefore, he fails as a true leader.

The pastor must know *where* he is going and *why* before he can decide *how* to get there. The nature of God and His commission to share the gospel have determined already the goals and objectives towards which a church should move as it seeks to fulfil its mission. The Church must be the redemptive voice of God to a lost world instead of the mouth-piece of the people. In the Old Testament, the Church, as the people of God, was God's "peculiar treasure" which meant that it was initiated by God, that it was chosen for a purpose (making known God's love), and that the divine task belonged to all

The purpose of a church, as the people of God, is to \_\_\_\_\_ and \_\_\_\_\_ God.

One aspect of worship is \_\_\_\_\_.

According to the Great Commission, service is to bring the \_\_\_\_\_ into a right relation with God through \_\_\_\_\_.

(love, worship, service, lost, faith)

The mission of a church is to minister to people's \_\_\_\_\_ and \_\_\_\_\_ needs.

(spiritual, physical)

The goals and objectives of a church have been determined already by the n \_\_\_\_\_ of God and His c \_\_\_\_\_ to share the gospel.

(nature, commission)

members of the chosen community.<sup>3</sup> The Church was founded by Jesus. Its nature has been determined by the "good news" of His life, death, and resurrection which each church is called to proclaim. A church derives its character and activities from its head, not from its members. Its primary functions are to worship God and to bear witness concerning the gospel of salvation.

Churches must be Christ-centred instead of programme-centred or pastor-centred. They can become race-centred, social-centred, or have any number of misguided centres. A spiritual, Christ-centred church is more important than an organization with a large attendance, impressive statistics, or neatly executed programmes. Jesus must be upheld as Lord of all of life. This doctrine in turn becomes applicable to the racial and social concerns of the community. Missions and evangelism are seen as fulfilments of the church's purpose. The people of God are not cloistered saints (withdrawn from the world), but they are a fellowship which goes forth to serve in the world. The institutional church exists to train the members of its body for service in the community and in the world.

#### Steps in Reaching Worthy Goals or Objectives

##### Recognizing needs

The pastor must recognize the areas in his church which are not measuring up to the Christian standard set forth in the Bible. Keeping in mind that the First Commandment is to love the Lord with one's total being and the Second is to love one's neighbour, the following human needs should be recognized, beginning with the most basic:

To experience God's forgiving love through repentance and faith;

To share God's love with those who have not been saved;

To worship God more effectively;

To live in the presence of the Holy Spirit each day;

To recognize God as owner of all, resulting in honouring Him with a tithe of one's possessions;

To grow in understanding of the teachings or doctrines of the Scripture;

To be obedient to God in world mission involvement;

To grow in personality and Christian conduct;

To share with those in need;

To take a positive stand on social issues.

<sup>3</sup> See Exodus 19:3-6. Priests were servants who brought the people to God. "Holy nation" means that the people were set apart into God's service.

Fulfilment of a church's goals comes through  
 m \_\_\_\_\_ and  
 e \_\_\_\_\_.

(missions, evangelism)

After you have read each step in reaching worthy goals, write it.

Step 1: \_\_\_\_\_

List ten needs of man.

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_
8. \_\_\_\_\_
9. \_\_\_\_\_
10. \_\_\_\_\_

(Compare your answers with the text.)

After the pastor has become aware of the needs of his congregation, he must lead the members to recognize them. Sometimes spiritual needs are difficult to recognize. Statistics often have been used effectively to awaken a congregation to its failure, but there is the danger of their being used as a measure of success. For example, a church may conclude that it is guilty of spiritual shallowness because of poor attendance. On the other hand, when attendance increases, it may conclude then that it has matured and developed spiritually while overlooking its prejudices, lack of moral standards, or missionary responsibilities.

**Planning to meet needs**

Organizations, such as Sunday School and men's, women's, and young people's groups, exist for meeting particular needs in the life of a church. Sometimes that need which caused the organization to be initiated has been forgotten; therefore, it no longer can accomplish its purpose. Each organization should review constantly its purpose for existence and the needs which are to be met and re-evaluate the effectiveness with which it is accomplishing its purpose. Customary or traditional activities should not continue to be perpetuated if they have lost their essential usefulness; sometimes new approaches must be planned. New organizations may be brought into existence. For example, if stewardship is weak, a new approach should be taken to involve every member in serving and worshipping his Lord through giving. If young people are growing up without a knowledge of the Scriptures, the teaching institutions of the home and church should receive attention.

