

LESSON 6

SELECTING AND TRAINING LEADERS

Introduction

Aim

To know the qualities of potential leaders and to understand the pastor's role in leadership development.

Thought questions

1. Why do some churches have many leaders and others few?
2. Are leadership characteristics inherited or developed?
3. How can a pastor help improve the leadership qualities of persons in his church?
4. Does the pastor's ability to recognize and train potential leaders affect the rate of church growth?
5. What leaders are required for carrying on the work of the church?

The Pastor's Role in Training Leaders

The pastor's work is primarily in three areas: (1) proclamation of the Word of God and leadership in worship; (2) discovery, enlistment, and training of members for leadership roles; and (3) pastoral and evangelistic visitation. Ephesians 4:11 suggests that these areas involve three different gifts of the Spirit: "And he gave some . . . prophets; and some, evangelists; and some, pastors and teachers. . . ." The Greek sentence structure for this statement indicates that "pastors and teachers" relate to the same function. A pastor is a teacher who equips the saints for the work of the ministry. The tradition that all pastors are qualified to function as prophets, evangelists, and teachers is not fully warranted. The pastor who is a teacher-trainer may not be equipped with the gift of prophecy which is essential for him to proclaim the Word of God effectively.

The pastor usually gives more emphasis to the prophetic role of preaching than to the pastoral role of feeding the sheep (protecting, teaching, and training them for their ministries). All functions are important in building the body of Christ, but too often the teaching-training responsibility is neglected. Since the function of the pastor has been identified so closely with the prophetic role, the spiritual gift qualifying a man for the pastor-teacher function is not considered to be as necessary. A Christian leader of integrity will attempt to discover the gift which God has imparted to him and will try to perform his ministry according to God's plan.

According to Ephesians 4:11, three gifts of the Spirit are:

(Compare your answers with the text.)

Is this statement true or false?
All pastors are given all three gifts.

(Compare your answer with the text.)

The widely held concept that great preaching is the key to building big churches needs to be evaluated critically at several points. In the first place, churches exist as servants for the building of the Kingdom of God. The development of a great organizational structure is not to become the goal of the pastor. There are biblical evidences that Paul was not an outstanding preacher, nor did he build a "great church," but his contribution to the building of the Kingdom of God was inestimable. Secondly, many times a large church is dependent on the strong personality of a preacher, and it does not continue to prosper so well after his departure unless a dynamic personality can be found to replace him. Unfortunately the number of dynamic preachers is small. The church which focuses on training its members for ministry continues to be dispersed and may not become "great" in its central organization, but its contribution to building the Kingdom of God is great. Since the purpose of churches is to build the Kingdom of God, the New Testament principles and strategy for attaining this purpose should be emphasized. The success of a pastor should be measured by the quality of training and the percentage of his flock he successfully trains for Christian service rather than by the size of the buildings, budget, and Sunday school enrolment.

The pastor who has been endowed with the spiritual gift for equipping others will have insight into the potential abilities of the members—discernment concerning their spiritual gifts. He will serve as a counsellor in advising them regarding their particular gifts for ministering. He will help leaders to analyse their training needs and the needs of the organization with which they work.

Discovering Potential Leaders

Leadership is not limited to those who have certain innate traits—superior intelligence, winsome personality, initiative, friendliness, sensitivity, strength of character, or exceptional powers of persuasion. Researchers have concluded that only slight differences in personality exist between leaders and non-leaders. Intelligence potential and physical stamina may vary in different persons, but they are not decisive factors in leaders. Leaders are made rather than born, and the qualities of leadership are acquired rather than inherited. Occasionally, a person is discovered who has already developed leadership characteristics, but usually the pastor has to help the members to attain their maximum qualities as leaders.

Leadership is relative to the situation. A person usually emerges as a leader in a problem situation, and the nature of his leadership role is determined by the nature

The primary goal of a pastor's ministry should be to prepare the s _____ for the building of the K _____ of God.

(saints, Kingdom)

The pastor who is spiritually endowed for equipping the saints has--

1. Insight into the potential _____ of the members.
2. The ability to advise them regarding their particular gifts for _____.
3. The ability to analyse their needs for _____.

