

LEADERSHIP

DEVELOPMENT INTERNATIONAL



MODULE 1

ADMINISTRATIVE SKILLS

FOREIGN MISSIONS DIVISION
UNITED PENTECOSTAL CHURCH INTERNATIONAL

LEADERSHIP DEVELOPMENT INTERNATIONAL

MODULE ONE ADMINISTRATIVE SKILLS



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FOREWORD

The development of leaders is the work of the Church. In every aspect of the work of the Church, it is our responsibility to make disciples of those that come to Him. As we evaluate the ministry of Jesus we see that the major part of His time was spent with a group of 12 that He taught by His example, as well as many seminars that were held under trees, beside the shore of the sea, and on the sides of the mountains. Can we do anything less?

Leadership Development International has the goal of preparing leaders in the churches around the world. These lessons are the result of many, many hours of work by our International Coordinator, Reverend Stuart Lassetter, and the team of Regional Coordinators, and one other writer. These lessons are not just the work of sitting at a keyboard typing words, but are the result of digging works in areas around the world. The information that will help you become a more effective leader really comes down to what I consider my definition of Leadership to be – Influence; influence that men have had in churches that are now prospering and growing.

As you read these lessons allow God's spirit to touch you and form you; and may His influence touch you.

Bruce A. Howell
General Director of Foreign Missions

PREFACE

This book is a compilation of several writers. Most of these men have experienced challenges and victories in leading great churches outside of North America, yet all are from North America. Credibility, composure, and confidence are evident in their lives and they share principles that will work for you.

The printed content will appeal to leaders and aspiring leaders as their position demands constant study and observation. While the writers do not attempt to answer all the questions of leadership, the principles will form a basis for growth, opening a door to the future.

The world's turmoil and present condition cries for leaders and leadership. In the Bible, Jesus' choosing of the 12 established a principle of leadership. He knew that the best way to reach His world was to train men and fill them with His spirit. Principles of leadership were placed in their lives over a period of 3 years. Leadership maximizes our effectiveness.

No single book has ever made a person a success, but the application of the principles and truths have. Try it.

Lloyd L. Shirley
Director Education/AIM

ACKNOWLEDGEMENTS

This first Module of leadership lessons is the result of coordinated efforts of several people. The authors of these lessons (Rev. Tom Bracken, Rev. David Brott, Rev. Fred Childs, Rev. Arlie Enis, Rev. John Hopkins, Rev. Stuart Lassetter, and Rev. James Poitras) worked diligently, giving of their time and talents. The Leadership Development International personnel who edited and proofed the lessons (Rev. Jim Poitras, Rev. Stephen Nix and Rev. Stuart Lassetter) have played an important role; Rev. David Huston also did some proofing in the early stages of this project. Bev Burk and Loida Howell did the final overall proofing of this Module. Rev. David Brott, who served as the first International Coordinator of Leadership Development International, supervised the important preliminary work on Module One, which was completed under the guidance of Rev. Stuart Lassetter, the present International Coordinator. Rev. Lloyd Shirley coordinated the printing.

Rev. Harry Scism, former General Director of Foreign Missions, originally conceived the concept of Leadership Development International and was responsible for its formation. He and Rev. Bruce Howell, present General Director of Foreign Missions, both have given valuable leadership and vision to this special ministry of the Foreign Missions Division

INTRODUCTION

Leadership Development International is a special ministry of the Foreign Missions Division of the United Pentecostal Church International. Two of its goals are to: (1) provide and promote training and resources in Biblical leadership principles; (2) to develop leaders who can train and reproduce other leaders. This first module of leadership lessons on Administrative Skills is being provided to help meet those goals. The six missionaries who serve as Coordinators of the Leadership Development International Team (Rev. Tom Bracken, Asia; Rev. David Brott, Pacific; Rev. Arlie Enis, Europe/Middle East; Rev. John Hopkins, Central America/ Caribbean/Mexico; Stuart Lassetter, South America; Rev. Jim Poitras, Africa) are thrilled to see this first unit of literature from Leadership Development International become a reality. Our desire is that these lessons be adapted, translated, and used in many countries and cultures. We hope that they will be useful and practical helps to leaders of the United Pentecostal Church International all around the world.

As you teach these lessons or learn from them, may the Lord of the Harvest bless your labor as a leader in His Kingdom!

Stuart Lassetter
International Coordinator
Leadership Development International

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CHAPTER 1

ACCOUNTABILITY: TWO ARE BETTER THAN ONE

by
James G. Poitras

INTRODUCTION

No man is isolated like an island. There is strength in the brother-to-brother relationship that results from being accountable. "Accountability" simply means to be answerable to someone for your actions. Long ago, the Greek philosopher Plato said, *"The life which is not examined is not worth living."* That is certainly true in leadership today.

Accountability includes:

- Being willing to explain actions
- Being honest and open about motives
- Answering for one's life and work assigned
- Giving the reasons why something was done or not done
- Being teachable and willing to change
- Being non-defensive in actions

The Bible speaks about accountability.

- *"Two are better than one; because they have a good reward for their labour. For if they fall, the one will lift up his fellow: but woe to him that is alone when he falleth; for he hath not another to help him up. Again, if two lie together, then they have heat: but how can one be warm alone? And if one prevail against him, two shall withstand him; and a threefold cord is not quickly broken"* (Ecclesiastes 4:9-12).
- *"Iron sharpeneth iron; so a man sharpeneth the countenance of his friend"* (Proverbs 27:17). Another translation, the NIV, says, *"As iron sharpens iron, so one man sharpens another!"* There is danger in being a lone person, preacher or pastor, and/or leader. Everyone needs a friend to whom they can be accountable.

Stephen Judd, in his lesson "The Principle of Accountability" suggests three biblical areas of accountability:

- Accountability to God (Matthew 12:35-36)
- Accountability to spiritual leaders (I Corinthians 16:13-16; Hebrews 13:7)
- Accountability to one another (Romans 12:9-16; 15:1-2, 14)

The Bible provides many examples of accountability:

- Lot to Abraham
- Joseph to Potiphar
- King Saul to Samuel
- King David to Nathan
- Nehemiah to the King
- John Mark to Paul and Barnabas
- Paul and Barnabas to the church at Antioch
- Timothy to Paul
- Onesimus to Philemon

Stephen Judd also suggests three advantages of accountability:

- One who is accountable is less likely to fall into a trap (Proverbs 13:10, 14, 18, 20; 15:31-33)
- One who is accountable is more likely to see the entire picture (Proverbs 27:17)
- One who is accountable is not as likely to get away with sinful or unwise actions (Proverbs 27:6)

SOME THINGS THAT LEADERS NEED

Leaders need to belong: A leader needs someone to care for him and stand with him with locked arms as he journeys through life. This partner in accountability can *“Rejoice with them that do rejoice, and weep with them that weep”* (Romans 12:15). As someone once said, *“Shared joy is double joy, shared sorrow is half a sorrow.”*

Leaders need to be understood: Everyone wants to be understood and appreciated for their investments in life and/or ministry.

Leaders need to learn: Is there a better way of doing something? Is there an unseen answer to a problem? An accountability partner can help provide another viewpoint. He fills the role of a counsellor in the leader’s life, providing safety and protection from disappointments when goals are delayed or not reached.

“Where no counsel is, the people fall: but in the multitude of counsellors there is safety” (Proverbs 11:14). *“Without counsel purposes are disappointed: but in the multitude of counsellors they are established”* (Proverbs 15:22). It is important for the leader to know when he is approaching danger and the possibility of making a mistake.

Leaders need to grow: An accountability partner will challenge the leader to spiritual and personal growth.

Leaders need to be accepted: Accountability partners accept the leader as he is; but they do not stop there, they do more! They challenge the leader to become all that God wants him to be.

Leaders need an accountability partner: A leader's accountability partner could be any of the following, depending on circumstances:

- **Colleague:** The two are in the battle together
- **Mentor:** Serves as a father figure influencing the leader's development
- **Friend:** Someone who cares about the leader and wants him to succeed. *"Faithful are the wounds of a friend; but the kisses of an enemy are deceitful"* (Proverbs 27:6).
- **Protector:** Someone who will not let the leader go wrong. One of the biggest reasons leaders get into trouble is because they do not feel the need to be accountable (answerable) to anyone. *"Let every soul be subject unto the higher powers. For there is no power but of God: the powers that be are ordained of God"* (Romans 13:1).

Accountability partners may not necessarily be a higher power in our lives but the principle would still apply. Each person needs to be accountable or subject to someone else. To be submissive suggests that the leader is bringing himself under the protection of someone else.

WHY A LEADER NEEDS AN ACCOUNTABILITY PARTNER

Unfortunately, because of human nature, few men build accountability into their lives. Many want to be "their own boss" and in control of their actions. They do not want to answer to anyone and do not want intruders in their personal lives. Their attitude becomes, "mind your own business." This sets a leader up as an easy target for Satan. He sees that the leader is alone and open to failure. The prevailing attitude, that of "independence" (We need no one else because we can do it on our own) is quite contrary to the Spirit life of "interdependence" (We need each other for mutual help, encouragement, and strength - we are part of a body.).

The three greatest temptations to the man of God usually fall into these major categories:

- Money
- Sex
- Power

Temptations abound and it is possible for men to fail. One might think:

- "My children won't notice that I have been working so many hours. I'm just doing it to provide a good income and name for our family."
- "No one will notice that this little bit of money is missing from the treasury" (until it gets bigger and bigger and someone notices).
- "Looking at this pornographic magazine won't hurt anyone."
- "My wife will never know that I have lusted after another woman or even if I commit adultery."
- "My desire for power and position is probably the Lord's way of rewarding me for my hard work."

At this point, each leader, if totally honest, could probably mention recent personal temptations. People will continue to be tempted in the areas of financial temptations, sexual sins, and abuses of the power given to them, and some will fall. However, talking about these temptations and sharing them with an accountability partner will help the leader be victorious. Accountability can prevent a leader from falling and then wondering "What happened?" or "How did it happen?" One purpose of having an accountability partner is to prevent a leader from falling. Many failures could be avoided if accountability partners were used.

The purpose of accountability is to be answerable concerning the major areas in our lives. A leadership principle states, *"People do what is inspected, not what is expected."* Proverbs 13:20 The *New International Version* states: *"He who walks with the wise grows wise...."*

THE ACCOUNTABILITY PARTNER

Traits of an accountability partner

- An accountability partner should be someone who can keep things confidential.
- The leader should be able to respect his accountability partner.
- The leader should feel comfortable in expressing his innermost feelings and problems to his accountability partner.
- The leader should be able to have confidence in his accountability partner and trust completely in him.
- The accountability partner should have skill and wisdom.
- The accountability partner should be someone who is available.

The relationship with the accountability partner

Accountability is a two-way street. The leader and his accountability partner serve each other. The following topics and areas can be mutually discussed and commented upon:

- Relationship with God
- Relationship with wife
- Relationship with children
- Relationship with others
- Use of money (stewardship)
- Use of time
- Temptations one is encountering (stating the problem is half of the solution)
- Ethical behavior
- Areas of personal struggle
- Fulfilling God's calling

Things to keep in mind

- One should share only what is comfortable. No one should feel forced to share things before one is ready.
- Advice, counsel, criticism, or judgment should only be offered when requested.

- An accountability partner should not try to change the other person, but both persons should work together to bring about change in themselves.
- Both should pray with and for each other.
- Behavior that is observed by someone else and is discussed can change. If one knows he is accountable to someone else, he will be more serious about changing his behavior.
- An accountability partner will challenge the leader to live up to the standards determined for our Christian walk.

SUGGESTIONS FOR FINANCIAL ACCOUNTABILITY

It is essential to have a system of reporting finances (income and expenses) to the people. This would be true for a local church, the national fund, and any other type of fund. In the case of a local pastor, a trusted person should be appointed, elected, or chosen to be in charge of the finances that belong to the church; two people should count the tithes and offerings. This will help the pastor avoid the temptation of misusing the money and will remove any mistrust church members might feel.

In the case of national funds, a treasurer should be responsible for those funds. If possible and feasible, two or more signatures should be required on checks.

When the Lord's money is concerned, good stewardship demands that it be used only for its intended, designated purpose.

A leader should be faithful in personal tithes, special offerings, and vows made.

CONCLUSION

Daniel Webster was asked, "*What is the greatest thought that can occupy a man's mind?*" He said, "*His accountability to God.*" This statement addresses the issue of personal integrity as illustrated in the life of Joseph. He faced many difficulties in his young life and was forced to make some serious choices. He could have stolen money or property, escaped from his master, committed sexual sin with Potiphar's wife, or abused the power given to him. There was no relative or personal acquaintance watching Joseph. No one knew where he came from or anything about his God, but Joseph knew! And he decided to be accountable - accountable to GOD! (Genesis 39:1-6).

Many stories have been told concerning the Titanic. This mighty ship was considered to be unsinkable. To the horror of the world the ship sank during its first voyage on April 14, 1912, and fifteen hundred people perished. The ship hit a large iceberg. An iceberg is a large mass of ice that floats in the ocean with only one-ninth of its total size above water. The rest was hidden beneath the surface, and the unseen part ripped a three-hundred-foot cut in the side of the huge ship.

Like the iceberg, it is below the surface where the dangers in our lives hide. People see only a portion of our lives (making up our image and reputation). The real life is often hidden so that others will not see it. Our secret lives often rip holes in our spiritual lives.

What is unseen and not properly examined can damage, sink, and eventually destroy a leader when he is not accountable in these areas. Accountability partners observe and cause the leader to investigate the hidden areas of his life.

“How are the mighty fallen” (II Samuel 1:19). A leader will be more likely to fall without an accountability partner. “Two are better than one; because they have a good reward for their labour. For if they fall, the one will lift up his fellow: but woe to him that is alone when he falleth; for he hath not another to help him up” (Ecclesiastes 4:9-10).

CHAPTER 2

AUTHORSHIP AND WRITING, Part I

by
Stuart Lassetter

INTRODUCTION

Authorship or writing may not always be thought of as a part of leadership, but it can be an area of leadership that is a tremendous blessing. What a leader preaches or teaches can benefit those who hear him, but the spoken ministry touches only the ones who hear. However, a leader who writes can extend his ministry far beyond those who personally hear him or listen to a tape recording.

The Bible says that Moses wrote (Exodus 24:4) and that Peter and Paul, the principal leaders of the early church, were writers. Jesus ordered John to write (Revelation 1:11). The living and spoken ministry of these outstanding leaders ended many centuries ago, but their ministry continues even today because of what they wrote. Paul preached to thousands, but millions who never heard him have been blessed by what he wrote.

The body of Christ has many parts, each one with a distinct function and importance. All are necessary. For example, in the ministry there are apostles, prophets, evangelists, pastors, and teachers. Even though each makes a distinct contribution to the work of the Lord, each ministry is different. Just as the eye cannot do the work of the foot, not everyone in leadership will be used in writing. However, those who do write can be used of God to make an important contribution to the Church.