The members of a church must be involved in planning. In the past, many churches have been guilty of allowing one man or a small committee to make all decisions. This approach excludes the larger membership from feeling responsible for meeting needs because they are uninformed. If the congregation is involved in planning, it must be made aware of the needs and led to feel a greater concern for meeting them.

**Organizing a church to carry out the plans**

After a church has decided on a plan for meeting a need, the carrying out of the plan may be assigned to an individual or a committee, lest "everybody's responsibility becomes no one's responsibility." The leadership ability of the pastor is apparent in the approaches he takes in leading in the selection of committees to carry out plans. He will be interested in having those selected who are responsible persons and have some ability for doing a particular job. He must be alert constantly for the quiet and reserved members who have untapped potential. Most churches have much unused manpower. The result is the

*Step 2 in reaching worthy goals is \_\_\_\_\_*

*Who is responsible for planning to meet needs?*

*(the congregation or church)*

*Step 3 in reaching worthy goals is \_\_\_\_\_*

*After the church has decided on a plan for meeting needs, the carrying out of the plan should be assigned to an*

*i \_\_\_\_\_ or  
a c \_\_\_\_\_.*

*(individual, committee)*

overworking of some and the uninvolved of others. The key to pastoral leadership is to recognize those who can and are willing to serve but who need to be encouraged to do so.

**Stimulating and inspiring those responsible for a task**

The pastor's personal relationship to persons is a key factor in stimulating them to action. The approach he takes with different persons will depend on the personalities involved. No one approach will work for all individuals. The pastor must be sure that each person has adequate training to accomplish his task. He will want to acknowledge to the persons involved the progress that is being made, and he should report periodically on it to the congregation.

The pastor should recognize that the need which a church has undertaken to meet is of even greater concern to his Lord than to himself. He can depend on the leadership of the Holy Spirit to guide those who are involved in carrying on the work of God.

**Developing Leadership Qualities**

**Characteristics of good leaders**

*Right attitude.*—The distinctive Christian understanding of leadership is servanthip. Many leadership qualities fall in the realm of attitude and can be developed or changed. Accepting leadership as servanthip requires a change of attitude for most people. Attitudes are affected by one's natural endowments, environment, and experiences. Negative attitudes, which disturb the emotions of a person, can affect physical and mental health. On the other hand, a physical disability can cause a negative attitude. Faith in God can turn a defeated attitude into a positive and confident one which leads to victory. A person lives in spiritual defeat when he depends on himself; he experiences spiritual victory when he depends daily on God.

*Physical health and energy.*—For one who carries the responsibilities of a leader, physical health is highly desirable and mental health is a necessity. Without adequate energy derived from good health, the person will lack sufficient drive and endurance required of a leader. An absence of energy results in lack of enthusiasm which is essential for inspiring others. Sluggishness, apathy, and chronic fatigue are foes of good leadership.

Leadership requires longer than average working hours and sustained, concentrated effort. The leader must be able to face each new day with body and mind refreshed in order that his thoughts will be clear. Reasonable health practices (adequate rest and proper diet) will contribute to his supply of energy and emotional stability. The Christian leader has a moral responsibility

Step 4 in reaching worthy goals is _____
Who is primarily responsible for Step 4?
(the pastor)
As you read the topic <i>Characteristics of good leaders</i> on the following pages, list each characteristic.
Characteristic 1: _____
Attitudes are affected by natural e _____, e _____, and e _____.
(endowment, environment, experience)
Characteristic 2: _____
Energy affects e _____ which is essential for i _____.
(enthusiasm, inspiration)

to be a good steward of his body since it is the temple of the Holy Spirit.

Energy and stamina are dissipated by anxieties which reduce leadership effectiveness. The Christian leader has the advantage of a source of release for anxieties and emotional strains. Strained home relations, uneasiness concerning insufficient support, and depression of guilt resulting from a promiscuous life make tremendous demands on the energies of a leader. The Christian leader can avoid these debilitating experiences through his relationship to Christ. He has the promise of Christ's power to overcome such circumstances. He has the privilege of committing to Christ those matters which he cannot handle personally.

*Personal attractiveness.*—A person has little control over his physical features, but fortunately personal attractiveness involves more than just physical attributes. Neatness in appearance, social graces, intriguing mannerisms, and a positive attitude are more desirable. A genuine Christian love (concern for others) contributes much to the personality.