(1. abilities, 2. ministering, 3. training)

Leaders are made, not _____.

Their qualities are acquired, not _____.

(born, inherited)

of the problem to be solved and the goal to be achieved. Leadership must always involve some goal—solution to a problem or achievement of a task. It is the result of a process of mutual stimulation in which the attitudes, ideals, and aspirations of the followers play an important part in encouraging and guiding the leader. If a group has become discouraged, the leader who emerges is usually the one who has a solution to suggest or who offers hope. The followers in turn rally around him and give encouragement.

In attempting to discover potential leaders, the pastor should look for the following characteristics: (1) honesty, (2) common sense, (3) open-mindedness and hunger for truth, (4) dissatisfaction with the present situation and desire for improvement, (5) capability for intense enthusiasm and loyalty, (6) willingness to pay sacrificially for the achievement of a great purpose, (7) faith, (8) friendliness. Some members who have these qualities are unwilling to serve because of their lack of experience or training. Most do not like to take a responsibility and fail. When they accept a responsibility and are unable to succeed because of lack of training, they grow discouraged and often become inactive in their attendance and service. When persons are approached concerning church responsibilities, the pastor should be honest in telling them what is expected of them, but he should also take the time to outline a training programme which will prepare them for the leadership responsibility.

The pastor must not convey the attitude that a person is being asked to serve because no one else will take the job. If the leadership position is no more important than that, is it really needed? The organizational structure of a church should be reduced to the point of requiring elected officers only for positions which are vitally important to its life.

Officers and Leaders Needed

Deacons

Qualifications.—Bible students traditionally have interpreted the Scripture to teach that only pastors and deacons are ordained officers of a church. The word deacon means servant. Although deacons and pastors are ordained, according to the New Testament teachings both are to be servants.

The qualities of deacons are set forth in Acts 6:3-6 and 1 Timothy 3:8-12. A deacon is to be a spiritual leader, having a reputation of honesty and being filled with the Holy Spirit and wisdom. He must not be a drunkard nor greedy for money. Stephen, a man full of faith and of the Holy Spirit, set a high example for deacons. Paul gives practically the same requirements for deacons as for pastors.

List the characteristics to look for in a potential leader.

(Compare your answers with the text.)

Read Acts 6:3-6 and 1 Timothy 3:8-12. Then list the qualities deacons should have.

(Compare your answers with the Scripture.)

Work.—The functions of deacons are primarily spiritual. Some interpreters have put too much emphasis on business in Acts 6:3, over which the deacons were appointed. Misinterpretation has led to the concept that deacons are to control the business matters of a church. Acts 6 shows that the deacons are to carry out that which a church has decided instead of making decisions for it. The deacons were to work alongside the apostles in meeting the needs of church members by distributing food and dealing with dissension. The fact that they were filled with the Holy Spirit indicates that they were to speak the Word of God or give witness of their experience in Christ. Stephen and Philip are examples of deacons who spoke boldly in the name of Jesus Christ. These were men of faith; that is, they made the gospel the controlling factor of life even to the extent of being willing to die for it. It is interesting to note that with the selection of the seven, the Scripture testifies that the Word of God increased and a great number of priests were obedient to the faith (Acts 6:7). How many churches today experience revival as a result of setting apart men to servanthip? The fault is not entirely the responsibility of the deacons. Frequently, they have not been informed concerning their responsibilities as spiritual leaders. The pastor is responsible for training them to carry out their spiritual functions.¹

The work of deacons parallels that of pastors. Stephen and Philip were preachers. They were required to be honest and full of the Holy Spirit (see Acts 6:5). Stephen “did great wonders and miracles among the people” (Acts 6:8). He interpreted the Old Testament and applied its truths to his day. Philip preached about the Kingdom of God and baptized both men and women (see Acts 8:12). He witnessed to the Ethiopian and baptized him (see Acts 8:27–40). Deacons can also visit the sick and help care for the needy. In larger churches, the needs of many members are neglected unless faithful deacons assist in the spiritual work usually expected of pastors.