THE SUBJECT AND FORMAT

It is essential to know and understand the subject matter

If one is going to write about a certain subject, they must know it well. If not, he will not be able to write with authority or be convincing to the reader. If an artist paints mountains without personally knowing them, they will look artificial and the painting will be flawed. It is the same with writing: if a subject is not personally known and understood by the author, he should not attempt to write on that subject. It is possible to study, learn with God's help about an area, and after becoming knowledgeable, write about that subject; but one should wait until reaching that point before writing on that subject. Otherwise, the result would be superficial; the author could appear ignorant or what he has written could be embarrassing.

Good writing is not copying something that someone else has already written. Authorship should be something original from the mind and heart of the writer. One can absorb ideas and concepts that others have written and include them in different ways

in his own writing, but it would be dishonest to copy what someone else has written so it appears as one's own work. If the copied work is protected by copyright, such copying is illegal and is known as plagiarism. It would not be acceptable for a Christian writer to even copy material that is not copyrighted and present it as his own original writing.

Choosing and limiting a subject

Many times an author writes about a particular subject because of personal interest. Sometimes a leader writes on a subject because of a need in the ministry or church. Whatever the motivation may be, God can inspire writers today! Even though the inspiration would not be comparable to the level of inspiration that writers of the Bible received, the Lord can guide His leaders to write about subjects that will benefit and bless His Church.

The subject matter should be reasonable and appropriate. A project to write on the general subject of "God" probably would never be completed because it is too large. John 21:25 mentions this kind of problem. It would be wiser to limit the subject and consider writing on "The Mercy of God," "The Love of God," or "The Faithfulness of God." Even these limited subjects are quite large. The general subject of "Doctrine" is large, but it could be limited to an aspect of doctrine such as "The Oneness of God," "Baptism in the Name of Jesus," or "Divine Healing." After a writing project has been started, it is not unusual to modify the concept to improve the relationship between the length planned and the subject matter.

After deciding on a subject, the writer should not deviate by including things that do not apply. If an author is writing about the Plan of Salvation, it would be appropriate to include something about the prophesy in Isaiah 7:14 or to compare the creation record in Genesis when God created life, to God creating new life in salvation. However, including a lot of general information about prophesy and creation while writing about salvation would not be appropriate.

Whether a superficial or lengthy treatment of a subject is appropriate depends on the purpose of what is being written. Some subjects could be covered in twenty pages but with other subjects, twenty pages would not be enough for the introduction. Considering the subject, "The Plan of Salvation," a superficial treatment of one page could be proper for a tract. A more extensive treatment could be something like the tract, "The Doctrine of the Apostles." The same theme filled an entire book by David Bernard, *Essentials of the New Birth*.

To summarize, in order to decide on the depth of what is to be written, the author should evaluate the purpose of the writing project, in what ways and for what purpose the written work will be used, and who will read it.

The format

There are many kinds of written works such as tracts, pamphlets, books, study guides, notebooks for seminars, etc., and likewise different sized pages. Just as the writer must determine the limits of the subject matter and the depth with which to write, he must

also consider different formats and decide which one would be most appropriate for his purpose.

THE LANGUAGE

The importance of language

Written communication is a function of language. If what is written is defective in style and has technical errors, the communication can be ineffective. What makes literature effective is the proper expression of written language, and the quality of literature in part depends on the technical quality of that expression. Even though Christian literature has a different purpose from other kinds, it is still literature, so language is a basic part of Christian literature too.

A written work has two principal parts: the subject or content and the language used to explain the subject. Although the idea, message, and purpose of a written work may be very good, if grammatical or spelling errors, faulty organization, and mistakes in language exist, the result would not be acceptable. It is impossible to have quality literature if the quality of expression is deficient.

Basic concepts of language

Language has different categories, each with its own rules and guides. For example, there are several different punctuation marks like the period, comma, colon, semicolon, question mark, exclamation, apostrophe, etc. Each one has a specific purpose and should be used correctly and put in the proper place according to rules of grammar. Mistakes in this area may even change the specific thought of the author.

The basic unit of written language is the sentence. It is a unit in itself, with a subject and predicate, which expresses a command or question or makes an assertion, etc. There are different kinds of sentences: simple, compound and complex, complete and incomplete, exclamatory, declarative, etc., with their parts like subject and predicate, clauses and phrases, etc. Sentence structure should be correct according to guidelines and rules. There are words and phrases that are popular and acceptable in common, spoken usage but which are not desirable in written language.

Although a minister may be a competent leader and very knowledgeable about his subject, if what he writes contains mistakes, those errors would suggest incompetence and the author could appear ignorant. If the reader recognizes the mistakes, he may assume there are also errors in the content and not seriously consider what he has read.

Even professional writers have editors whose job is to read what has been written. They look for errors and weaknesses and make suggestions and improvements. Christian leaders can profit by having someone who is qualified check what they have written. This will help to improve the quality of the written work and to eliminate errors.

ORGANIZATION

The bigger the subject matter is, and the longer a written work is, the more complicated the organization will be; but even a tract, although short, should not be unorganized. A written work is not just a series of words from beginning to end. For writing to be successful, organization is necessary.

There are two basic kinds of organization: the organization of the content into categories, such as paragraphs and chapters; the organization of the content on the printed page or the appearance of the text on the page.

Organization of the content by categories

This organization follows the concept of the "hierarchy," which is a system of organization that has categories or divisions from biggest to smallest. Each category is made up of smaller categories.

The concept of hierarchy is common in many areas of life including the political divisions of a country:

- Country
 - Department, state, or province
 - County
 - City
 - Neighbourhood

In this example, neighbourhoods make up a city; cities make up a county; counties form each department, state, or province; and all the provinces together make up the entire nation. In the case of a book, for example, the same organization exists:

(Largest category)	Country	The entire book
	Department, state, or province.....	Chapter
	County	Chapter subdivision
	City.....	Paragraph
(Smallest category)	Neighbourhood	Sentence

Sentences make up a paragraph, paragraphs make up chapter subdivisions, subdivisions make up chapters, and all the chapters make up the book. In the same way the people of a country live together in neighbourhoods, cities, and counties, written words need to be organized into sentences, the sentences into paragraphs, the paragraphs into subdivisions of chapters, and all the chapters for the entire book. The level of organization will be more or less extensive depending on the length and complexity of what is written but will function equally well in short or long works.

The paragraph

In the same way that the sentence is the basic unit of writing, the paragraph is the basic unit of organization. The paragraph is a group of sentences related to a specific thought. Every paragraph should have a topic sentence, which often is the first sentence. A topic sentence expresses the main thought of the paragraph, and all sentences in the same paragraph should relate to the same topic. Likewise, all the paragraphs in a chapter or subdivision of a chapter should refer to the subject of its chapter or subdivision. If a sentence refers to something other than the topic of its paragraph, it should either be eliminated or moved to an appropriate paragraph.

Appearance of the paragraph and other parts on the page

Indentations or blank lines should separate paragraphs from each other. If only an indentation in the next line of text and single space are used to begin a new paragraph in one place, it should be the same in the entire work. If a double space is used to separate paragraphs, it should be the same throughout. A good appearance depends on harmony and consistency throughout the work.

Each level in the hierarchy of organization should have an appropriate and consistent appearance and placement on the page. All chapter titles should have the same placement on the page: for example, could be all centered with the same distance down from the top margin. The subdivision titles, for example, could be all placed at the left margin. Wherever the author decides to place titles and subtitles, they should be consistently placed in the same position on every page.

Consistency in style is important to avoid variations. If the author decides to use capital letters for one chapter title, all titles should have capital letters. The font, type style, and size should not vary for items of the same kind. For example, one subdivision title should not be bold type and another plain type, or one title one size type on one page and a different size on another page. If the author uses one blank line to separate a subdivision title from its first paragraph, the same separation should be used with the same items throughout the work.

CONCLUSION

If the author can think about these concepts of subject, format, language, organization, and the such before beginning to write, it will result in a consistency and harmony from the beginning of the actual writing. The need for later work in standardizing details, matters of appearance on the page, and other aspects of the written work will be minimized.

CHAPTER 3

AUTHORSHIP AND WRITING, Part II

by
Stuart Lassetter

THE PROCESS OF WRITING

The beginning

To be successful in writing, it must be made a priority. Time is limited and if not a priority, writing will probably be something that never gets finished. A place to write without interruptions is helpful. Circumstances and the time of life are important to consider when planning a writing project. For example, if there is a new baby in the home with its needs 24 hours each day, or if a minister has just moved to a new church, this might not be the best time to start a major writing project. Some authors dedicate themselves completely to writing until the work is finished. It is more common, however, for writing to be a process completed at designated times on certain days. Progress can be made by consistently writing one hour a day.

An author may want to start writing by developing a simple outline that will help organize thoughts and sequence. As the writing proceeds and the work develops, authors commonly make modifications in the outline.

The first complete draft

Depending on the time available and how much time a writer can dedicate to each session, the pages will add up and eventually the first entire copy of the work will be finished. This is a major step because up to this time, it has existed only in parts but now it is complete.

Revisions

Although the first draft is a significant step, it is not the end of the project. Once the initial work is complete, an overview of the entire work is possible. The entire manuscript can be analyzed from start to finish. It can be improved by adding new parts, by deleting repeated sections, changing paragraphs to new places, correcting ambiguities, and so on. When the original pages get too full of notes and corrections, a new draft can be made.

When revising, it will help if the author reads the manuscript as if he were a reader who knows nothing about the subject. Anything that can be changed to make it better for the reader can be corrected.

Revisions should continue until few, if any, additional changes are being made. As the manuscript is being revised, technical details such as spelling, punctuation, consistency of small and capital letters, title and subtitle positions, type style and font, and citations should be noted.

Citations

If a Bible passage is merely paraphrased or explained by the author, perhaps only the reference would be needed. But if it is a verbatim quote of part or all of a verse or several verses, it must be correctly indicated with quotation marks, italics, or be set off from the rest of the text. If a quote from another author is used, it should be cited to give that author credit for using his material. Sometimes written permission is required to use copyrighted material. There are different ways to correctly cite material from another source, and for consistency one system should be used throughout the entire work. Proper citations are necessary to avoid plagiarism.

The final step

After the author has done everything he can to improve the manuscript, it is time to take it to someone else to review, edit, and make suggestions. The first draft is not what should be reviewed, but a later manuscript, which the author has revised to the best of his ability. This is like a young watercolor artist who once visited a master painter, asked him to look at his paintings, and give some advice and suggestions.

The master artist said, "How many have you painted?"

The young artist answered, "Twenty-five and I have them with me."

The master artist replied, "Paint 500 and then come back."

Until an author has done his best at revising and completing his own work, it is not courteous to ask someone else to spend his time reviewing it, especially if it will be a competent friend or family member who will donate his time. If it is necessary to pay a professional, the editor or reviewer will be able to help most if the author has already improved the manuscript to the best of his ability.

The writer should not be offended when a reviewer makes suggestions and improvements because his purpose is to improve the quality of what has been written. Suggested grammatical corrections should be made. However, sometimes a reviewer will suggest things that might change the meaning of what the author is trying to say or the way he wants to say it. In these cases, the author may need to modify the reviewer's suggestions or occasionally not even use them.

THE REPRODUCTION

Good original pages are needed to reproduce what has been written. If the originals are not good, the reproduced copies will not look good either. If many copies are needed, usually it is cheaper per copy to have them professionally printed if possible. However, duplicating or copy machines may be the only possibility. Although copiers and duplicating machines can reproduce from originals that are not high quality, such

originals will not be acceptable for printing. If the author can take computer laser-printed pages to a professional printer, they will be acceptable. If the author has to have someone else enter his work into a computer and then print the originals, more revisions will be necessary because the person using the computer will make mistakes.

If the work is to be professionally printed, it will be necessary to decide what quality of paper to use and this will partly depend on the type of work. Tracts can be acceptably printed on newsprint, but normally a book would require a higher quality bond paper. Color printing is usually much more expensive than black ink. Appropriate cover material will have to be chosen; and even though the print may be in black ink, a colored paper cover can be attractive. If the work has many pages, they can be stapled, glued, or have a ring binding, depending on the purpose.

Because a good appearance is important in written work, an attractive cover and text arrangement are desirable.

CONCLUSION

Authorship is an important function in the body of Christ. God's work today needs leaders who can incorporate authorship as a part of their ministry and be a blessing in this area. Can you be one of those leaders who write so that others can be blessed?

CHAPTER 4

DELEGATION

by
John F. Hopkins, Jr.

INTRODUCTION

Delegation should be a leadership priority, especially for upper level leaders. The higher a person ascends the ladder of organizational structure, the more he needs to understand and practice effective delegation. This is a leadership law. The higher one ascends, the greater the responsibility will be and the need to delegate will be more important.

What would happen if a leader suddenly had to leave his responsibilities for a month? Would everything continue to function properly without any major problems or would everything come to a screeching halt? If so, that leader is probably not delegating effectively.

A leader should ask himself these questions:

- Would I rather do it myself?
- Do I often feel overworked and wish somebody would help me?
- Does it seem like I never get caught up?
- Am I bogged down in paper work and details?
- Do I wish I had more time for my family?

If the answer to these questions is yes, the leader is probably not delegating effectively. This lesson is about how to become more effective in the art of delegation.

DELEGATION DEFINED

Delegation, simply stated, is the art of getting things done through other people. Delegation is entrusting someone under your authority to do something that you normally would have done.

BIBLICAL BASIS FOR DELEGATION

There are many biblical examples of delegation; however, the following ones show us two principles.

Moses – “*And they judged the people at all seasons: the hard causes they brought unto Moses, **but every small matter they judged themselves***” (Exodus 18:26, emphasis mine).

The Apostles – “Then the twelve called the multitude of the disciples unto them, and said, It is not reason that we should leave the word of God, and serve tables. Wherefore, brethren, **look ye out among you seven men** of honest report, full of the Holy Ghost and wisdom, **whom we may appoint over this business. But we will give ourselves continually to prayer, and to the ministry of the word**” (Acts 6:2-4, emphasis mine).

The principles here are:

1. It was humanly impossible for Moses, as only one man, to effectively do the job alone.
D.L. Moody said, “*I would rather put 1,000 men to work than do the work of 1,000 men.*”
2. Delegation frees the leader from the trivial, allowing him to dedicate his time to the important. After delegating, Moses could focus on the difficult tasks; the apostles could give themselves to prayer and ministry instead of spending too much time with things of minor importance.

TWO KEY AREAS INVOLVED IN THE DELEGATION PROCESS

Responsibility

Delegation is the process of passing on responsibility; however, the leader who delegates is always responsible for the final outcome or results. In other words, when a leader delegates, he makes the person under him accountable for results. A leader does not just give the person a responsibility and then forget about it, but he must monitor that person and ensure that the job is being done properly. When things are not accomplished effectively, the leader cannot blame the other person by saying, “I delegated this and they did not do the job.” The ultimate responsibility for results belongs to the one who delegated the job.

Authority

Responsibility is the actual job that the leader gives to the person under his leadership, but authority is the empowerment that is given to the person to allow him to properly do the job. Depending on the responsibility, this might include authority to make firsthand decisions, to spend money, to use resources, or to solicit the help of others to reach the goal. If the leader does not give the person the authority to do the job, he will become frustrated and most likely be unsuccessful.