*Intelligence.*—To be intelligent means to be endowed with perception, knowledge, and understanding. An intelligent person is able to deal with life's situations, to solve problems as they arise, and to utilize knowledge purposefully. Intelligence is the capacity to discriminate between the essential and the superficial, to sense relationships and analogies quickly, and to profit from past experiences in solving present difficulties.

Intelligence is important for the leader because of the necessity of his selecting objectives, coordinating processes, and making wise decisions. The pastor is required to define the objectives of his church, to correlate the various organizations in achieving those objectives, and to be aware of new ways for accomplishing the tasks. He must be able to take the customary procedures of his denomination and adapt them to meet the needs of a particular congregation in a given environment. To accomplish this feat the leader needs imagination which is the ability to create in his own mind a new and workable plan of action.

*Purpose and direction.*—The leader should know where he is going and have determination to reach his goals. His aims must be definite and he must have the ability to communicate them to others. These aims may not be defined clearly in the beginning of one's Christian service. Clarification is a process which is accelerated by observing others who are doing the same type of work, by reading books and articles, by receiving instruction from experienced persons, by observing a group being led and studying their responses and growth, and by depending

Leadership effectiveness is reduced by

a \_\_\_\_\_.

(anxiety)

Characteristic 3: \_\_\_\_\_

List some areas of physical attractiveness over which one can have control.

(Compare your answers with the text.)

Characteristic 4: \_\_\_\_\_

Intelligence helps in--  
selecting \_\_\_\_\_,  
coordinating \_\_\_\_\_,  
making \_\_\_\_\_.

(objectives, processes, decisions)

Characteristic 5: \_\_\_\_\_

The leader should k \_\_\_\_\_ where he is going and have d \_\_\_\_\_ to reach his goals.

(know, determination)

on illumination by the Holy Spirit. The pastor should take seriously James 1:5, "If any of you lacks wisdom, let him ask God, who gives to all men generously and without reproaching, and it will be given him" (RSV).

*Adequate educational background.*—Education is based on two kinds of knowledge: theoretical and experiential. The theoretical part comes through formal training. Theories must be field tested and proven before they can become fully useful. Theories which have been put into practice bring to the leader greater insight and understanding than he receives from mere classroom instruction. A person who has been denied the privilege of a formal classroom education can, however, make progress through a self-study programme. If he disciplines himself, he can compensate for the lack of formal education with practical understanding.

*Enthusiasm.*—Enthusiasm is closely related to physical and mental energy and interest. It is contagious and is related to conviction. It cannot be pretended; it must be genuine. The purposes and aims of the pastor as leader must come from the heart. He must be caught up in the reality of the gospel of salvation. A spirit of enthusiasm is to a large degree dependent on the Holy Spirit through whom the leader comes to a deeper understanding of the fact that "Christ is the answer." The word enthusiasm originally came from a Greek word meaning possessed and inspired by some divinity. The pastor's enthusiasm should come from the Holy Spirit who guides him to direct his total life towards accomplishing the purposes of Christ.

*Friendliness and affection.*—Friendliness and affection are results of genuine interest in other people. Genuine interest is the outgrowth of Christian love. The pastor is able to love others because Christ first loved him. The love of Christ is reflected through the life of the minister. His friendliness and love are demonstrated when he visits the sick and others, when he counsels with the confused and distraught, and when he carries out his other pastoral responsibilities in the name of Christ. The pastor who may be weak as a preacher can still succeed as a leader through friendliness and expressed concern for those of his congregation and community. The power and effectiveness of the pastor as leader depends on his compassion for people. This compassion is not expressed so much in what he says as in what he does in giving his life to the task of bringing about the happiness and well-being of others.

*Integrity.*—Before church members can respect their pastor, they must be convinced of his integrity. Integrity is the quality of standing for what one knows is right. Consistency and dependability are involved in integrity. The

*Continue listing the characteristics of a good leader.*

*Characteristic 6:* \_\_\_\_\_

*Characteristic 7:* \_\_\_\_\_

*Characteristic 8:* \_\_\_\_\_

*Characteristic 9:* \_\_\_\_\_

pastor must keep his promises regardless of how insignificant the commitment may appear; he must be prompt in meeting his obligations; and he must be honest in his financial dealings. Integrity requires a pastor to be prudent and reasonable in his relationships with church members.

*Perseverance.*—The admired leader is one who refuses to give up in the face of discouragement, disappointment, and apparent failure. Spiritual leaders frequently face discouraging experiences. The forces they are attempting to overcome are not of this world and are difficult to prevail against. Victory is not as dependent upon the ability of the pastor as upon the power of God. The perseverance of many dedicated leaders in times of discouragement has resulted in a great harvest of souls at a later date.