Many churches divide the membership according to areas and assign the families within a given area to a deacon. Periodically, he visits each home within his area in order to be available for spiritual counsel and to encourage the members in their spiritual service. Since he can keep close contact with families of his area, they are encouraged to call upon him in times of need. He knows when there is sickness or problems. If a situation arises which he does not feel qualified to handle, he calls upon the pastor to join him in making a visit and seeking a solution.

¹ *The Baptist Deacon* by Robert Naylor is an excellent book which sets forth the qualifications and functions of deacons.

Are these statements true or false?

1. Deacons' functions are primarily spiritual. _____
2. Deacons are to control the business of the church. _____
3. Deacons are to carry out the decisions of the church. _____

(1. true, 2. false, 3. true)

List some of the things that Stephen and Philip did which indicate that the work of deacons and the work of pastors are similar.

(Compare your answers with the text.)

Selection.—Deacons should be selected by the church members. When a church has need of ordaining additional deacons, the pastor should instruct the congregation concerning the qualifications and activities of deacons. Selection to the office is not a popularity contest nor a tribute of honour. Being elected as a deacon involves serious responsibilities. If the right deacons are selected, a church will make spiritual progress.

Since deacons serve the church by carrying out church decisions and meeting the needs of its members, they should be chosen by the members. The deacon body should not nominate additional men who merely reflect its own patterns of thought. If the current deacons are not serving satisfactorily, the selection of new ones on this basis may simply perpetuate an already bad situation. After the membership has been spiritually prepared to give serious and intelligent consideration to their selection, the usual procedure is for the members to cast a secret ballot. The number of deacons needed should be determined beforehand in order that each member may include the name of his choice for each position to be filled. Some churches instruct the nominating committee to recommend twice the number needed. This provides a limited but qualified group from which the membership makes the final selection.

The number of active deacons that a church should have depends on the size and needs of a church. Many churches have considered themselves biblical by staying with the number seven. Other churches consider the number seven to be symbolic—a complete number—without designating the numerical standard to follow.

Ordination.—After men have been chosen by an informed and spirit-guided congregation, they should be ordained. The ordination service should be carefully planned and treated as a significant occasion. The order of service may include:

1. Reading of minutes to show the action of the church in the election of deacons.
2. Prayer of thanksgiving and petition for guidance.
3. Scripture reading: Acts 6:1-7; 1 Timothy 3:1-13.
4. Examination. The persons to be ordained may be invited to tell of their conversion experience, to describe their church activities since becoming members, to share their concept of the office of deacon (especially the deacon's relation to the pastor and his spiritual responsibilities), and to set forth their doctrinal convictions. The examination is not an attempt to discover if the candidates are biblical scholars but rather to evaluate their spirit, attitude, and knowledge regarding the functions of deacons.

Read all of the topic *Selection* before doing the following exercise.

Steps a church should take in choosing deacons include:

1. The pastor should instruct the congregation concerning the q _____ and a _____ of deacons.
2. The n _____ of deacons needed should be determined.
3. The congregation should be prepared s _____ for the selection of deacons.
4. The deacons are chosen by s _____ ballot.

(1. qualifications, activities; 2. number; 3. spiritually, 4. secret)

The purpose of the examination of men to become deacons is to evaluate their _____, _____, and _____ of the functions of deacons.

(spirit, attitude, knowledge)

Usually the pastor leads in the examination period.

5. Charge to the deacons. The pastor or some other designated person may be invited to address briefly those being ordained concerning the responsibilities of their office and their need to be loyal to the Lord.
6. Charge to the church. Often a brief address is given to the members concerning their responsibilities to share in the work of the church. Pastor, deacons, and members are committed together to fulfil Christ's commission.
7. Laying on of hands. Traditionally, ministers and deacons from other churches have been invited to participate in the ordination service. Those who themselves have been ordained pass by the kneeling men, placing their hands on their heads, and reverently and affectionately express a benediction. In more recent years, some churches have concluded that deacons who are set apart to serve in a church should be ordained by the members of that church. Scriptural authority is based on the example of the setting apart of Barnabas and Saul by the church at Antioch (Acts 13:1-3). It appears that the larger membership, and not just the other four prophets and teachers, laid hands on Barnabas and Saul.