A word of caution is necessary: sometimes leaders have problems with their authority. Some upper level leaders may have a “dictator” mentality and never delegate because they are afraid of losing their authority. Others delegate authority but later on they do not support or endorse the person to whom they have delegated authority. Delegating authority involves trusting the person to whom they have delegated authority, but when a person receives delegated authority this does not mean they become a mini-dictator

who is interested only in dominating or controlling others. The focus should not be on who is in power, but rather on what kind of results are produced. A leader can delegate authority to a subordinate, but the subordinate has to do something with that authority and produce results.

THREE STEPS TO BECOMING A BETTER DELEGATOR

In the book, *Don't do, Delegate*, by James M. Jenks and John M. Kelley, the authors give us three steps to becoming a better delegator.

Attitude

It has been rightfully said that one's attitude determines his altitude. A leader will never go higher than his attitude will allow, especially in the ministry. The ministry is a people-oriented profession. To have success in leadership, one must have very good interpersonal skills.

A leader should want to be a manager. If a leader likes doing everything himself, it will be difficult to delegate. But if a leader sees the benefits in sharing a vision, responsibilities, and authority with others and in using other people to accomplish goals, that leader can delegate. When a vision is shared and people are given a chance to become a part of that vision through delegation, the leader is allowing them to participate in his personal vision and trusts them to help obtain the goal.

Habit

Just knowing that delegation is necessary and knowing how to delegate is not enough. A leader should go from "theory" to "practice" and develop the "delegation habit" by delegating. Delegation is a learned skill, not something with which one is born. Anyone who applies himself can learn to delegate. After awhile, delegation becomes almost automatic. It becomes a vital part of the planning of any job.

Techniques

There are certain techniques that are important to learn in order to become an effective delegator. Most leaders, because of their personality and nature, are people who like to be personally involved. However, delegation requires the leader to "step back" and give others room to work. It means letting them make decisions instead of making decisions for them. The leader needs to learn the art or science of delegation and its techniques.

BENEFITS DERIVED FROM DELEGATION

Delegation produces many benefits and a few are listed below:

- Multiplication of productivity – the leader gets more done in less time.
- More time – delegation gives more time to the leader so he can actually manage, plan, organize, and supervise.

- Liberation from small tasks – the leader can focus on results.
- Improved managerial skills – the leader learns to be more successful by delegating, and it hones his skills in other areas such as communication, listening to others, and motivating others.
- Improved organizational efficiency – when each member of the organizational structure does his delegated job, the organization will naturally become more efficient.
- Training of subordinates – by involving them directly, they learn by experience.
- Increased satisfaction in subordinates – everyone likes to be included and to participate.

When a leader shares responsibilities and authority with others, he is allowing them to become part of his vision. They will respond positively because the leader has enough confidence in them to make them part of the team.

WHAT TO DELEGATE AND WHAT NOT TO DELEGATE

Before delegating a job, the leader should be sure to choose personnel on the basis of ability, making sure that the person is qualified. If training of a person is necessary, the leader should provide it. The job description should be clear and the leader should explain the expected results. Deadlines should be understood and controls should be included from the beginning. Resources to do the job should be given to the one with the delegated responsibility and the leader should stand behind this authority. Advice can be given as needed, but the leader should give his subordinate room to work and listen to his ideas. The leader should motivate, motivate, motivate, give credit, and praise the subordinate for his accomplishments!

Delegate the following:

- Routine responsibilities – if a leader does it all the time, he should delegate it!
- Trivial matters – small things that consume time.
- Non-discretionary items – things that do not require major evaluation and decisions.
- Specialties – there are people who have special skills in certain areas and they can be used to do a specialized job.
- Chores – what the leader prefers not to do or cannot do well.

Do not delegate the following:

- Things that only the leader should do because of the responsibility of his position.
- Policy – things that affect the decision-making process.
- Handling crises – emergencies should be handled by the leader himself.
- Confidential matters – maintaining confidentiality is important for trust.
- Specific matters, such as the following, in which the leader should be personally involved.

- Disciplinary action – this is always an unpleasant task, but it comes with the responsibility of being a leader.
- Praising and thanking others – second-hand praise is never impressive.
- Resolving disputes – this is important for people in upper level leadership. If a leader has people in his responsibility, he should be the one to resolve differences between them. For example, if a presbyter's responsibility is to handle problems between pastors, he should not depend upon supervisors, the president of the church, or a missionary to do his job. On the other hand, all involved should respect lines of delegated authority. When an issue is critical, seeking counsel is always in order. All leaders involved in a chain of command should know the boundaries of their authority.
- A leader should personally assign jobs and responsibilities to people and not delegate the responsibility of delegation.

Do's and don't's

(Taken from *Don't Do, Delegate* by James M. Jenks and John M. Kelley)

Do	Don't
Encourage the free flow of information to your subordinates	Hoard information
Focus on results	Emphasize methods
Delegate through dialogue	Do all the talking yourself
Fix firm deadlines	Leave time frames uncertain
Make sure the person has all the necessary resources	Delegate incompletely by giving assignments without the needed tools
Delegate the entire task	Delegate half the task
Give advice without interfering	Fail to point out the pitfalls
Build controls into the process at the beginning	Impose controls as an afterthought
Back up delegates in legitimate disputes	Leave persons to fight their own battles
Give full credit for accomplishments to the person to whom the responsibility was delegated	Accept all the glory or look for scapegoats

CONTROL

Delegation can be compared to the wind that holds the kite in the air; however, without the string (control) the kite would sail off and crash. Leaders need to delegate but they need to do so with proper controls. This is the paradox of delegation: even though a leader delegates a task, the leader is ultimately responsible for its completion. Even though authority to do a task is given to a person, controls are necessary to insure the task is completed effectively without confusion. Control does not mean to restrain or hold back, but rather to channel in the right direction. Diffused light has little power, but

controlled light forms a powerful laser. Accountability is the controlling factor in delegation. If accountability is not included with delegation, control of the situation can be lost.

Policies and procedures are controlling factors. Usually there should be clear, written policies that govern how a person should do his work. Supervision is follow-up; making sure that the job is being done, but without watching every minute. Correction, if needed, is important to keep the project on course and insure that the goal is obtained.

Evaluation (getting together and gauging success, problems, or better methods) is an effective way to control results. Coaching is the leader motivating with suggestions, praise, ideas, or compliments.

CONCLUSION

A leader can accomplish much more by delegating than by always trying to do everything himself. However, delegation must be done properly or desired results will not be possible. Even negative results or problems can result from faulty delegation. Proper delegation can be a blessing to the leader, the ones he leads, and to the whole organization.

CHAPTER 5

THE INDIGINEOUS CHURCH, Part 1

by
James G. Poitras

INTRODUCTION

Abraham Lincoln, a famous president of the United States of America, once said, *"You cannot help men permanently by doing for them what they could and should do for themselves."*

Once national churches have been founded and are growing, the missionary must be careful not to slow down the speedy growth of the church. Church growth and evangelism can come to a standstill when leaders become satisfied with maintaining the church organization as it is. It is necessary to understand that when referring to a "missionary," it could mean anyone, from anywhere, including any race of people. The great commission was given to the entire church regardless of location, income level, or social status.

One basic principle is that the longer a missionary maintains an exclusive leadership without sharing the responsibility, the more difficult it is to include nationals in leadership responsibilities and eventually to transfer the responsibilities of leadership of the church to the nationals. When leadership is transferred to nationals, the missionary can continue in leadership, but in a minor role, not as the principal leader. A famous missionary, Hudson Taylor, even stated, *"I look upon foreign missionaries as the scaffolding around a rising building. The sooner it can be dispersed with, the better; or rather, the sooner it can be transferred to other places, to serve the same temporary use, the better."* What would we think of a builder who insisted that his scaffolding remain in place permanently for fear the building would collapse?

The three lessons in this series primarily address the relationship between the missionary and the national church. Many of the concepts can be applied to other leadership relationships such as a presbyter and the ministers for whom he is responsible, a pastor with his local leaders, or a national leader and the leaders with whom he works.

CHURCH GROWTH BASICS

In beginning and developing the national church, care must be taken to establish the following things:

- A foundation based on the Apostle's doctrine (Acts 2:42; Acts 2:38).
- A training program for developing nationals on each level (members, local leadership, ministers, and national leadership).

- An evangelism program using both personal and mass evangelism methods.
- A plan to develop an indigenous church. "Indigenous" means "something that is national and springs up from and develops with the culture." An indigenous church is able to grow within the culture in which it is planted. The words "indigenous" and "self" are often used in discussing principles guiding the establishment and progress of the national church. Both words refer to principles of church growth and organization within a particular country.

The principles of church growth and organization within the national, indigenous church encompass the following four vital areas:

1. The church is involved in evangelism within its borders. The church reaches the lost using national ministers, equipment, and finances. This is often referred to as a "self-propagating church."
2. The church has, at its disposal, national leaders that are able, under the direction of the Holy Spirit, to govern the affairs of the church. This begins at the local church but works its way up through the organizational structure of the entire national church. These leaders adhere to the guidelines established in Acts 6:3; I Timothy 3:1-13; and Titus 1:5-9. This is often referred to as a "self-governing church."
3. The church has instituted God's plan of tithes and offerings; therefore, a system already exists to raise funds for the various ministries of the church. When the indigenous church reaches this point, it is referred to as a "self-supporting church."
4. The local church should care for the local pastor. The local churches should also contribute to the operation of the national church. When the national church supports its own efforts, it opens the door to expansion. It may be felt that the people of a nation are very poor, but God can raise up a church anywhere. *"People value religion on the basis of cost and they don't value the cheapest ones the most. Religions that ask nothing, get nothing"* (Rodney Stark, Touchstone, January/February 2000, in Discipleship Journal, May/June 2000).
5. The Honorable Ekow Spio-Garbah, formerly Ghana's Ambassador to the United States of America, wrote while commenting on the U. S. Foreign Aid policy, *"What Africa needs today is not someone who can give it fish to eat so it can ask for more fish each day. All Africa is asking for is a FRIEND who can teach it to fish better so it can feed itself FOREVER."* That was well spoken and also should apply to national churches everywhere. With these three areas covered, the national church is capable of keeping itself alive. There is still one more step.
6. The church begins sending out missionaries to other countries and cultures. The national church becomes a missionary-minded church. This is referred to as a "missionary-sending church."

Application of these church growth principles will mean faster growth and maturity once the foundation is laid. The process of laying the foundation takes time and effort. It is a goal that should exist from the beginning, even though the process to reach it may take a long time.

THE CHANGING ROLE OF THE MISSIONARY AND NATIONAL LEADERS

From missionary to national

Often a missionary is considered to be a "father" to the work because he brought the gospel and planted the new, national church. However, this is a role that should not be maintained indefinitely. No one wants to be treated like a child forever. Just as converts must grow into maturity for the local church to be strengthened and extended, national leaders must likewise develop so the entire national church can mature and prosper. Some missionaries or leaders tend to retain the parental leadership role too long because they are afraid that the church will fall apart without them being in charge of everything. If that would be true, who is really building the church?

Jesus said, *"And I say also unto thee, That thou art Peter, and upon this rock I will build my church; and the gates of hell shall not prevail against it"* (Matthew 16:18). If leaders work together with God to build His church, it will remain strong and nothing can stop it.

The relationship between the missionary and the national church should pass through three levels of maturity.

1. Dependency: "We need you!" The missionary is the "father" of the work and is responsible for leading the church in growth. This responsibility includes financial assistance, leadership, and training.
2. Independency: "We don't need you!" Eventually the national church should reach a place where it is able to stand on its own. The membership supports the national work financially, trained leaders are capable of leading the growing work, and are extending the church both within the borders of the nation and beyond. Once the national church reaches this stage, people might think, "We have arrived! The job is completed! We can now move on!" Is this the best attitude? No! There is still work for the missionary to do assisting the national church in further growth.
3. Interdependency: "We need each other!" In this stage of the indigenous church, the missionary and the nationals work hand-in-hand as brothers and equals. It is the scriptural goal that the Church should operate as a body.

"For as the body is one, and hath many members, and all the members of that one body, being many, are one body: so also is Christ. For the body is not one member, but many. If the foot shall say, Because I am not the hand, I am not of the body; is it therefore not of the body? And if the ear shall say, Because I am not the eye, I am not of the body; is it therefore not of the body? If the whole body were an eye, where were

the hearing? If the whole were hearing, where were the smelling? But now hath God set the members every one of them in the body, as it hath pleased him" (1 Corinthians 12:12, 14-18). The New Testament shows us a picture of the church as a body that has unity, is interdependent and gives mutual support (Ephesians 4:11-16).

Remember the story of Moses in the battle against Amalek? *"And it came to pass, when Moses held up his hand, that Israel prevailed: and when he let down his hand, Amalek prevailed. But Moses' hands were heavy; and they took a stone, and put it under him, and he sat thereon; and Aaron and Hur stayed up his hands, the one on the one side, and the other on the other side; and his hands were steady until the going down of the sun"* (Exodus 17:11-12). As long as Aaron and Hur lifted the hands of their leader, Moses, they prevailed in battle.

In the early stages of church development and growth, the nationals hold up the hands of the missionary in the battle. However, the indigenous church should eventually progress to such a level that the missionaries switch places and serve as those who hold up the hands of the national leaders, and the battle can continue with the church undefeated.

Missionaries can be a blessing if they remain in a nationalized church, but their role should change as they become advisers to the national leadership. A missionary who gives advice is quite different from one who makes decisions. In his wisdom, the missionary can outline the various possibilities that could serve as a solution to a problem or situation, but the national leadership must decide which solution to take.

At some point, the leadership style of the missionary shifts from "direct" to "indirect" leadership. In the beginning, a more direct leadership is required. Some may use a combination of direct and indirect leadership styles; but in the beginning, things are centered on the missionary as the principal leader. The "indirect" leadership style guides the national church without telling them what must be done. This provides for a rapid transfer of leadership to the nationals.

Stages of transition

Missionary Steve Shirley suggests the following stages of development in the national church. He feels that understanding these stages of development will allow missionaries and national leaders to work more effectively and have greater results.

"I have planted, Apollos watered; but God gave the increase. For we are labourers together with God: (1 Corinthians 3:6,9)

- **Pioneering Stage:** In this stage, the missionary does most or all the work. Finances come mostly through the missionary. He is the one who carries the majority of the burden and responsibility. Since money is limited, care must be taken so that the leadership will not feel that ministers and workers are competing for funds. The church cannot be allowed to develop the mentality of always wanting to receive.

- **Organizing Stage:** The church is organized into regions, districts, zones, etc. Policies and guidelines for administration are established. Emphasis is placed on training and developing national leaders.
- **Facilitating Stage:** In this stage, the missionary begins releasing the work and responsibility into the hands of the nationals. He emphasizes the training of successors and key men. Most of his time will be spent with leaders rather than with congregations or church members. The missionary learns how to delegate responsibilities and is actively preparing national leaders to assume the responsibility and leadership of the national work.
- **Nationalizing Stage:** The missionary now becomes the advisor and counselor as the day-to-day operation and responsibilities of the church pass into the hands of national leaders. The missionary may continue to serve in areas such as training, evangelism, and literature development. At this time, the missionary may be working in several countries, serve as an Area Coordinator, or have other responsibilities.