*Ability to learn and willingness to share.*—Regardless of how much experience the person may have, he never becomes too old to learn. A pastor seldom faces two situations exactly alike. Although the experienced pastor can draw upon past experiences, there are new elements in the experiences of each new day. The pastor must remain open and alert to learning opportunities if he is to succeed in today's world as a church leader.

*Devotion to the task and loyalty to the cause.*—Basic to pastoral leadership is faith in Christ, confidence in His redemptive purpose and power, and loyalty to His Church and fellowship. Faltering faith and gross hypocrisy are bitter foes of pastoral leadership. Undivided loyalty is difficult to maintain today in a world with so much emphasis on the material. Jesus warned, however, "No man can serve two masters. . . . Ye cannot serve God and mammon" (Matt. 6:24).

### Improving leadership qualities

Each Christian should recognize that to some degree his responsibilities in serving Christ require him to be a leader. He is responsible for leading the lost to Jesus Christ as Saviour. Consequently, every Christian must grow in knowledge of the Scripture and in Christian maturity to accomplish this task.

In improving leadership qualities, one may ask himself four questions: (1) Which qualities do I already possess? (2) Which qualities do I need to improve? (3) How can I acquire the qualities which I now lack? (4) What are my weaknesses? Under the leadership of the Holy Spirit's guidance, each person can improve his qualities of leadership. Improvement is dependent on a genuine conversion experience, interest in and concern for people, and ability and willingness to learn. An arrogant, self-satisfied person is not teachable. A disciple who "hungers and thirsts after righteousness" will find

Continue listing the characteristics of a good leader.

Characteristic 10: \_\_\_\_\_

Characteristic 11: \_\_\_\_\_

Characteristic 12: \_\_\_\_\_

Three facts or foundations are necessary for improving leadership qualities:

1. Improvement is possible under the guidance of the \_\_\_\_\_.
2. Improvement is dependent on--
  - a. a genuine \_\_\_\_\_
  - b. \_\_\_\_\_ and \_\_\_\_\_ for people
  - c. ability and willingness to \_\_\_\_\_.

CONTINUE ON THE NEXT PAGE.

(Compare your answers with the text.)

“springs of living water” through reading of the Bible and prayer. The impulsive Peter had to learn self-control and needed to be rebuked by fellow Christians on occasions. One of the ambitious “sons of Thunder” needed experience to learn how to love and how to be a humble servant.

### Learning to Share Responsibilities

The pastor has two alternatives in leadership: he may undertake all of the jobs or tasks himself, or he may learn to discover latent (hidden) talents in members which can be channelled into God’s service. The pastor who follows the first alternative finds himself over-worked and never able to accomplish all that needs to be done. He who follows the second discovers the method of Jesus and progresses towards his goal of developing Christians by involving them in service.

There are several reasons why a pastor does not delegate responsibilities to others. He may be a perfectionist and, therefore, is dissatisfied with the way others do the task. If a pastor has this problem, he needs to recognize that his responsibility is not to perfect an organization but to develop people. He may have been disappointed previously in delegating responsibilities because the task was not accomplished. The pastor must recognize that a leader’s job does not stop with enlisting someone to do the work, but he is responsible for inspiring that person to carry it to its end.

The pastor should observe carefully the members of the congregation and determine which persons are capable of carrying out certain jobs. Some people have great difficulty in expressing themselves and will avoid responsibilities which require them to preside or speak to groups. However, these people may have unique contributions to make “behind the scenes.” A pastor should be cautious in enlisting a person for a responsibility just to involve him in an active church life. If the person has not been interested enough to support his church, he probably will not be interested enough in the task he has been asked to do to carry it through to completion. The cause for his lack of interest needs to be discovered and removed before he is given an important and responsible assignment.

Characteristics which the pastor will seek in those whom he enlists in leadership will be the same as discussed previously under qualities of leadership. The person should be sincere, devoted to Christ, and open to opportunities of learning. Such a person can be trained in service for Christ.