The rotation system.—The ordination of a person has been interpreted to mean that he is set apart for service for life, unless his deaconship is voided by the church. In recent years, many churches have concluded that there may be more ordained deacons in a church membership than the church needs for active service. A plan of rotating deacons has become popular, especially in larger churches where there are many men qualified to function as deacons. The rotation plan has many advantages:

1. It gives more men the opportunity to serve.
2. It enables the church to retire inefficient deacons by not re-electing them.
3. It brings new life and new ideas to the deacon body.

In the rotation system, churches adopt a three-year cycle in which one-third of the number of deacons will retire each year and be replaced by the election of new men. At the end of a designated term of service, the deacon is usually ineligible for re-election until the lapse of one year. His retirement from the active deacon body does not mean that he should be inactive in Christian service. There are many functions of the church which are carried out by those who are not deacons. If the deacon is a person "full of the Holy Spirit," he will find many opportunities of service even though he is not serving on the

List briefly the suggested order for an ordination service which you have just read.

(Compare your answers with the text.)

List three advantages of the rotation system for deacons.

1. _____

2. _____

3. _____

(Compare your answers with the text.)

active deacon body.

General church officers

The church clerk.—The clerk or secretary is responsible for the taking of minutes at business meetings, for keeping the membership roll updated, and for keeping other church records. This person is actually a church historian who keeps a record of each significant event as it transpires—Sunday services, special occasions and meetings, deaths and funerals, marriages and births, building projects and mission activities, election of officers, change of pastors, and special honours that come to church members. The person must have the ability to evaluate and record important statements in church business meetings and should keep the membership roll up to date by promptly adding new members to the roll and removing those who have transferred membership or have died. The clerk should be prompt in writing letters of request from other churches and forwarding letters of recommendation when approved by the church members. This responsible office should be filled by a capable person who is elected annually by the members of the church.

The church treasurer.—Every church needs a responsible person to receive and disburse money according to a budget which has been adopted by the membership. The person who serves as treasurer should be of unquestionable integrity and have some knowledge of good business procedures. He will need to know how to keep books in order to be able to give an accurate accounting of the money he handles for the church. He should make monthly reports to the church of all receipts and expenditures and should have an annual audit of his books by a church committee or a trained accountant. If he makes all payments by check, he will have proper vouchers to show how church funds have been disbursed.

Some churches elect a financial secretary in addition to the treasurer. This person assists the treasurer in counting funds and in keeping accurate financial records. To protect the treasurer from suspicion and gossip, many churches elect assistant treasurers or counters to be present when all funds are received and counted for deposit. Some churches have had the unfortunate experience of having a dishonest treasurer steal much of its money before discovering the theft. The conscientious treasurer will be interested himself in having assistance with the handling of funds in order to avoid the appearance of evil.

A good treasurer will set the example in giving. He will keep the people informed of church funds and will encourage every member to share in the support of Christ's work. He should not embarrass them nor put any pressure on them but rather encourage mutual sharing in

List the three main tasks of a church clerk.

1. _____
2. _____
3. _____

As church historian, the clerk keeps records of significant events as they transpire, for example:

(Compare your answers with the text.)

The church treasurer receives and disburses money according to a b _____ which has been adopted by the m _____.

(budget, membership)

the support of the church.

The chairman of ushers.—The church needs qualified ushers to greet people who attend church, especially visitors, and to be responsible for orderliness and comfort in the worship services. A person who is faithful and friendly should be elected by the church as head usher. Other assistants may also be elected, or the head usher may be given the responsibility of enlisting persons to work with him. Those who are elected to this responsibility should know the nature and purpose of their service. They will need some orientation and training in order to do the job effectively. Since they are public relations representatives for the church, they should be friendly, courteous, and considerate. They should be sensitive to the comfort of the people and should adjust the heating or ventilation in making the auditorium as comfortable as possible.

Director of music.—Since music has such an important place in the worship service, every church needs a director of music. He may function both as a choir director and a leader of congregational singing. He should cooperate with the pastor in planning the worship services and should know the relation of music to all other aspects of the church's programme.