Possible missionary roles

At the nationalizing stage, care must be taken to establish the future relationship between the missionary and the national work. The type of relationship required needs to be firmly established and understood by all parties concerned. This relationship is built on mutual understanding and respect.

A choice is made from one or more of the following (Adapted from *Planting Churches Cross-Culturally* by Hesselgrave):

- **Autocratic Relationship:** The missionary continues as the unsolicited superintendent even though a national minister occupies the office. This relationship is not advisable.
- **Advisory Relationship:** The missionary provides counsel when asked. This possibility is acceptable.
- **Fellowship Relationship:** The missionary provides mutual help and encouragement. Missionaries work hand-in-hand with nationals to get the job done. This is an interdependent relationship and is definitely advisable.
- **Contact Relationship:** The missionary is not living in the country but provides periodic communication and visits. Depending on circumstances, this kind of relationship may be appropriate.
- **Broken Relationship:** The missionary makes a complete break from the work and there is no contact. This is not advisable.

It seems that the ideal post-nationalization missionary role should be a combination between the advisory and fellowship relationships. The missionary provides counsel

when required and continues to work providing mutual help and encouragement for the national work.

CONCLUSION

Turning the work over to national leadership without preparation, either at the retirement or resignation of a missionary, should be discouraged. The ideal situation would be for the church to be nationalized with the missionary leader remaining in the country to guide the church through the transitional process. Another workable option for a nationalized work would be for the missionary leader to transfer to another area of involvement outside of the country but still make periodic visits. Such an important step for the indigenous church should be planned so a smooth transition can be made. This will provide maximum benefit to the national church.

CHAPTER 6

THE INDIGENOUS CHURCH, Part II

(New Testament Principles of Church Growth and Organization)

by
James G. Poitras and G. Randy Adams

INTRODUCTION

Today's world evangelism movement needs to return to the principles of the early church. Those principles define what the church needs to be and should guide its establishment, growth, and organization in nations around the world.

In October 1999, the world population passed the six billion mark. Every twenty-four hours 212,000 people are added to our planet and every twelve years another one billion is added. This calls for a united effort in world evangelism from the "whole church." It requires a focus on principles that really yield the greatest results. This will ensure that the church planted cross-culturally will stand the tests of time, temptation, and trials.

PRINCIPLES OR METHODS - WHAT'S THE DIFFERENCE?

It is necessary to understand the differences between principles and methods.

Principles:

- Are basic truths that never change
- When they are of God, they work both in advanced societies and in primitive cultures
- Apply to all people everywhere, in all situations, and throughout all time
- Lead to success in ministry

Methods:

- Are built on basic principles
- Work because they are based on principles
- Change according to culture, location, circumstances, and time
- Produce results because they apply principles

"Methods are many, principles are few; methods always change, principles never do."
(Anonymous).

PRINCIPLES OF CHURCH GROWTH AND ORGANIZATION

In the following look at principles of church growth and organization, much of the information is adapted from *World Missions* (Ministerial Development Series) by Missionary G. Randy Adams.

“Upon this rock I will build my church; and the gates of hell shall not prevail against it” (Matthew 16:18). When one thinks of the New Testament Church, what is the first thing that comes to mind? The answers will vary from one individual to another. A study of the New Testament reveals several pictures used in describing the church, such as the body of Christ (Ephesians 1:22-23), God's building (I Corinthians 3:9; Ephesians 2:21), a spiritual house (I Peter 2:5) or the bride of Christ (Revelation 21:2-9) to name a few. By far, the most widely used by Paul was that of the body of Christ. Thinking in terms of the church as the body of Christ, it is hard to imagine that the physical body of Jesus Christ could have been diseased, crippled, deformed, or weak. Certainly no one could imagine Jesus Christ hobbling around on crutches! The Bible says that after 40 days of fasting in the wilderness, He came forth in the power of the Spirit!

In the same sense, it should not be thought that the New Testament Church (which is the body of Jesus Christ in the earth) established in any nation should be weak, crippled, or diseased. Yet when some churches that have been established for many years are examined, whether on the national or local level, an example of a strong, healthy body functioning in the power of the Spirit is not seen. Rather, we see a church that is dependent upon foreign leadership, foreign money, and foreign evangelists. This is not according to the New Testament pattern that we see in Acts. God never intended for His church to hobble through this world forever dependent on these foreign crutches. The church should trust in Him with all of her heart, leaning not unto her own understanding.

The importance of the local church must never be underestimated. The strength of a national church is determined by the strength of the local churches. It must be remembered that it is the growth, development, and maturity of local churches that will produce the need for a national organization.

The New Testament Church had the power to both maintain and expand itself and it should be the same today. This encompasses several characteristics.

Self-propagation

The church is God's agent to accomplish the evangelization of the world. Though God has given some men a special gift and calling to be evangelists, every individual who has been filled with the Holy Ghost has received power to be a witness (Acts 1:8) and should be a soul-winner. The responsibility of evangelism rests upon the shoulders of every member of the body of Christ.

The New Testament Church was designed to reproduce itself by means of preaching and teaching the Gospel through the power of the Spirit. It has the potential of spreading itself to cover the face of the earth like a mighty flood of waters.

“But ye shall receive power, after that the Holy Ghost is come upon you: and ye shall be witnesses unto me both in Jerusalem, and in all Judea, and in Samaria, and unto the uttermost part of the earth” (Acts 1:8).

Notice the progressive order given for the expansion of the church: Jerusalem → Judea → Samaria → Uttermost part of the earth. The fulfillment of this plan for Jerusalem can be seen in (Acts 2:7) Judea (Acts 8:1-4); Samaria (Acts 8:5-25) and to the uttermost part of the earth (Acts 8:26 until now).

After her conversation with Jesus about the living water and the revelation of His identity, the Samaritan woman left her water pot and went to the people of her city as a witness of Jesus. As a result, many believed on Jesus (John 4:1-42). After casting the unclean spirits out of the Legion of Gadara (Mark 5:11-19), Jesus told him to go home to his friends and tell them of the great things the Lord had done for him (Mark 5:19). After his baptism and conversion, the Ethiopian eunuch returned to his country and likely testified of his experience to his own people (Acts 8:26-39). These all acted out of a sense of responsibility.

Who would better know how to reach a Samaritan than another Samaritan... a Gadarene to a fellow Gadarene...or an Ethiopian to a fellow Ethiopian? Who could better witness to a European than a European...a Chinese to another Chinese...or an African to a fellow African? God has designed the gospel to be adaptable to every climate and race, and to every social and economic level on the earth. It fills the need of the European, Chinese, African, or American. Therefore, if the Gospel seed is properly planted, it will produce an indigenous church in any village, town, city, or nation upon the face of the earth. And that indigenous church will in turn reproduce itself after its kind, over and over again. *"And so were the churches established in the faith, and increased in number daily"* (Acts 16:5).

The potential of the New Testament Church in any generation is limited only by her silence: if she does not proclaim the gospel, she remains stationary. *"He that goeth forth and weepeth, bearing precious seed, shall doubtless come again with rejoicing, bringing his sheaves with him"* (Psalm 126:6).

Self-government

Self-government is vital to the day-by-day operation of the church, and this goal should be kept in mind from the very beginning of the work. The form of government should be adapted to present conditions within the culture. The forms of church government as we know it today could be quite removed from the simple forms of government used in the early church. We should endeavor to find a system of government that is biblical and also relates well with the people of the culture.

The place to begin the practice of self-government is in the local church. The local churches form the base from which the national church will be organized. It is a mistake to attempt to form a national church government before there is a strong base of local churches. The establishment of strong local churches will create the need for national church government and will furnish the qualified personnel to staff this government. We should be able to look to the local church as a seedbed that produces workers.

"And the things that thou hast heard of me among many witnesses, the same commit thou to faithful men, who shall be able to teach others also" (II Timothy 2:2).

The work of the church is not carried on just by good men, but by *instructed* men. It is essential that training be given on every level including children, which represent the leadership of the future. With the goal of self-government in view from the beginning, steps should be taken early to establish a systematic Bible training program for training the ministry and leadership. Someone has said that those who do not prepare for the future will not have one.

Shortly after conversion, a person should be introduced to responsibility. If a local church is properly organized, it will create a sense of spiritual responsibility among the members. The same is true on the national level. Self-government nurtures this sense of spiritual responsibility and helps it to spread into other areas of the church. It is out of this sense of responsibility that leaders will step forth as the need requires. *"For unto whomsoever much is given, of him shall be much required."* (Luke 12:48).

Trust is a vital factor. It is the oil that lubricates the wheels of relationships and organizations and keeps them working smoothly with a minimum amount of friction. A missionary has to be careful not to become too much of a dominate figure in the national church. If he allows his control of the work to overshadow that of the nationals, he could cripple the potential of national leadership. At the same time, he will need to maintain a certain degree of control to insure that the work is carried on properly and for the sake of training the nationals. A missionary should not hold a position in the national church that a national leader is able to fill. This will help to develop the ability and ministry of the nationals.

Jesus set the example that we should all follow: entrusting the work into the hands of others. Before choosing the twelve, He spent all night in prayer (Luke 6:12-13). After choosing them, and knowing that one of them would betray Him, He spent three and one-half years with them teaching them by word and example. He taught them what their work would be and then entrusted them with the task of evangelizing the world and governing His church. What an example of trust!

The church must produce its own leaders. This is true for both natural and spiritual reasons. Natural reasons include language, customs, cultures, and climate, all of which make it difficult for an outsider to fit in. Spiritually, if the church strives for maturity, she will not find it necessary to depend on foreign workers. Who could better understand the needs and problems of the church in any country than the citizens of that country? And with proper training, who could better work towards taking care of needs and the solving of problems than the nationals of that country? That is indigenous thinking! That is thinking in terms of the principles of church growth and organization.

Self-support

It is valid to mention again that in order to establish a self-supporting national church, we must start at the base with self-supporting local churches. The following reasons demonstrate why we should work to establish self-supporting churches.

It is God's plan. If this were the only reason given to insist on self-support, it should be sufficient. A careful study of the Old and New Testament reveals that God's plan for the

support of the ministry and the house of God is that of tithes and offerings. The tithe (10%) is for the support of the ministry and the offerings are for the work of God.

A study of the book of Acts should convince anyone that self-support was the apostolic method. We find no record of the mother church at Jerusalem supporting the new church founded among the Gentiles. The churches that Paul established were obviously self-supporting congregations. Paul wrote, *“Even so hath the Lord ordained that they which preach the gospel should live of the gospel”* (1 Corinthians 9:14).

It is logical and practical. An example that has often been used in teaching the logical aspect of self-support is that if there are ten or more families that tithe faithfully, they can support a pastor at the same level at which they themselves live. For example: 10 families x 10% tithe from each one = 100% of an average wage.

Faith and sacrifice are necessary elements in the spiritual development of the pastor and members. Rev. Jerry Richardson, son of a pioneer missionary and himself a missionary to Madagascar for over 20 years and presently Regional Director for the Africa Region, related the following true story. As a boy in the Philippines, he watched his father teach the poor people in a certain village, the principle of tithing. At first these people did not have shoes or sufficient clothing to wear and hardly enough to eat. Tithe envelopes were purchased and distributed to the people and the people began to give. The amount of their tithe at first was not even enough to pay the cost of the envelopes, much less support the pastor. However, as time went by, he noticed that the people began to wear shoes to church, then their clothing improved and soon some men were wearing ties and nice shirts. Obviously, the living conditions of the people progressively improved because they were cheerfully giving in obedience to the Word of God.

Rev. Richardson used these principles in Madagascar and the church is a strong, vibrant force on the island. Although many of the people would be considered poor, they have learned the secret of sacrificial giving. They are reaping the blessings of revival and church growth.

‘Bring ye all the tithes into the storehouse, that there may be meat in mine house, and prove me now herewith, saith the LORD of hosts, if I will not open you the windows of heaven, and pour you out a blessing, that there shall not be room enough to receive it’ (Malachi 3:10).

The pastor should feel responsible to the congregation rather than the missionary. In order for the necessary relationship to exist between the pastor and the congregation, it is vital for the people to feel a responsibility to their pastor and for the pastor to feel a responsibility to them. This will not happen if missionary funds support the pastor. If the pastor receives his livelihood from the missionary, he will obviously feel responsible to the missionary and not to the congregation. If the missionary supports the pastor, the congregation will not feel a burden to support the pastor with their tithes. However, the pastor who is supported by his church will sense a close tie with the people and the people with him.

Self-support helps to place the pastor in good standing with his own people. A pastor who is supported financially by the missionary will usually be looked upon by many people in his own country as being an employee of a foreign organization. He will lack the respect due him as a man of God and be seen as an agent of a foreign religion, preaching a strange doctrine because he receives a salary to do so. As long as he is receiving even a minimal amount of support from the missionary or national church organization, his people may never accept responsibility for taking care of their own pastor.

Self-support opens the door to unlimited expansion. The funds that a missionary brings into a country are always limited. He works with a fixed budget that depends upon pledges that were made by local churches in his homeland. If the national church depends upon these funds to operate, it will quickly come to a standstill. The day will come when no more workers can be sent out, no more new churches established, evangelism will be limited, and progress will cease. The indigenous church, on the other hand, has no such limits. It depends on the funds generated by the national churches. As they increase in number, the funds also increase. The more the national church grows, the more it can grow. The Church must be trained in independence rather than dependence.

The origin of funds determines authority. As long as funds come through the missionaries, national leaders never feel free to take a stand on the way the funds are used. The funds can become a barrier between nationals and missionaries. It is easy for nationals to be reluctant to raise money if they know the missionary will supply it. It is easy for nationals to use poverty as an excuse or the reason why they are not able to supply the needs of the work, and because of this attitude, to ask for help from the missionary. The God we serve is able to supply our needs regardless of what society we come from.

Are not the following Scriptures written to include nationals?

- *“But my God shall supply all your need according to his riches in glory by Christ Jesus”* (Philippians 4:19).
- *“I have been young, and now am old; yet have I not seen the righteous forsaken, nor his seed begging bread”* (Psalm 37:25).
- *“Then Peter opened his mouth, and said, Of a truth I perceive that God is no respecter of persons: But in every nation he that feareth him is accepted with him”* (Acts 10:34-35).

CONCLUSION

The Apostle Paul was one of the greatest missionaries of all times. He did not take financial assistance to the churches that he established. Every church was financially independent from the very beginning. Each church was taught to be responsible for its own needs. With the exception of the offering mentioned for the Jerusalem church, Paul never received or disbursed funds. We find no mention of centralized missionary treasuries with funds used to supply financial needs of local churches.