*Continued--The facts or foundations necessary for improving leadership qualities:*

3. A real desire for improvement leads to a greater concern for reading the \_\_\_\_\_ and for \_\_\_\_\_.

(3. Bible, prayer)

*Underline the preferred alternative in leadership for a pastor:*

1. Undertake all of the tasks himself.
2. Discover hidden talents to be developed.

(2)

*Is this statement true or false?*

*It is not usually a good idea to attempt to get someone to be active in church by giving him a responsibility. \_\_\_\_\_*

(true)

## Training Leaders in the Church

In writing to the Ephesians, Paul pointed out that unity and respect should prevail in their church. Apparently one segment of the congregation considered itself superior to the other. Paul emphasized that each member had been given gifts of grace to equip him for the ministry (4:7). Spiritual gifts equipped some to be apostles; others to be prophets, evangelists, and pastors and teachers. The spiritual gift for pastor-teacher equipped him "for the perfecting of the saints, for the work of the ministry, for the edifying of the body of Christ" (4:12). According to this Scripture, the primary task of the pastor is to teach and train the members of the church in preparing them for their ministries.

There are several methods for teaching prospective leaders. The pastor may tell the learner certain things, thus imparting information by a lecture method. He may make available to him relevant materials, a type of individual preparation or self study approach. The pastor may employ the "learning by doing" (apprenticeship) method by taking the trainee with him as he performs certain ministries. This method is especially appropriate for training Christians to witness. The lecture, self-teaching, and apprenticeship approaches are all effective teaching methods.

Keeping in mind the fact that education involves theoretical and practical knowledge, the pastor should consider employing all three methods in preparing church members for leadership responsibilities. Without experience, the untrained will not understand the significance of what the pastor tells them. Without experience, they will be unable to appreciate the value of the material related to their responsibility. The wise pastor finds that he can multiply his ministry by giving personal attention to training individual leaders. This method requires much time, but, in following this procedure, he is following the example of Jesus. He taught His disciples not only with words but took them with Him and allowed them to share the work of the Kingdom of God. After the departure of Jesus, the disciples continued to do the work which Jesus had done. They had learnt by hearing, observing, and participating in the actual work of the Kingdom. They were taught principles, and they learnt how to apply those principles to various situations. A great weakness in leadership development is the enlisting of workers and assigning them responsibilities without training them.

In training prospective church leaders, the pastor must remember that each personality is different. He should not conclude that everyone will carry out a particular programme in the same way. Instead, he should be

According to Ephesians 4:12, what is the primary task of the pastor? \_\_\_\_\_

(Compare your answer with the text.)

Three possible approaches to leadership training are:

1. \_\_\_\_\_ method
2. \_\_\_\_\_ study method
3. \_\_\_\_\_ method

(1. lecture, 2. self or individual, 3. apprentice)

Is this statement true or false?

There is a need for all three methods of training leaders. \_\_\_\_\_

(Compare your answer with the text.)

sure that the potential leader understands the objectives and principles of the particular organization and is allowed some freedom in the methods which he will use in accomplishing those objectives.

The pastor should teach books related to particular organizations of the church. He would be wise to be available for counselling and guidance and he should be alert to the progress each new leader is making with the organization. If interest begins to lag, the pastor is responsible to challenge the leader and the members of the organization to fulfil their assignments.

Since the task of every Christian is to witness, one of the best ways of training soul winners is for the pastor to invite them to go with him when he witnesses. Also in formal class periods, he may give instructions on the use of the Bible and methods in witnessing. He will never train his church members to be soul winners, however, until he involves them in the actual experience of witnessing.

The pastor must remember that church leaders serve not only an organization but also a spiritual organism. They need more than methods and techniques for carrying out their work. They must be instructed in the doctrines of the Bible and be led to a deeper commitment of their lives to Jesus Christ. They need to know how to depend on the leadership of the Holy Spirit in accomplishing the responsibility God has placed upon them. Regardless how insignificant the task may appear, each person will do a better job if he has a sense of the leadership of the Holy Spirit.

The task of the pastor is to build the Kingdom of God. He accomplishes this goal by training leaders and sharing with them the responsibilities of the Christian work. The pastor who has a strong conviction about the New Testament principles of mission will be alert to discover prospective ministerial candidates who may be trained to take his position in the established organization. The pastor with experience is much better equipped to establish new work in a needy area. The Apostle Paul set the precedent for this procedure in Acts 13:1-4. The church at Antioch seemed to have been well established with adequate leadership. It appears to have had four competent prophets and teachers in addition to Paul. The two most competent and mature teachers, Barnabas and Paul, offered themselves to the Lord to reach out and to establish new work. This was possible because other prophets and teachers had been trained to carry on the work in Antioch. Certainly the established church in Antioch needed the continued teaching of the Word of God. The removal, however, of two mature prophets and teachers—Paul and Barnabas—from the leadership in the church and their assignment to new work appears not to have hindered the church. This action did augment great-