Church music is strengthened if the music director has had musical training. Many persons are potential choir members, but most have not had training in music. The trained leader can greatly improve the music programme of a church by conducting music classes and choir practices.

Organizational leaders

The Bible study director.—Bible teaching is a primary function of the church in preparing people for ministering. Jesus commanded that people be made disciples (learners who are taught the Word of God), but the majority of people continue to have limited understanding of the teachings of the Bible. For approximately 200 years, churches have had Sunday schools for children, but many adult church members are not enlisted in any kind of Bible study programme.

Each church needs a person responsible for leading the Bible study organization. Various titles have been given to this person such as Sunday school superintendent or director and Bible study director or leader. Since it is not possible for one person to give instruction to all age groups in a church, numerous teachers need to be enlisted and trained for leading Bible study groups. Sometimes the director or superintendent is an administrator whose task is to have a teacher available for each scheduled class on Sunday morning. Too often the director does not assume responsibility beyond the Sunday morning class meetings. In addition to enlisting teachers to meet with a class, he

Ushers greet people, especially _____,
and they are responsible for _____
and _____ in the worship services.

(visitors, orderliness, comfort)

The chairman of ushers is responsible for
seeing that the above duties are achieved, and
he _____ others to work with him.

(enlists)

A church music director functions both as
_____ and leader of
_____.

(choir director, congregational singing)

List the four general church officers about
which you have just read.

Be sure you know the primary task of each.

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

The Bible study director is responsible for
enlisting _____ and training and
developing prospective _____.

(teachers, teachers)

should plan a programme for the training and development of prospective teachers. Frequently persons who accept class responsibilities are unprepared to teach. Effective Bible teaching requires more than meeting with a class on Sunday.

The church should elect one of its most capable members as Bible study director. He should have sufficient initiative to project plans which will improve the effectiveness of the teachers and enlarge the ministry of Bible teaching to include every member of the church. He should plan also to provide opportunities for study to other persons in the community who are interested in knowing more about Christ.

The pastor should work closely with the leader of Bible study in order to insure a correlated programme of preaching and teaching in the preparation of the saints for the work of the ministry. Adults as well as children should be involved in a serious study of God's Word.

Perhaps the greatest limitation to Bible study in churches is the lack of trained teachers. It is unlikely that a church will have trained teachers until it has someone to head up its Bible study department who has received an education in Bible knowledge and in teaching methods.

The church training leader.—A church needs some type of organization to provide perennial leadership training for its members. A director or leader of training should be selected and assigned the responsibility of equipping the saints for the work of the ministry. A curriculum should be designed to teach people to speak, to witness, and to teach the Word of God. The programme will need to include theoretical as well as practical training. People need to know the principles of effective teaching, but most will never become good teachers until they have actually taught under guided supervision. Persons who have studied techniques of witnessing do not become effective witnesses until they gain practical experience.

Since Bible teaching and practical training are closely related, the leader of training should work closely with the director of Bible study in planning a comprehensive programme for equipping God's people for their work. Usually teaching and training are scheduled for different hours on Sunday. The training session might be devoted to a practical application of the instruction received during the Bible study hour. Such a correlation of the two programmes would require the leaders of Bible study and training to plan together.

Most churches do not have trained personnel to design and execute an effective teaching and training programme. A new type of self study or guided study material is needed in order to make available a training programme for those who are interested in improving

Another responsibility of the Bible study director is to project plans for e _____ the ministry of Bible teaching.

(enlarging)

The church training leader is responsible for planning for the equipping of the saints, that is l _____ t _____.

The curriculum should include teaching to--
s _____,
w _____, and
t _____ God's Word.

(leadership training, speak, witness, teach)

their preparation.

Women's missionary leader.—Many churches have women's organizations which study missionary needs and biblical teachings concerning the Christian's responsibility to a lost world. In addition, these organizations encourage women to share their faith in their communities and to engage in social ministries. Women have contributed significantly in the past to the missionary interest of churches. Men need to become more involved in mission study and activities.