The goal of establishing the indigenous church can only be reached by people who accept and fulfill their God-given responsibilities. The salvation of God brings authority and privilege to the born-again Christian. But authority and privilege are always accompanied by responsibility. The exercise of authority or privilege, with the neglect of responsibility, leads to a false concept of reality. For example, at times members of a local assembly enjoy the privileges of full membership without being taught to understand and accept their responsibility. They are not maintaining a place of worship and/or not supporting their pastor. This leads to a false concept that they should always be on the receiving end with no obligation to give. Jesus said that it is more blessed to give than to receive (Acts 20:35). Every individual that has been forgiven of sin, baptized in Jesus' name, and filled with the Holy Ghost has a responsibility to the mission of world evangelism.

The Indigenous Church by Melvin Hodges was very beneficial in the preparation of this lesson.

CHAPTER 7

THE INDIGENOUS CHURCH, Part III (The Full Circle Church)

by
James G. Poitras and G. Randy Adams

INTRODUCTION

Rev. N. A. Urshan, former General Superintendent of the United Pentecostal Church International, asserts that world evangelization requires *The Whole Gospel to the Whole World by the Whole Church*. The command of the great commission is to all Christians and not just a select few in the North American church. The writer of Romans states, "*How beautiful are the feet of those who preach the gospel of peace, and bring glad tidings of good things*" (Romans 10:15). When someone thinks of those feet going into the whole world, what skin color is seen? The answer, many times, is only "white feet" because most missionaries have been coming from the western world. This is quickly changing as the center of Christian gravity moves to other areas of the world. As a result, the feet of those missionaries proclaiming truth around the world are changing hue.

A very basic fact of life is that a healthy body has a God-given potential to reproduce itself. Consider also that the church, as the body of Christ by the indwelling of the Spirit of God, has this same God-given ability. Life begets life. And inasmuch as the Spirit of God is the source of all life, where His Spirit dwells there is life and therefore contains the potential for that life to reproduce (John 1:4). This is true on the local as well as the national level. In fact, the goal of every local assembly and every national church organization should be to reproduce itself in another area or nation where the Gospel has not been preached. The focus of this lesson is concentrated on the national level to help understand the need of "a full circle" missions work.

A major facet of this ministry is to see the 'receiving' church transformed into a 'sending' church. Too often, there is a mentality of always 'receiving,' and this must be reversed so that the work of God can be expanded beyond the borders of the national church. World missions is not just a duty; it is a mandate from the Lord Jesus. The church exists for the cause of worldwide missions. Without an effective missions witness, the church cannot please the Lord (J. R. Richardson, Regional Director - Africa).

In a monthly newsletter Rev. H. E. Scism, former General Director of Foreign Missions of the United Pentecostal Church International, wrote,

One of the next major areas of development where Foreign Missions is concerned is encouraging our missionary fields/national churches to become involved in missionary activity. The great commission was given to all born again Christians

worldwide. In the same way that having a worldwide missionary vision is important for the North American church, it is also important for churches in other parts of the world. This is a commission that should be understood and felt by all Christians everywhere who have been filled with His Spirit and understand the importance of Acts 1:8.

Much of the information that follows was adapted from *World Missions* (Ministerial Development Series) by Missionary G. Randy Adams.

WHY A FULL CIRCLE?

God never intended for the work of missions to stop until the return of Christ for His Church. The apostle John saw an interesting sight in Revelation 7:9-10 that is relevant to this lesson. *"After this I beheld, and, lo, a great multitude, which no man could number, of all nations, and kindreds, and people, and tongues, stood before the throne, and before the Lamb, clothed with white robes, and palms in their hands; And cried with a loud voice, saying, Salvation to our God which sitteth upon the throne, and unto the Lamb."* By posing a few simple questions, the importance of these verses in relation to world missions can be seen.

- **Who are these people?** They are the raptured church clothed in righteousness and singing songs of praise and victory before the throne of God.
- **Where did they come from?** They came from every nation, every race, every tribe, and every language in the earth.
- **Who preached the gospel to them?** The logical answer to this question would be: Those called and sent by God unto every nation, race, tribe, and language.

In the past, the work of missions was basically perceived as a "straight line:" westerners being sent to the mission field. Considering that there are still possibly 15,000 unreached people groups in the world, one can see that this has been successful to a small degree in comparison to the overall population of the world. The concept of westerners going to the mission field is natural because these people come from nations where Christianity has dominated their culture throughout recent centuries. But the world scene is changing rapidly. We are told that the largest local church in the world is not in the United States of America or Europe but in Seoul, Korea. Since the turn of the century, at least 60% of the world's Christian population is estimated to be located in third world countries. Statistics indicate that within the next few decades the heaviest concentration of Christian population will have shifted to the continent of Africa. Therefore, our concepts and methods of missions work must change in order to take advantage of these shifts if we are to reach the increasingly expanding population of this world. With the Christian population increasing worldwide, there should be a natural increase in the number of laborers called of God and equipped to go forth into the harvest. Our missions program must change from a "straight-line" concept to a 360-degree "full circle."

A FULL CIRCLE: WHAT DOES IT LOOK LIKE?

The 90-degree missions program

This has been the most commonly followed program through the years. The 90-degree program is sending missionaries to a certain group of people to preach the gospel, convert them to Christianity, and to establish churches. This is, in fact, the first logical step in the fulfilment of the Great Commission. But too often, Christian missions organizations have remained on this level without going to the next phase.

The 180-degree missions program

At this level, the seed of the Word bears fruit; nationals are trained and in turn are reaching and pastoring their own people. An evangelism program and a training program have been incorporated and involve nationals. Although the national church is beginning to partially govern itself, it is still under the supervision and care of the mission.

The 270-degree missions program

The national church now has become nationalized with its own leaders being responsible for its own needs. It has matured and is basically self-supportive. Through evangelism it is reproducing itself and has trained national leaders who are responsible for its administration. If the missionary is still there, he is usually involved with the Bible school, training programs, advising and counselling. The national church is growing and reaching into new regions but only within the borders of its own nation.

This is an admirable and praiseworthy accomplishment. Unfortunately, many national churches after years of existence never reach this state. However, at this point there is a need to take this church to the next level of development being the "full circle" of missions work.

The 360-degree missions program

The "full circle" is accomplished when the national church, which was originally started as a missions church, gives birth to a mission of its own. The 270-degree position of missions work is desirable but often means that the national church has entered into a maintenance mode of just taking care of itself. A healthy body should reproduce itself!

The 360-degree or "full circle" program not only maintains itself, but also generates other churches in other cultures. This simply means that the national church is sending or helping to send missionaries from their nation into another country to preach the gospel and establish the New Testament Church. The 360-degree church is a mission-minded church!

ANTIOCH - THE MODEL OF A FULL CIRCLE CHURCH

The New Testament church at Antioch as is found in the Acts of the Apostles is a model of the 360-degree church. This church was founded in Acts chapter 11 and is mentioned frequently throughout the book of Acts. Here are some important facts to remember about the church at Antioch:

- Antioch was the first church founded among the Gentiles. It was a multi-cultural church.
- The disciples were first called Christians at Antioch.
- Antioch was a spiritual church where the Holy Ghost could and did speak.
- It was from Antioch that the first missionaries were sent out. It was a missions-minded church.
- Antioch was a church that gave generously.
- Antioch was the place of departure of the 1st, 2nd, and 3rd missionary journeys of Paul.

The church at Antioch was evidently founded as a missions endeavor among the Gentiles by the mother church at Jerusalem (Acts 11:19-30). This new church quickly became a pillar and focal point of gospel truth among the Gentiles. By the time we reach Acts 13, the church in Antioch dominates the scene as the launching pad for world missions. Paul based all of his missionary journeys from this church. Antioch was quick to respond to the financial needs of the mother church at Jerusalem and gave support to the early missionary efforts. Churches were established in the cities of Rome, Corinth, Galatia, and Ephesus and were founded among the Philippians, Colossians, and Thessalonians. The cities of Smyrna, Pergamos, Thyatira, Sardis, Philadelphia, and Laodicea are mentioned in Revelation.

In brief, Antioch was founded as a missionary work but in time became involved in the sending of missionaries to preach the gospel and establish the Church in the regions beyond. This represents a "full circle" of missions and should be the goal of every national church around the globe. Life gives birth to life and missions will give birth to missions.

A FULL CIRCLE, 360-DEGREE CHURCH - HOW?

The task of world evangelism is too great to be limited to a select group of people from North America or Europe. If this important mission is to be accomplished, it will be done by the vision and cooperative effort of every local church and every member. Every true Christian is a member of the body of Christ and every local church represents the body of Christ in its locality. As Christians who have received the knowledge of the gospel, each member is a debtor to those who have not had the opportunity to hear the gospel.

When a church is founded, it should begin as a mission-minded church with a burden to reach others. From the very beginning, the responsibilities of world evangelism must be taught to the converts. Every believer must be made aware that he is a debtor and should be taught how to complete these responsibilities. Every pastor has the

responsibility to inject a vision for missions into his congregation. This can be accomplished by sharing information and reports from missionaries and mission fields available through the Foreign Missions Division. If people are informed, they will be concerned. Every church should establish the practice of receiving regular missions offerings. Praying for missionaries and unevangelized nations should be given an important place in the local church. Jesus instructed His disciples in John 4:35 to "*Lift up your eyes, and look on the fields; for they are white already to harvest.*" Looking at the conditions and needs of other countries will help create the needed burden and concern for the lost.

CONCLUSION

In brief, the "full circle" of missions can be accomplished in the local church as well as on a national level by regularly practicing these simple steps:

- Teach missions
- Preach missions
- Give to missions
- Pray for mission
- Live missions

"Thinking globally and acting locally" can accomplish this goal of a full circle, 360-degree church.

CHAPTER 8 THE LEADER AS A CHANGE AGENT

by
Fred Childs

INTRODUCTION

Today's leader must keep up with the increasingly rapid pace of change. In order to be a competent leader, he must stay ahead of the impact that change has on his sphere of influence. To lag behind, be slow to adapt, or deny that change is happening is unacceptable for a leader in God's church. The leader must be prepared to lead through times of change.

THE LEADER MUST ACCEPT CHANGE AS A FACT

Today's technologies are forcing change at continuously increasing speeds. Global business strategies, competing markets, and political realignments are forcing change into the lives of people all over the world. During our lifetime the world will never cease changing. All this is a fulfillment of Bible prophecy: *"But thou, O Daniel, shut up the words, and seal the book, even to the time of the end: many shall run to and fro, and knowledge shall be increased"* (Daniel 12:4).

The people with leadership responsibility should be prepared to use change to their advantage.

THE LEADER MUST UNDERSTAND THE CHANGES THAT ARE TAKING PLACE IN THE WORLD AROUND HIM

Change is not just happening in one neighborhood or country, but it is happening worldwide. In today's global economy, changes in one part of the earth impact others around the world. In communication, business, and financial circles, a borderless world already exists.

THE LEADER MUST DRAW ON THE KNOWLEDGE, SKILLS, AND ABILITIES OF THOSE AROUND HIM

Keeping up with change today is not a role for the leader alone. All persons in an organization and their combined skills, knowledge, talents, and capabilities are required to meet the challenges of change.

Leaders should be wise stewards of the talents that God gives them. In the Parable of the Talents (Matthew 25: 14-30):

- The man traveling into a far country **is the Lord Jesus.**

- His own servants to whom he gave his goods **are pastors and church leaders.**
- The talents **are skills and abilities that were placed in the care of each** servant.

Upon His return, God will demand an account from every leader as to how his abilities and talents were put to use through his leadership to benefit the Kingdom of God. If a leader is not a wise steward of a talent, God Himself may take it away (as the Master took the one talent from the unprofitable servant).

TODAY'S CHURCH IS WITNESSING A WORLD THAT IS CHANGING

The Agricultural Age lasted for thousands of years. It impacted the style of the church throughout that period of history. The Industrial Age changed the Agricultural Age. For several hundred years the Industrial Age had an effect on the church. The present Knowledge and Information Age is changing the rules that were established by the Industrial Age. The impact of change upon our work, cultures, and finances has only just begun. For many centuries a leader could use the past to predict the future, but that is no longer true. The rate of change and the kinds of change are advancing too rapidly to accurately predict tomorrow.

More change has occurred in the past century than has happened in the entire history of the world. If leaders are to be effective, they must keep up with the changing world.

THE CHURCH MUST CONSTANTLY ADAPT TO CHANGE WITHOUT CHANGING BIBLICAL TRUTHS

The Word of God is timeless and truth never changes. Church leaders must be able to preach and teach messages that are applicable to the environment in which they minister. Properly applied, the Word of God will enable people to excel in their world, regardless of the environment or circumstances.

The leader must be willing to change and then help others to change!

Leadership styles must change as times change

With the exception of Jesus Christ, the great leaders of times past would be incapable of leading in today's changed world. Robert E. Lee was the commanding general of the South's Confederate Army during the Civil War of the United States of America. Historians regard him as perhaps that country's greatest military leader. In spite of his legendary capabilities, General Lee would be vastly unqualified to lead modern day armed forces.

Leaders should not resist making essential changes in themselves. However, the more a person needs to change, usually the more that person resists changing. A leader who refuses to change personally, when it is required, is unqualified for leadership. If a

leader that refuses to change stays in his leadership position, he certainly will not be as qualified or successful as the leader who can change. Leaders should first make changes in themselves and then should influence others to change for the better.

Extrinsic (External) change

Both leaders and the people they lead normally do not resist change in general, but they do resist being changed personally. Most people tend to initially reject extrinsic change because it has been forced upon them. People easily adapt to change until it impacts them personally. Different people respond to change in different ways. Leaders should avoid forcing change that only creates extrinsic behavioral modification.

Intrinsic (Internal) change

Whereas extrinsic change is temporary and produces outward results, intrinsic change is lasting and permanent because it produces change internally. Intrinsic things such as improper attitudes and preconceptions, prejudices, undesirable habits, or an unwillingness to consider viewpoints of others are not conducive to good leadership.

Only intrinsic change will last over an extended period of time because it produces a change of lifestyle, habits, and thinking. That is why Jesus begins transforming men from the inside out. He knows that change has to come from deep within in order to have lasting impact on an individual.

A leader must never cease to change personally

Change should be viewed positively. Change does not have to be painful. Even if change goes against a person's nature, when God is involved in the change process, it will work for good.

God told Jeremiah to go to the potter's house. There he saw a potter reshape a vessel on the potter's wheel. The vessel was marred in the hands of the potter, so he changed the vessel by reshaping it to fit the master's need (Jeremiah 18:1-6).

God can help us change

Change impacts behavior and habits. Negative habits can be broken in approximately twenty-five days of repetitious behavior. New and beneficial habits can be developed in approximately twenty-five days of repetitious behavior.

God can transform us, even instantly, if we are willing and we sincerely want to change for the better. *"For as he thinketh in his heart, so is he"* Proverbs 23:7. David's desire for God's help in changing was recorded in Psalm 51:10 when he prayed, *"Create in me a clean heart, O God; and renew a right spirit within me."* Modern leaders can also pray for a heart that is willing to change according to God's will.

Change can be viewed as growth

As demonstrated by the Chinese bamboo plant, change is a process and may not always come quickly. A process of time and patience is necessary to harvest this plant. After planting it the first year and continually watering and caring for it, perhaps no noticeable results will be seen for at least four years. After four years a tiny bulb and possibly a small shoot can be seen. But in the fifth year, Chinese bamboo grows 80 to 130 feet high.