<p><i>In training leaders, the pastor should t _____ books, c _____, g _____, and e _____.</i></p> <p><i>(teach, counsel, guide, encourage)</i></p>
<p><i>All three methods of leadership training, listed on the previous page, are useful in training for evangelism, but which is most effective? _____</i></p> <p><i>(apprentice)</i></p>
<p><i>Methods and techniques are not enough; _____ study and commitment of _____ are essential also.</i></p> <p><i>(Bible, life)</i></p>
<p><i>A pastor is helping to build the Kingdom of God when he trains _____ and shares with them the responsibilities of Christian _____.</i></p> <p><i>(leaders, work)</i></p>
<p><i>The New Testament pattern for starting new churches was for the established church to send out some of its more m _____, well-t _____ leaders.</i></p> <p><i>(mature, trained)</i></p>

ly the building of the Kingdom of God.

Even though the needs of the world are crying out for the gospel, some churches have become static. This condition develops whenever a pastor fails to prepare leaders and neglects to give them opportunity for practical experience in the church. A pastor with a missionary heart will not feel threatened by the development of potential pastors within his congregation. He will seek opportunities to involve them by helping them develop new churches, or he will volunteer to take the more difficult task of establishing a new work and leave the more stable and established work under the leadership of the younger and less experienced leaders.

*Two factors which contribute to a static church are:*

- 1. The pastor fails to \_\_\_\_\_ leaders*
- 2. The pastor neglects to provide opportunities for practical \_\_\_\_\_ in the church.*

*(1. prepare or train, 2. experience)*

## Home Study Exercise

Basic assignment (Levels 1, 2, and 3). After reading the study guide content, answer the following questions.

1. Name three popular concepts of a leader. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
2. True or false?  
A person must possess the five traditional characteristics of a leader to be successful. \_\_\_\_\_  
Only exceptional persons can become leaders. \_\_\_\_\_
3. Explain the Christian distinctive in leadership. \_\_\_\_\_  
\_\_\_\_\_
4. How should the motives for Christian leadership differ from those of non-Christian leadership? \_\_\_\_\_  
\_\_\_\_\_
5. Explain the difference between a church boss and a Christian leader. \_\_\_\_\_  
\_\_\_\_\_
6. Give a definition of leadership. \_\_\_\_\_  
\_\_\_\_\_
7. Summarize what a pastor should lead his church to accomplish. \_\_\_\_\_  
\_\_\_\_\_
8. Give four steps for reaching worthy goals. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

9. List ten characteristics of good leaders. \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_
10. Name three foundations necessary for improving leadership qualities. \_\_\_\_\_  
 \_\_\_\_\_
11. Name three approaches to training leaders. \_\_\_\_\_  
 \_\_\_\_\_
12. What is the most effective method for training in evangelism? \_\_\_\_\_  
 \_\_\_\_\_
13. What was the New Testament pattern for establishing new churches? \_\_\_\_\_  
 \_\_\_\_\_

**Supplementary activity (Levels 2 and 3).**

1. After reading Exodus 18:5-26, answer the following questions:
  - (1) What weakness in Moses' understanding of leadership did Jethro correct?
  - (2) How did the people benefit from Moses' enlisting of assistants?
  - (3) What was Moses' relation to the other able men who were chosen as leaders?
2. Read Genesis 37 and 39-41 and answer the following questions:
  - (1) What characteristics of Joseph hindered his leadership?
  - (2) What characteristics enhanced his leadership?
3. Explain the biblical procedure of Paul and Barnabas for extending the outreach of the gospel.

**Advanced assignment (Level 3).**

1. Write a brief essay entitled, "The Uniqueness of Christian Leadership."
2. What made Jesus a strong leader?

## Seminar Discussion

1. Why do churches not have sufficient leaders? What can and must be done about this problem?
2. Evaluate the natural leadership qualities of the apostles. What did Jesus do to develop them as leaders? Can the same approach be used today by pastors?
3. How did Paul differ from the Twelve in leadership? List his strong and weak leadership qualities.
4. What is the greatest weakness of pastoral leadership today? How can this problem be solved? (The purpose of these questions is not to indulge in criticism of pastors but to encourage you to evaluate what can be done about strengthening leadership in the churches in order to build the Kingdom of God.)