Trustees.—Churches which are not incorporated usually have trustees who are responsible for the property of the church. These persons are designated by the church to act on its behalf regarding legal matters.

Committee chairmen

The larger a church becomes, the greater number of committees it will need in order to carry on its work. A qualified leader is needed as chairman of each committee if it is to function efficiently. Committees are of little value to a church and to a pastor if they do not function. Committees which are useful include:

1. A finance committee assists the treasurer in counting and depositing money and in keeping the members informed concerning the financial needs of their church.
2. A baptismal committee is responsible for preparing for baptismal services and for assisting those who are baptized.
3. A Lord's Supper committee is responsible for preparing the elements and getting the sanctuary ready for the observance of the Lord's Supper. Deacons usually serve the elements to the members.
4. A building and grounds committee is responsible for the upkeep of the property. When a window is broken or a room needs painting, this committee deals with the need and suggests plans for meeting it. If the need is extensive, the committee usually brings recommendations to the business meeting. After approval, the committee leads in the execution of the adopted plans.
5. A nominating committee is responsible throughout the year for working with the pastor and leaders of the organizations in recommending the names of responsible people to fill offices as vacancies occur.

A church may discover the need for several other committees. The purpose of a committee is to assign to a few people responsibilities which otherwise might be

Woman's missionary leader is responsible for _____ and practical activities of witnessing and engaging in _____.

(mission study, social ministries)

Trustees act for the church in _____ matters.

(Compare your answer with the text.)

After reading about the following five church committees, list them and give their main task.

1. _____

2. _____

3. _____

4. _____

5. _____

(Compare your answers with the text.)

neglected. Frequently committees are used to study needs in a church and bring recommendations to the church body for official action. A committee of a few persons is capable of working more efficiently in analysing and evaluating the needs of a church than the entire membership. It is almost impossible for the entire membership to participate in research on a project. Much time will be saved by allowing committees to think through, study, and discuss projects before they are presented in a church business meeting for a decision. The membership can make more intelligent decisions after hearing the report of a committee.

Teachers and sponsors

Leaders are needed to work in all of the organizations of a church as teachers and sponsors of youth groups. One of the greatest challenges in church work is the young people. Leaders need to be trained for this responsibility. Keeping a sufficient staff of qualified and trained teachers is no small task. One of the pastor's most effective ways of growing or developing a church is to enlist and train members to carry on the work of the Lord.

What Leaders Need to Know

Those who have been assigned leadership responsibilities need to know the nature and purpose of their work and techniques for conducting it.

The purpose of an assignment

A layman may fail to take his leadership responsibility seriously because he does not understand clearly the purpose and aim of the organization he has been elected to lead. Too often his training has been limited to observing the activities of his predecessor who likely had little training himself. He fails to lead the group to accomplish a goal because he is not aware that there is a goal to be accomplished. Since he is a voluntary worker, he may be of the impression that his responsibility is not important, and he may develop the habit of serving only when it is convenient.

In training leaders, the pastor must explain clearly to them the purpose of their area of work, confer with them in setting goals, and help design plans for reaching the goals. He should help the leader of each organization to see how his area of work contributes to the functioning of the total body.

The importance of the assignment

Every area of church work is significant because it deals with life and with the Kingdom of God. The importance of an organization is closely connected to its purpose, and the significance of a leadership position depends on the importance of an organization. Every ac-

The purpose of all committees is to assign to a few _____ responsibilities which otherwise might be _____.

(people, neglected)

A leader needs to know the purpose of his assignment before goals can be _____ and _____.

(set, accomplished)

A leader must know the importance of his assignment because every responsibility is significant because it deals with _____ and the Kingdom of _____.

(Compare your answers with the text.)

tivity of a church is related directly or indirectly to helping people experience eternal life and grow into mature Christians. Eternal life includes quality as well as duration.

No other area of man's experience is as important to him as his spiritual life and its development. His happiness and fulfilment in the present and future are dependent upon his spiritual outlook and activities. The strength and courage with which he faces crises come from spiritual resources. The only hope he has in the face of death and the grave is from the Word of God. The daily bread he earns is temporary; man's body deteriorates with age and becomes exhausted. Only spiritual life is enduring. The church is the only institution striving to serve the spiritual needs of man; therefore, the church must use every minute and all its energy in ministering to man spiritually.