Change can be viewed as continuous improvement

What God made on the first day, He improved on the second day. He continued this never-ending and continuous improvement process until everything required for His plan was complete and perfect. Then God rested (Genesis 2).

A leader must work toward never-ending and continuous improvement of everything. God's desire is to leave people better than He finds them, and leaders can be God's instruments to help people change. A leader should be adding value and quality to the lives of those whom he leads. A leader should include study outside the boundaries of the church, read and review meaningful topics, magazines, periodicals, and books that are beyond his current knowledge. The better understanding a leader has of the world around him, the easier it will be for God to anoint that leader with an understanding of His Word and its proper application to these changing times.

CHURCH LEADERS SHOULD HAVE AN ADVANTAGE OVER SECULAR LEADERS

God can reveal things to his people. *"Surely the Lord GOD will do nothing, but he revealeth his secret unto his servants the prophets"* (Amos 3:7). God's anointing should cause His people to excel above their peers.

The three Hebrew children were 10 times better than their secular peers. The Bible says, *"And the king communed with them; and among them all was found none like Daniel, Hananiah, Mishael, and Azariah: therefore stood they before the king. And in all matters of wisdom and understanding, that the king inquired of them, he found them ten times better than all the magicians and astrologers that were in all his realm"* (Daniel 1:19-20).

Joseph was the most qualified in all of Egypt in spite of the incredible odds against him (Genesis 41:38-44).

CONCLUSION

There is a tremendous responsibility involved in being a leader in God's church today. A leader should understand the tremendous pressures and stress that affect people in

today's world. Leaders should also be able to utilize the knowledge, skills, and talents of people in their areas of responsibility in a combined effort to reach a shared vision. Leaders should accept change as inevitable and make plans to lead effectively into the future. A leader who attains mastery over change in his life and who can help others to change will be effective in facing the challenges of the future.

CHAPTER 9

MENTORING

by
Fred Childs

INTRODUCTION

The term “mentor” comes from Greek history. When the Greek soldier Odysseus went to fight in the Trojan War, he left his young son in the care of a trusted friend named Mentor. Twenty years later when Odysseus returned, his son had developed into a fine young man, trained and taught by Mentor. A “mentor,” then, is more than just a role model or an influential friend. He is one who literally pours the essence of his life’s knowledge and experience into another person. A mentor helps guide and shape the destiny of the person they mentor and acts as a father who teaches his son in an apprenticeship-type relationship.

Jesus was a classic example of mentoring. The time He spent pouring Himself into His disciples assured the success of the church. Today’s mentors can assure that the same pattern of success continues in the lives of those for whom they are responsible.

MENTORING IS TRANSFERENCE

Mentoring is the transferring of many things such as knowledge, understanding, wisdom, skills, insight, vision, expertise, problem solving methods, etc. The ability to mentor is not based upon the age of a person but upon the development of a person’s capabilities, his maturity, and ability to meet needs. The mentor may at times be younger than the person he mentors. Age does not need to be the determining factor in the relationship where successful mentoring is accomplished.

Mentoring is not necessarily based upon where a person is located in the hierarchy or structure of an organization. For example, an employee could mentor his manager just as the manager could mentor an employee. A pastor may mentor a church member in spiritual areas, and the church member could mentor the pastor in areas such as accounting or construction. Position and job titles are not the most important things in a successful mentoring process.

MENTORING CAN BE DONE IN MANY WAYS

Although not always necessary, a formal agreement or understanding can be arranged between the mentor and the person being mentored. It can be written or verbal and include formal meeting times, their length, and other conditions and arrangements between the parties involved. A regular schedule of events can be agreed upon. Specific goals can be set and included. Major long-term goals may be appropriate or the objective of the mentor may simply be to influence a single area.

Mentoring can also be done informally, without a detailed agreement as mentioned previously. People can be mentored in such a way that they learn valuable lessons and concepts but indirectly so they do not realize they are being formally mentored. Many everyday situations are opportunities where informal mentoring can take place.

THE PURPOSE OF CHRISTIAN MENTORING IS TO ULTIMATELY BENEFIT THE KINGDOM OF GOD AND ITS PEOPLE

The kingdom of God needs people and leaders who are equipped and capable of fulfilling their purpose in the Lord's work. Helping people find their purpose is a noble task. People thrive when they know their purpose and when they have an opportunity to fulfil it. The mentoring of a Christian is a valuable step in assuring the strength of the church of the future. The tools acquired and the methods that one has learned in life must be imparted to others if they are to successfully continue.

In secular business, it is common for professional mentors to be well paid for their services. They are contracted to add value to someone's personal and professional life and they function much like a private tutor. This shows how important society considers mentoring; it is valuable and helpful enough to pay for it. However, a salary is not a normal part of Christian mentoring. Its purpose is to help someone the mentor is concerned about and is really part of the work of the kingdom of God.

MENTORS ENABLE OTHERS TO SUCCEED IN THEIR LIFE, VOCATION, AND CALLING

A mentor must be willing to share from the sum total of all of his experience, both negative as well as positive. Negative experiences can teach a lot if one wants to learn from them. If teaching is only from a positive viewpoint, it may not adequately prepare one for life's inevitable setbacks.

The role of a mentor is to become an enabler. The most valuable resource that a mentor can provide is the experience that life has taught. The person being mentored can glean from the successes and mistakes of his mentor. This will enable him to avoid the same pitfalls of life, as well as to make the most of every opportunity that life presents.

The mentor should have an unselfish motive. His role is to influence another's life for the better. In Christian mentoring, others are mentored so they can reach their highest potential in the work of God.

Advice on mentoring

Mentoring is influencing and can be accomplished in many ways. Here are some guidelines:

- Be consistent in sending notes, messages, or cards that convey a pattern of developmental thoughts.

- Occasionally send articles, tapes, books, etc., which would help the person you mentor to develop and grow in a particular area.
- During times together, consistently demonstrate a particular characteristic that the person being mentored needs to develop.
- Share sermons, studies, and insights in areas in which the person being mentored needs to mature.
- Have occasional meetings with meaningful communication between the mentor and the person being mentored.

There are some mentoring situations where it may not be correct or proper to mentor someone directly, such as male to female. Any mentoring relationship between people of the opposite sex must be safeguarded for the protection of the intentions and reputations of all involved. Mentoring should not be an exception to utilizing every adequate precaution.

A mentor should use caution in situations involving interactions with a member of the opposite sex. A good guideline is to utilize the same precautions that an upright and moral minister would use in any counseling involving the opposite sex. A mentor should never provide opportunity for innocent and good intentions to be taken advantage of or to be misunderstood.

Situations that would place the mentor, his or her spouse, the ministry, or someone's reputation in question should be avoided. A mentor should never allow himself to get into those situations. The mentor should control the relationship and the process. He should always have his spouse or a credible third party present and never meet in absolute private. If possible, doors should be kept open and visibility kept at a maximum. Sometimes the complication of mentoring the opposite sex can be solved if the mentor and spouse can mentor as a team, or the leader could mentor a small group of people.

A mentor should be accountable to others. He can make himself accountable to several credible peers who can keep confidential information private. They should have the freedom to enquire into any aspect of the mentor's life at any time.

If a mentor uses the Internet, permission should be granted to the spouse or to a trustworthy confidant to check files and allow them to look at the history of Internet use. The computer can be placed in an open area so private, hidden use will not be easy. Many people have fallen prey to the entrapments of the Internet. A few precautions can lessen this possibility.

The benefit of the mentoring process is for the person being mentored

The motive for mentoring should not be selfishly inspired. It should be done for the benefit of another person and without desire of getting something back in return. The motive should not be attached to any hidden agenda, such as political loyalties, making the person being mentored obligated with favors owed to the mentor, etc. An appropriate term could be "train and release." For example, in professional fishing tournaments, the fish are released at the close of the event. Parents release their

children after training and mentoring them for many years. Only dysfunctional parents would seek to maintain control of their child for their own personal benefit after the child has become an adult. Mentoring should be motivated by the desire to help the person being mentored and not to benefit the mentor.

Mentoring adds depth and meaning to one's own experience

Even though the motive of a mentor is not to benefit himself, when someone serves as a mentor, his own personal boundaries will be enlarged. Mentoring confirms or challenges the mentor's own personal beliefs. It causes the mentor to pause and reflect on life's experiences and their meaning. Mentoring allows seeds to be planted which would otherwise never have a chance to grow and produce. One should never spurn the attempt of another to mentor him. A leader should not go through life without having the experience of mentoring someone, or of being mentored himself.

CONCLUSION

Mentoring is a practiced and developed art. It is not only a way of developing others but will also require continuous personal self-examination and growth within the mentor. Mentoring fulfils a human need to reproduce after one's own kind. It is the unselfish giving of one's self to another. If done correctly and with a long-term commitment to stay with it until the job is done, mentoring will prove to be one of life's most valuable and meaningful teaching-learning experiences.

CHAPTER 10 PRACTICAL FUNCTIONS OF LEADERSHIP

by
Arlie Enis

INTRODUCTION

In I Timothy 3:1, the Apostle Paul wrote to a young minister concerning the desire to be a leader within the kingdom of God and said, *“This is a true saying, If a man desire the office of a bishop, he desireth a good work.”* This desire is an honorable ambition but Jeremiah warned, *“And seekest thou great things for yourself? seek them not”* (Jeremiah 45:5). This is not a contradiction because applying Jeremiah’s statement to the church means that seeking authority and power to promote oneself is a detriment to the growth of the church. Leaders today should understand that a desire to be a spiritual leader in God’s church is honorable as long as the ambition is for the building up of the Lord’s work rather than for building up the leader.

Paul knew that the church needed excellent leadership to meet the challenges of winning the lost to the Lord and declared, *he desireth a good work*. This is still true of leaders needed for the 21st Century church. When the right person is placed into leadership, the work of the church can proceed without delay.

The first goal of leadership should be submission to the Lord and His work, to the building up of the work of God. To build the work of the Lord, whether in a local church or at an organizational level, there are specific areas of leadership that are necessary. This must include spiritual aspects as well as areas of practical administration and organization. However, to be effective in leading other ministers and leaders to perform a common mission, the spiritual leader must also be able to function in practical areas of leadership. He must know how to maximize the strengths of people in a particular organization to effectively complete the work of ministry. An effective leader provides spiritual leadership and should also develop useful administrative skills and organizational knowledge that can help accomplish the spiritual goals. Holy ambition must be fortified with the realistic, practical side of leadership.

Practical leadership is needed in order to guide others effectively and will be imperative for the leader who wants to be more than just average. While it may be possible to lead without practical knowledge, it would be a leadership of misunderstandings, unfulfilled goals, loss of effectiveness, and possible rejection. The work of God is hindered when the leader does not take time to properly learn the practical functions of leadership. A leader needs to know how to plan a meeting, lead discussions according to accepted guidelines or parliamentary procedures, conduct special services and ceremonies, and communicate effectively.

THE MEETING

Many people have been in a meeting where the agenda was not effectively planned and the discussion was unproductive. Important things were ignored or simply passed over because of poor time management. Seeds of discontent that could hinder or damage the work of God may even have been sown. This kind of meeting accomplishes little.

It is imperative that a leader be able to successfully organize and direct a meeting in such a manner that time is not wasted and discussion remains focused within the boundaries of a stated agenda. Success will depend upon the ability of the leader and the establishment of an agenda for the meeting.

THE AGENDA

Preparation for any kind of official meeting should begin with making an agenda. An agenda is a list of things to be dealt with or to be accomplished in the meeting. It should include items of unfinished business from the previous meeting and any new and necessary items. When possible, members of the board or committee should be given ample opportunity before the meeting to submit written requests for the agenda.

Agenda deadlines

If time and communication allow, a deadline should be established for submitting all requests of points to be covered so that a written agenda can be distributed before the meeting takes place. The agenda could be sent to members of the group and this would allow them to consider each matter before the meeting. In this way, when they come to the meeting, they would already be prepared with a thoughtful response or idea concerning the items on the agenda. This kind of preparation along with the personal preparation of the leader will help to accomplish business more efficiently.

Example of an agenda

The following example of an agenda or order of business can be used as a guideline for directing the business of the meeting.

1. Call to order
2. Roll call
3. Minutes of the previous meeting (including changes and their approval)
4. Reading of correspondence
5. Report of treasurer
6. Reports of officers
7. Reports of committees
8. Unfinished business from previous meeting(s)
9. New business (items submitted in advance)
10. Appointment of committees
11. Nominations and elections (when necessary)

12. Program (if appropriate)
13. Announcements (including date of next meeting)
14. Adjournment

The leader may need to assign time limits for discussion of certain items in order for all business to be completed within the scheduled length of the meeting. While setting time limits may appear to be unreasonable, it can help to move the meeting toward completion rather than have one long item slow down the entire session. However, sufficient time must be spent so that decisions are not rushed or based on too little information or discussion.

THE LEADER'S PERSONAL PREPARATION

It is important that the leader be able to conduct a meeting with ability and confidence. This will come largely from personal preparation and should include the following:

- The leader should understand good organizational methods.
- He should have copies of the constitution and bylaws that govern the group and be familiar with them as well as with any governmental laws or restrictions that would apply to the church organization.
- The minutes of the previous meetings should be available.
- The leader should have copies of and be familiar with any operating procedures or details of current programs and also precedents or previous decisions that relate to topics of discussion.
- A file for the current meeting with all materials relevant to items being discussed on the agenda should be ready.
- If such guidelines are used, a copy of *Robert's Rules of Order* or a regulating parliamentary guide should be present.

Having material readily available will be beneficial to the business at hand. Any pertinent related written material should be available for quick reference. The leader should be familiar with the above documents so that he can handle questions that arise or look up a specific point related to the discussion.

If a lot of material is required, it can be organized in a notebook with dividers to hold the papers and records. Folders with original files can be brought to the meeting. Some leaders may even desire to put material in laptop computers as electronic file folders. Organization of material will help the leader to be efficient, communicate effectively, and to guide the meeting toward fulfilling its goals.

PARLIAMENTARY PROCEDURES AND LEADING DISCUSSION

Every administrative body must have a guide or system for conducting business. Proper conduct of business will ensure that different opinions are discussed for each issue. Experience has shown that for larger meetings with more significant business, a higher level of formality in the use of parliamentary procedures is required. In other situations,

business can be successfully conducted less formally. The leader must study this important practical function of leadership if he expects to see the group move smoothly toward agreement. When the leader does not know what to say or what to do next, the meeting loses its momentum and its effectiveness. Many members within the group or committee may not have a good understanding of how to present the business, so it may be necessary to have a teaching session on how to conduct business and how to use parliamentary procedure.

Whether a guide for parliamentary procedure is used or not, a leader should always attempt to be objective, avoid favoritism, and allow all an opportunity to express their opinion. It is the responsibility of the leader to clearly express what he feels is best spiritually and practically for the work.

SPECIAL SERVICES AND CEREMONIES

The leader will be called upon in the course of his public ministry to conduct special services and ceremonies. In his book, *For Preachers Only*, J.T. Pugh stated that this area of ministry should be accomplished with grace and thoroughness in honor of the office and for the sake of others. At the pastoral level, the people who make up the congregation are thankful for a pastor who can confidently take care of the responsibilities of various public services.

The Lord's Supper, weddings, and funerals are some of the special services that may include the local pastor as well as officials of the organization. They may also be called upon to preside over ceremonies of church dedications, ministerial ordinations, pastoral installations, inaugurations of new leaders, and ceremonies recognizing the long-standing services of outgoing officials. This lesson does not describe each of these special services in detail, but it would always be in order to have a written plan detailing the order of service. If this is made in advance, it will allow every participant to be fully prepared to make a meaningful contribution.

A good minister's manual of Christian service is an invaluable tool of help to a leader who strives for excellence in the performance of his ceremonial duties. Three good examples of this type of material are the *Christian Minister's Manual* by James DeForst Murch, the *Star Book for Ministers* by Edward T. Hiscox, and *For Preachers Only* by J.T. Pugh. If a manual with good practical guidelines has unacceptable doctrinal points, they can be corrected. When the minister knows how to function with confidence in ceremonies and practical areas, this part of the ministry will glorify God and help in the spiritual up-building of the kingdom.

EFFECTIVE COMMUNICATION

One of the most fundamental needs of the leader in accomplishing the work of God is the ability to communicate. It takes conscious effort, study, and reflection to be an effective communicator. Words contain power when used judiciously with control.

Richard L. Stoppe, author of *Leadership Communication*, places great emphasis on the leader's ability to establish effective working relationships through a leadership communication process. He states that the successful leader has the ability to articulate meaningful goals. These goals have been carefully considered and clearly formed in the mind before public presentation. When the goals are finally verbalized, they are articulated in a clear manner.

Another crucial quality for the leader to possess is the ability to create a communicative climate of trust, love, and understanding. Trust is indispensable for effective communication. To trust and to earn the trust of others is like turning on the public address system or turning up the volume of the radio. It allows the other to hear.

When love is included in communication, it allows for respect of the other person's viewpoint. As Paul stated about love (charity) in I Corinthians 13:4-8, "*Charity suffereth long, and is kind; charity envieth not; charity vaunteth not itself, is not puffed up, Doth not behave itself unseemly, seeketh not her own, is not easily provoked, thinketh no evil; Rejoiceth not in iniquity, but rejoiceth in the truth; Beareth all things,...endureth all things. Charity never faileth.*"

Stoppe also speaks about another ingredient in communication called "empathic understanding" which means the leader can intellectually and emotionally identify with others. This ingredient enables the leader to come into another's world of experience, to stand in his shoes, to feel the hurt, and to share in the joy. Stoppe goes on to state that one shows empathic understanding by active listening. A successful leader listens more than he speaks. Stoppe offers several important steps in effective listening:

- Maintain eye contact
- Sit or stand attentively
- React nonverbally by such gestures as a nod of the head or a warm smile
- React verbally by expressions such as, "I understand," and "That's interesting"
- React by asking questions that encourage a more in-depth analysis or explanation
- React by summarizing and demonstrating understanding of content
- React by expressions that demonstrate an understanding of feelings, emotion, and intensity communicated
- Avoid giving attention elsewhere, interrupting, looking at your watch, and edging away
- Avoid listening more to minor details than the significant things
- Avoid correcting people in details, as well as pronunciation
- Don't be distracted by unusual mannerisms and gestures
- Avoid reacting to any particular part until you have listened to the whole
- Avoid passing judgment on ideas, but get the person to pass judgment on his own ideas by restating them for him

While this list is not exhaustive, it demonstrates that good communication is increased by good listening habits.

A leader who is able to include these characteristics into his communication will be more successful.

CONCLUSION

While it is imperative that Christian leaders be truly spiritual, it is also necessary for them to be professional and practical in matters of general organization, management, and human relations. Many problems and catastrophes for which the enemy is blamed are nothing more than products of poor practical leadership and are not the result of the Devil, but the leader's ineffective communication and organizational skills.

The issues addressed in this lesson are important, constructive suggestions so a leader can become more effective at guiding and directing people for the cause of Christ. As with any knowledge, it will be valuable and produce results only if acted upon and put to use.

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CHAPTER 11

PREVENTIVE MAINTENANCE

(A Necessity For Every Leader)

by
David W. Brott

INTRODUCTION

When leaders follow certain leadership principles, goals will be achieved more successfully. A leader should apply these principles on a *continual basis* in order to be a successful, long-term leader. One of these principles is "preventive maintenance."

WHAT IS "PREVENTIVE MAINTENANCE"?

"Preventive maintenance" means "to act ahead of, to keep something in proper condition through upkeep, or to prevent something from happening that would deteriorate goals and plans."

A good example of preventive maintenance can be found in the medical profession. The health of individuals is a major concern of every country in the world; therefore a lot of attention is given to preventive medicine. Historically, the first preventive strategies were based on the understanding that many diseases are transmitted by organisms and that transmission can be stopped by implementing public hygiene measures (preventive maintenance) such as quarantining people who are ill, removing the dead, and providing sewage systems.

The discovery that immunization protects people against many infectious diseases was a major advance in preventive medicine. Immunizations have now become a wonderful preventive maintenance tool against diseases. Vitamins have also been a great discovery to better health. Vitamin enriched foods and vitamin supplements have resulted in better health for mankind and have prevented disease and premature death in some cases.

In the same way that medicine has used preventive maintenance, this principle can be used in Christian leadership to strengthen physical and spiritual characteristics of leaders, their effectiveness, and the leadership cause in general.

BIBLICAL EXAMPLES

The five wise and five foolish virgins (Matthew 25:1-12)

"Then shall the kingdom of heaven be likened unto ten virgins, which took their lamps, and went forth to meet the bridegroom. And five of them were wise, and five were foolish. They that were foolish took their lamps, and took no oil with them: But the wise

took oil in their vessels with their lamps. While the bridegroom tarried, they all slumbered and slept. And at midnight there was a cry made, Behold, the bridegroom cometh; go ye out to meet him. Then all those virgins arose, and trimmed their lamps. And the foolish said unto the wise, Give us of your oil; for our lamps are gone out. But the wise answered, saying, Not so; lest there be not enough for us and you: but go ye rather to them that sell, and buy for yourselves. And while they went to buy, the bridegroom came; and they that were ready went in with him to the marriage: and the door was shut. Afterward came also the other virgins, saying, Lord, Lord, open to us. But he answered and said, Verily I say unto you, I know you not."

In this parable:

- The ten persons were all attempting to reach the same goal
- They all had the right idea and were in the right place
- They were all sincere
- They all had good intentions
- They all had lamps

Why did the five wise virgins reach their goal while the five foolish ones had the door shut in their faces? The reason was preventive maintenance or preparedness. The foolish did not have sufficient oil supplies for their lamps. While the five wise had taken some preventive measures, the five foolish had not. *Preventive maintenance made the difference!*

The Old Testament priest

The Bible explains to us how the Old Testament priest would prepare himself before entering the Holy Place. He would make sure that everything was in order and that the proper procedure was followed before entering the presence of God. These *preventive measures* enabled him to be a successful and effective leader.

PREVENTIVE MAINTENANCE TODAY

Just as this principle made a difference in the lives of people in Bible times, it can be just as true in the life of today's leader! There are certain measures that can be taken that will enable a leader to have open doors that seem to be closed to others.

The spiritual well being of a leader

If someone was responsible for a church building or owned a house, it would be necessary to do maintenance on the building. For example, if the structure was made of wood, painting or protecting against insect damage would be extremely important. If the wood was not protected, the building would deteriorate and its life span would be reduced. If a person owns a vehicle, it is vital to change the oil in the engine for long life. This maintenance is done to prevent future problems. Even a bicycle needs maintenance. An athlete will eat properly and train daily with proper exercise to maintain his physical condition so that he can remain competitive.

The same is true with the spiritual temple of the leader. Daily prayer, Bible reading, fasting, and a personal relationship with the Lord are necessary to have success in leadership. If a leader is not disciplined in his relationship with the Lord, frustration and a lack of spiritual discernment will often lead to failure.

Preventive maintenance in other areas

In the physical area, preventive maintenance is a must to help with stress, health, and physical well being in general. Furthermore, if leaders practice financial stewardship, it could prevent financial problems in the future.

A leader's walk with the Lord does not just *begin* with these things; they are also necessary along the way to enable the *completion* of the journey.

Training young "Timothy's" insures the future

Leaders must train others for the future just as Paul trained Timothy. If a leader fails to train the next generation, the future will be at risk. Untrained leaders that have not been properly prepared and mentored will scatter the sheep. Tragic mistakes have been made because of a lack of training. For example, as a young minister I was taught that when counseling a person of the opposite sex, I should include my wife in the session and perhaps have the door open during the counseling session. This was necessary for the protection of my reputation. Young and older ministers have experienced moral failure due to a lack of wisdom in this area of ministry. Another example given as a young preacher was that I did not need to preach for a long time to please God. Extremely long messages sometimes lose their effectiveness. It is amazing what the Lord can do in a simple, well-planned, anointed message.

This training process is both something a leader *is* and something a leader *does*. It is something internal, but must be modeled outwardly. Both kinds of examples will benefit a young minister being prepared for leadership.

According to Frank Damazio, in his book, *The Making of a Leader*, he stated that the leader must adhere to the following principles when training others:

- Give direction, not confusion
- Give encouragement, not condemnation
- Give service, not servitude
- Give inspiration, not negation
- Give discipline, not disconcert
- Give channel, not control
- Give release, not bondage
- Give hope, not despair

Leadership training is a preventive measure that will enable the work of the Lord to continue.

CONCLUSION

Preventive maintenance, no matter how necessary, can only be performed by the leader himself. If a leader wants to be the most effective and successful at what God has called him to do, he should examine his life and leadership. Where there is room for improvement, perhaps preventive maintenance would be the pathway to a more successful leadership.

CHAPTER 12 PRIORITIES OF LEADERSHIP

by
Tom Bracken

INTRODUCTION

The word “priority” can be defined as *“fact or condition of being poor; precedence in time, order, importance, etc.”* (Webster’s New World Dictionary of the American Language, Second College Edition) and can be illustrated by the following story:

Just as a man of God awakened, the doctor walked into the recovery room and waited at the foot of the bed. They had caught the problem in time.

“You’re a lucky man,” he said. “The heart surgery was successful and now you have a new lease on life. What are you going to do with it?”

The doctor’s good news was coupled with a question that made his patient uncomfortable.

The doctor continued “Reverend, you must set some new priorities in your life.” He spoke with an authority the minister immediately recognized and respected. The doctor had his full attention. “It is simple. I want you to remember these three things. If you want to live, start eating a healthy diet, get sufficient rest, and exercise regularly.”

Leadership and pressure go hand-in-hand. The many demands and responsibilities involved in the ministry and for those in leadership roles can produce stress that affects the leader. One way to help deal with pressure and minimize the adverse effect it can bring is to learn how to identify, set, and follow established priorities. Establishing priorities will help a leader become more efficient and organized and thus his ministry in the kingdom of God will be more effective and productive.

FOUR ESSENTIAL AREAS OF PRIORITY

The leader’s spiritual life

Several scriptures demonstrate the principle of determining and pursuing spiritual priorities. Here are a few used to indicate what should be of primary importance above all else:

- King David said, *“One thing have I desired, and that will I seek after...”* (Psalm 27:4)
- The Apostle Paul put it this way: *“...this one thing I do...”* (Philippians 3:13)

- Describing Mary's choice of priorities, Jesus said to Martha, "*But one thing is needful...*" (Luke 10:42)

These examples speak of a hunger for the presence of God and His Word. In Psalm 27:4, David expressed his priority:

- To dwell in the house of the Lord (a place of worship, praise, and prayer)
- To behold the beauty of the Lord (a place of relationship and fellowship in God's presence)
- To inquire in His temple (communication with God where direction, inspiration, and answers can be found)

David desired this *of the Lord*, the only source of his spiritual life.

The Apostle Paul was one of the great leaders of the New Testament. Although he carried a great burden for winning souls, spreading the gospel, and establishing churches, he also had a desire to know Him more. He seemed to feel that no matter how much he accomplished in the kingdom of God, he personally needed a closer relationship with his Lord (Philippians 3:10-14).

In the third example, there are two sisters who set different priorities. One chose to spend her time and effort on doing things for Jesus. In the work of the ministry these two areas will often compete for time, attention, and priority in the leader's life. There will be things and situations that will distract the leader from the one thing that is needful. Jesus said, "*Martha, Martha, thou art careful and troubled about many things; But one thing is needful: and Mary hath chosen that good part*" (Luke 10:41-42). The good part is quality time in the presence of the Lord.

The leader often is so busy trying to get the job done that he loses sight of what should be his highest priority. One prominent Christian leader, John E. Klemin, called this "the bareness of business." The leader's first priority should be to cultivate his personal relationship with his Lord.

The leader and his family

The leader's family should be given a place of high priority in his life. If married, his wife needs his attention because her well-being is directly affected by his considerations. God gave Eve attention for these same reasons. He gave her to Adam for companionship and to be his "helpmeet." When the marriage relationship is strong, the leader's ministry will be enhanced. If not careful, the minister can become so focused on the work he is trying to accomplish that his family relationships suffer. Much attention and effort should be given to maintaining good communication with family members and cultivating a strong family life.

If there are children in the Christian leader's home, the parents need to make them feel important, loved, and a part of their parents' ministry. A child's spiritual, physical, educational, and emotional needs are a great responsibility. Sometimes too much of this responsibility is delegated to the mother. However, the father is the head of the

home and should take the lead in cultivating the overall growth and development of the children. In discussing the qualifications of a “Bishop,” Paul stated he should be *“One that ruleth well his own house, having his children in subjection with all gravity”* (I Timothy 3:4).

Other relatives also need to have a place in the life of the minister and it can be difficult to give proper time and attention to everyone. This is another reason to establish priorities. In addition to maintaining a comfortable and strong home life, some other areas of priority to consider for the family are:

- Planned vacations
- Making holidays memorable
- Conducting family devotions
- Being interested and involved in the children’s education and school activities
- Recreation

The leader and his ministry

In Acts 20, instructions are given about how leaders should look at the Lord’s church. It is a serious and demanding business and deserves the leader’s best effort. In order to give one’s best, the leader must set some essential priorities and work to maintain them. *“But seek ye first the kingdom of God, and His righteousness; and all these things shall be added unto you”* (Matthew 6:33).

In the sixth chapter of Acts, we see “the twelve” telling the disciples to choose out seven men to serve as deacons. This delegation freed the leaders to pursue their main priorities. *“But we will give ourselves continually to prayer, and to the ministry of the word. And the saying pleased the whole multitude...”* (Acts 6:4-5). This example emphasizes the priority of prayer and ties it together with the ministry of the Word. This type of prayer was not for personal devotions but was ministry-related prayer and would have included spiritual warfare. Later we find Paul instructing Timothy: *“I exhort therefore, that, first of all, supplications, prayers, intercessions, and giving of thanks, be made for all men”* (I Timothy 2:1). Leaders should remember that prayer itself is an integral part of ministry.