Some churches devote their resources to meeting social, political, or economic needs of people. These are important and should receive some attention; however, the church's uniqueness is in the realm of its spiritual ministry. If it does not spread the good news of God's grace, men will continue to die without forgiveness and eternal life. Other institutions of society give attention to political, social and economic matters, but the church alone ministers to condemned and dying man with the gospel of deliverance. Christians ought to be involved in ministering to man's material needs; however, they must not neglect their unique role of spiritual ministry.

How to analyse hindrances and needs

Leaders must do more than perpetuate the activities of their predecessors. They must evaluate the organizations which they lead in order to determine whether or not designated purposes are being accomplished. If an organization is not succeeding, the leader must be able to define the hindrances and project a plan that will enable it to meet the needs of man.

For example, the purpose of the Bible study organization must first be determined. Is it to teach Bible content to church members only, or is it to enlist non-Christians in the study of the Word of God? Are the students who attend learning the Bible? If they are not, what is the problem that prevents progress? Since all of God's people are ministers and responsible for sharing the Word of God, every Christian should be involved in Bible study. Does the Bible study organization provide a place for every church member? Are all prospective Bible students enrolled?

If the critical evaluation of the organization reveals that Bible teaching is not being done effectively, the leader is responsible for determining why. Are the hin-

The church is the only institution which strives to serve the _____ needs of man.

(spiritual)

Is this statement true or false?

Since the unique role of the church is to minister to man's spiritual needs, the church has no responsibility to meet man's material needs. _____

(Compare your answer with the text.)

Leaders must analyse hindrances and needs because it is important that every organization meet the _____ of man.

(needs)

drances the results of unprepared teachers, untrained teachers, inadequate literature or facilities, or a lack of student involvement? Appropriate steps should be taken to overcome the hindrances. If progress is not being made because students are haphazard in attendance, the leader needs to determine why people do not show more interest and project plans for enlisting them. It may be necessary for Bible study to be carried into the homes of the people rather than expecting them to come to the church building. A leader of an organization will not succeed unless he is able to analyse problems and find solutions.

The Bible and its application

It is not enough for a leader to know what is expected of him; he must have some preparation for the responsibility. Persons who apply for positions in public schools know that they must meet certain educational prerequisites. Most churches have no required standard of Bible knowledge for teachers elected to lead classes, yet they question why students are not learning more of the Bible and why the membership is lacking in doctrinal conviction. To be prepared adequately, a teacher of a Bible class must know the content of the Bible and also how to communicate its truths to the class members. Teaching involves more than telling members what the Bible says. Students can read the Bible for themselves and gain a biographical knowledge of biblical characters. The teacher must be able to explain the meaning of the Scriptures and to show the members how the teachings are to be put into daily practice. Before Bible teaching becomes effective, the students must be led to see the need of living daily by the instructions of the Bible.

Methods for carrying out an assignment

Methods are closely related to duties. The nature of the duty will determine the nature of the methods used in accomplishing it. For example, since a treasurer is to keep accurate records of funds handled, he must have a simple but effective method of keeping books. Many treasurers do not understand how to set up and keep an accurate record of financial transactions. The pastor is responsible for seeing that he is equipped with proper methods and equipment. If the pastor is unable to give him proper training, he should find someone who can.

As long as teachers fail to understand and utilize the basic principles of effective teaching, Bible teaching will continue to be ineffective. Regardless of how much the teacher knows, the pupils do not benefit unless their attention is captured and the subject is presented in a way that they can understand. Teachers must develop the necessary skills before they will be able to succeed in their leadership responsibilities.

A leader must not only know the Bible, but he must be able to c_____ it to the pupils who, in turn, must a_____ it to their lives.

(communicate, apply)

Leaders must develop the methods or s_____ for their particular d_____.

(skills, duties)

Sources for further study

A leader who is interested in his assignment and challenged by it will want to improve the effectiveness of his work. Very few leaders have originality for analysing the needs of their work and devising new methods for accomplishing it more effectively. Those with initiative will want to know what others have done to succeed. They will need to know where they can find information which will help them improve the quality of their work. A major aspect of training is to teach people where they can find research material when they need it. Many churches now are building libraries; however, it is questionable whether or not many members know how to make efficient use of a library. Most large cities have libraries which may contain some helpful books for the self-improvement of leaders. Special inexpensive books have been written for some areas of work. These books are available through religious publishers and their agencies.

Using a Church Council

In order for all the leaders of the church to understand the total programme and to develop teamwork, the pastor should have a monthly or quarterly meeting of the officers, directors, and chairmen of committees. The meetings should be used to encourage fellowship and to correlate the total church programme. Each organization and group needs to know how it fits into the total work and purpose of the church. The group of leaders may be referred to as a council since their purpose is to share in the planning of the work. They may desire to work up a church calendar which will contain the dates of scheduled activities for each of the organizations. The calendar should give a picture of the total programme of the church and reflect whether or not the organizations have correlated their activities in meeting the total needs of the membership. The calendar which shows the activities of each organization should reflect a unified plan which will guide the church in accomplishing its purposes.

Conclusion

The pastor may take one of two approaches in leading his church. He may spend time training laymen to help do the job, a procedure consistent with the doctrine of the priesthood of the believer, or he may spend his time trying to do everything himself. The latter approach is typical of hierarchical churches. The controlling concept is that laymen are incapable of performing spiritual ministries. There are two reasons why the wise pastor considers his task to include that of training laymen: laymen involved in service grow spiritually, and more of the Lord's work is accomplished if it is shared.

A genuinely interested leader is concerned about continuing his study and improvement. He needs to know where he can find additional h _____ and i _____.

(help, information)

Answer the following questions concerning a church council.

1. Who? _____
2. What? _____
3. Why? _____

(1. pastor, officers, directors, committee chairmen; 2. to encourage fellowship and to correlate the total programme; 3. to share in the planning)

Home Study Exercise

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

1. Name three functions for which a pastor may be qualified by gifts of the Spirit. _____

2. What should a pastor determine to be the goal of his ministry? _____

3. Name three abilities of the pastor who is spiritually endowed for equipping others. _____

4. Are leaders made or born? _____

5. List six characteristics of potential leaders. _____

6. List five biblical qualities of deacons. _____

7. What is the responsibility of the deacons in relation to church business matters? _____

8. List the steps a church should follow in selecting deacons. _____

9. What is the purpose of examining deacons during their ordination? _____

10. Name three advantages of the deacon rotation plan. _____

11. Name three major responsibilities of the church clerk, and list five events he should record as historian.

12. Name three other general church officers and the primary responsibility of each.

13. List three responsibilities of the Bible study director.

14. What is the purpose of the training organization, and what should the curriculum include?

15. List five important church committees and give the primary responsibility of each.

16. State the primary reason why leaders need training in the following areas:

a. The purpose of an assignment—

b. Importance of an assignment—

c. How to analyse hindrances and needs—

d. The Bible and its application—

e. Methods for carrying out an assignment—

f. Sources for further study—

17. What is the purpose of a church council? _____

Supplementary assignment (Levels 2 and 3). Read pages 63–73 and 197–202 in *The Churchbook* by Dobbins and answer the following questions.

1. Name the right and wrong ways of selecting church officers.
2. Explain the misunderstanding connected with the words *business* and *board* when referring to deacons.
3. What is the purpose of trustees?

Advanced assignment (Level 3).

1. What committees are needed in your church and what should be their functions?
2. What would you train the following church officers to accomplish?
 - a. The church clerk.
 - b. The treasurer.
 - c. The ushers.
 - d. The training director.
3. Name three important principles that will enable committees to reach harmonious decisions.

Seminar Discussion

1. How can the deacons in your church be led into a more vital role? In the light of the New Testament example, are their duties spiritual or physical in nature?
2. What officers of your church are really vital? Are there any that your church could do without? Are other officers needed?
3. What steps should be taken to improve the leadership in your church?
4. What kind of training programme is needed to improve the quality of leadership in your church?