Someone once said: *“Nothing is more pitiful than a prayerless preacher preaching on prayer!”* The leadership role demands spirituality. In order to be “spiritually minded” the leader must “sow to the spirit” through prayer, fasting and assimilating the Word of God (Romans 8:6, Galatians 6:8, Colossians 3:16).

Prayer and fasting go hand-in-hand and therefore, fasting should also be a priority. The biblical record shows that fasting was a common activity for leaders. Nothing else can produce the results that fasting will in a leader’s ministry and nothing can successfully be substituted for it. When prayer and fasting are combined and made a priority, the leader will reap great spiritual benefits in his life and ministry.

Other priorities should be included in the leader's ministry. The order of priorities can be established according to the individual leader and specific type of ministry. Some examples could be:

- Personal growth and renewal with ministry-related reading, tapes, seminars, and retreats
- Problem solving
- Scheduling, appointments, meetings, and making plans
- Personal soul winning and visitation
- Counseling
- Mentoring

The leader's physical well-being

Although in 1 Timothy 4:8 Paul told Timothy that "...*bodily exercise profiteth little...*", it is not without value and benefit. The leader's physical, emotional, and mental well-being affects his ability to lead well. Areas like health, energy, and strength should be included in his consideration of priorities. Note the following biblical descriptions and admonitions:

- Our body is *the temple of the Holy Ghost* (I Corinthians 6:19)
- We have *treasure in earthen vessels* (II Corinthians 4:7)
- We are to give our body as a *living sacrifice* (Romans 12:1)
- We are instructed to glorify God *in our body* (I Corinthians 6:20)

In the illustration at the beginning of this lesson, we saw how neglect of proper rest, unhealthy eating habits, and lack of exercise can result in serious heart disease and possibly death. Suddenly this man's priorities made a dramatic change! One famous missionary, David Brainard, made this statement as he lay dying, "*My only regret is that I killed the one horse God gave me to ride.*" He was only twenty-nine years old!

Extreme fatigue or having poor health in general can hinder a leader's ability to think clearly. A minister's schedule can be demanding at times and a low energy level can limit his ability to keep going. When the leader is irritable and moody, sometimes poor diet and fatigue are the cause. While some conditions and circumstances are beyond one's control, the leader should take steps to control what he can. The three priorities mentioned by the doctor: a healthy and nutritious diet, getting sufficient rest, and regular exercise are important in maintaining a physically strong leader with stamina and stable emotions.

CONCLUSION

Leaders should understand there is a tendency, first, to choose to do the things they like to do and avoid or put off those things they perceive as unpleasant, difficult, or painful. This tendency to procrastinate must be overcome in order to reach the leader's desired level of spiritual success in the kingdom of God.

In striving to do one's best for God, the leader must put "first things first." He must learn to identify and evaluate priorities, both in his spiritual life and in practical, daily matters. By placing emphasis on the most important tasks, projects, and events (daily, weekly, and yearly), the minister will become more organized and productive. This will naturally bring a greater sense of fulfillment to his ministry.

The four areas of time, health, family, and ministry discussed above are not mutually exclusive. All these are responsibilities that God has given to those He has called to leadership, and He will help them to fulfill all the responsibilities placed upon their shoulders. With God's help, leaders can be good stewards of their time, health, family, and ministry and yet fulfill their commitments to other people and to Him.

The four areas discussed in this lesson, the leader's spiritual life, the leader and his family, the leader and his ministry, and the leader's physical well-being have been presented in their order of priority. God has placed each leader in a position of stewardship over his time, energy, talents, and gifts. Assigning a level of priority, whether to a task, responsibility, or event, is a matter of choice. In God's economy, the leader is able, with His help, to fulfill his calling and give proper attention to each area.

CHAPTER 13 TEAM LEADERSHIP

Part 1
by
Tom Bracken

INTRODUCTION

A team can be defined as a group of closely-knit people working together toward a common goal.

A well-trained, effective team achieving maximum results is a beautiful thing. It is wonderful to be a part of such a team. The benefits of team concept leadership are numerous and are worth the effort involved in planning, organizing, and training a team.

Different styles of leadership produce varied results. Some approaches achieve desired results but with unwanted side effects, while others are just as effective yet with a broader range of benefits.

This lesson will compare some of the benefits inherent in the team concept approach to leadership with the frequently observed “one-man-does-all” style that is dominated by a single person. While “one-man-does-all” leadership can achieve goals, the team approach creates a climate for greater, faster, and more complete achievement of goals.

As these two styles are compared, leaders can evaluate their own leadership in the work of the Lord. Biblical methods should be strongly considered as each leader contemplates his responsibility in taking “the whole gospel to the whole world.”

"ONE-MAN-DOES-ALL" LEADERSHIP

Biblical examples of “One-Man-Does-All” leadership

God gave Noah the vision and the specifications for building the ark. Surely Noah had to plan and organize for this great task. He may have built the ark single-handedly or perhaps his sons worked with him as part of a coordinated team. In any case, it was a very long building program. Even if Noah functioned as a “one-man-does-all” leader, the result was worth the effort and the saving of his house (Hebrews 11:7).

Moses keenly felt his responsibility in God’s process of building a nation. In the beginning of his leadership ministry, Moses led, managed, administered, and governed the people of Israel all by himself. Because he was a “one-man-does-all” leader, he was tired, the people were affected, and efficiency and productivity were limited. His single-handed approach to leadership was successful for a while and continued until Jethro called attention to the problems it created. He asked Moses two significant questions, “*What is this thing that thou doest to the people?*” (or, What are your priorities?) and

“Why sittest thou thyself alone...?” (or, Are you using your personnel to their potential?) (Exodus 18:14). Moses became a team concept leader because he realized the limitations of “one-man-does-all” leadership and that he was not able to do everything himself.

ADVANTAGES AND DISADVANTAGES OF “ONE-MAN-DOES-ALL” LEADERSHIP

Since one man is responsible for everything in this style of leadership, it is easy for the leader to be informed of all aspects of the organization and the work for which he is responsible. It is not necessary to ask others about certain areas, because little or nothing is delegated. Decisions can be made quickly because there is no one else to consult and no input is required.

“One-man-does-all” leadership can produce results but it does have disadvantages.

- It is exclusive rather than inclusive. Fewer people are involved and fewer ideas are generated.
- There is a tendency to feel that the success or failure of the entire work is based on one person. This automatically places tremendous stress on the leader.
- When all decisions, ideas, and opinions must flow through one person, progress is usually slower.
- There is little, if any, opportunity for input from those around the leader.
- There is a lack of on-going leadership training.
- When the leader attempts to stay in control by doing it all himself, he can become a “Jack-of-all-trades and master of none.” This type of leader often discovers that he is unable to do his best in every responsibility.

In the “one-man-does-all” approach, limitations are amplified. This leader will have:

- Limited time
- Limited skills
- Limited energy

It is possible that a “leadership vacuum” will be created. When the day comes for a leadership transition (and it **will** eventually come), potential problems await if a new leader has not been prepared. This is especially true should there be a sudden vacating of office for reasons such as failing to be re-elected, removal for moral failure, removal due to a change of doctrinal stand, serious sickness, or death.

Faulty rationale, such as the following, is often used for justifying “one-man-does-all” leadership:

- I can do a better job if I do it by myself.
- I need to remain in control so that I can maintain quality.
- I prefer to receive the personal recognition when the goal is reached.
- The “solo-vision factor” (I’m the only one who sees it.).

- I am afraid it will not get done if I do not do it myself.
- The people expect me to be the one to do it all.

The following factors are missing from the "one-man-does-all" style:

- Training and/or mentoring
- Strength
- Unity
- Enhanced results

Leaders should say no to ego! Abraham Lincoln said, *"If you practice dictatorial leadership, you prepare yourself to be dictated to."*

BIBLICAL EXAMPLES OF TEAM LEADERSHIP

Building requires teamwork. No matter if the goal is a tower, a nation, or a church, teamwork is necessary.

Whether or not a cause is noble, unity is a powerful thing. Unity was an important factor in the building of the tower of Babel. The Bible states, *"...Behold, the people is one...and now nothing will be restrained from them"* (Genesis 11:6).

Even though God prevented the completion of the people's goals in this negative example, it does show that principles of teamwork, unity, clear communication, and coordinated effort were successfully operating to the extent that intervention was required. God ended their misguided mission by striking a blow to a vital element: their ability to function as a team. He removed their ability to communicate which destroyed their unity and teamwork. The project was stopped and the people scattered.

Moses keenly felt his responsibility to serve God in leading the nation of Israel. After Moses listened to Jethro's (his father-in-law) advice, he changed from a "one-man-does-all" leader to one who effectively used the team concept.

Like Moses, many times a leader sees the need and does his best to meet that need but in a wrong or ineffective way. It was time for Moses to implement the team concept. Leaders today, like Moses, should reconsider how their time, energy, and talents are being used.

Jesus said, *"I will build my church"* (Matthew 16:18) and He used the team concept. He chose a team of twelve (Matthew 4:18-22). He saw their potential, called them, and began on-the-job leadership training. Leaders should learn to multiply their ministry and invest in others. That is what Jesus did.

Leaders need to make teaching and training a priority. When developing team leadership, it is often necessary to "train and lead as you go." Jesus poured Himself into those He was training to succeed Him and later sent out a group of seventy men (Luke 10:1). They were organized into two-man teams and upon returning, they reported their results to their Leader.

The early church practiced the team concept. Here are a few examples:

- In Acts 6:2-7, a team of deacons was appointed (delegation of responsibility).
- In Acts 15, the early church leaders met as a group of members functioning as a team.
- In Acts 13 and 17, evangelistic teams were formed: Paul, Barnabas, John Mark, and others made up one team and later, Paul, Silas, Luke, and others made up another.
- The local church is described as the body of Christ made up of many members yet functioning as one (1 Corinthians 12:12-13). The church is a team with Christ as the head (Ephesians 5:23).

Advantages and disadvantages of team leadership

Team spirit, teamwork, and team sacrifice should bring a team reward. When a goal is achieved efficiently, there is the special satisfaction of having shared in completing a project well done. There is also a sense of being a part of something greater than oneself.

A smoothly operating team is based on a clearly defined mission in which each member carries his load and is a component of mutual support toward achieving their goal. In an atmosphere of good teamwork, close interaction and communication will produce a cohesiveness and, to a certain extent, a mutual reliance. One of the many desirable results of this relationship will be “positive peer pressure.” In the same way a member’s weakness in his role and responsibility will cause the entire team to feel the adverse effect, one member’s achievement will inspire and motivate the others. The final result will be that everyone will want to do their best and contribute more toward the successful outcome of the mission.

Companionship is developed in a team relationship that enhances the output of the team. The members feel a sense of belonging and being important to the success of the mission. There is power in being connected as team members. This companionship is an important part of team leadership because it motivates team members to reach the team goal and not be overly concerned with recognition of their own individual work.

The team concept generates an environment with less self-centered mentality. Instead, there is a higher and more spiritual motivation that is conducive to spiritual maturity. Simply put, the concept of a “TEAM” is that **Together-Everyone-Achieves-More.** The team concept produces the following benefits:

- More unity (whether in board meetings, conference, a division, or department)
- Greater sense of being part of a mission larger than oneself
- More productivity
- Greater self worth
- More personal development
- More opportunity for training
- More development of future team leaders
- More companionship

- More collective rejoicing
- More accountability
- Greater sharing of responsibility
- Greater strength

Unlike the “one-man-does-all” style of leadership, the team leader must keep in close communication with those on his team to monitor the areas of responsibility that have been delegated to others. Because decisions are not made in a dictatorial way, they require a base of input and discussion from others and therefore become more of a team decision. This takes additional time and planning which are not necessary when one man does everything.

CONCLUSION

Usually it is the leader who realizes there is a need and feels the responsibility and urgency of the mission. The leader has the burden to see a work established. He has a vision for some great accomplishment and wants the job done well. He thinks about personnel, finances, skills, and other resources, makes a plan and launches into action. Many times leaders do not intentionally plan for a “one-man-does-all” approach to leadership but that is the way it turns out.

When Moses was a “one-man-does-all” leader, his motives were pure, just as are most of the leaders who lean toward the same approach to leadership. Most Christian leaders keenly feel their responsibility for the success of the endeavor. However, if they could understand how beneficial it would be to develop a team leadership style and how superior the results would be, perhaps many would readily adopt the team concept of leadership.

How much better it would be if the leader would take the time and make the effort to form a strong team to accomplish the task, thereby realizing his vision! The burden would be shared. Usually the time frame is shorter. The results are broader and more people are involved in the victory of accomplishment. In the team leadership approach to church work, whether it be on the national administrative level or the local church level, the strength of each individual team member is not simply added, but multiplied. The advantages of team leadership far outweigh the disadvantages, making this biblical form of team leadership superior.

CHAPTER 14

TEAM LEADERSHIP

Part 2

by
Tom Bracken

BUILDING AND DEVELOPING A TEAM

General principles for organizing a team

- A team should be based on its purpose, task, or mission. This mission must be defined and communicated clearly to the team. A written mission statement will keep everyone focused and motivated. As the Bible says in I Samuel 17:29 “*Is there not a cause?*” (or mission).
- The team should be made up of a designated leader and other individuals who contribute unique abilities. The result is multiplied strength and effectiveness.
- Responsibilities should be divided and burdens shared. This would be like six people carrying a heavy load rather than only one. When the load of responsibility is distributed among the team members, no one individual has to bear undue weight.

Three basic steps in team-building

- Individual - each member contributes individual strengths and abilities
- Group - the individuals learn to work together
- Leader - provides supportive leadership to the team

Points for a leader to consider for a successful team

- The vision should constantly focus on its purpose; the team mission should supersede any individual agendas.
- Every job or role should be considered important.
- Each member should treat fellow members with respect.
- Members of the team should share victories and recognition.
- Team members should be open to accepting constructive criticism and suggestions.
- Frequent communication, especially with the team leader, is necessary.
- Each person should focus on his own specific responsibility rather than what other team members are or are not doing.
- Differences among team members should be tolerated.

- The team should work within the established guidelines but at the same time be flexible.
- Rewards, incentives, and recognition should be given to those who do well.

Healthy relationships

In the team concept of leadership, good relationships are based on honesty, trust, and respect. A healthy relationship will be based on respect. Respect will be built on trust, and trust will be built on honesty and integrity. A leader should demonstrate these characteristics in his personal life and promote them in other team members.

The team's makeup

One cannot always choose those with whom he serves. Developing a good team takes hard work but it is worth every effort. In thinking about the makeup of the team, the following eight points can be helpful:

- The strengths and weaknesses, gifts and limitations of candidates for a team should be known before selection. Skills, such as working with people and the ability to communicate well are important considerations when forming a team.
- Personnel to suit the situation, task, or mission should be selected, just as a builder selects the right material and tools for a construction project. The diversity of skills, collective experiences, knowledge, and wisdom are pooled, channelled, and focused on the success of the mission.
- The necessity of the mutual compatibility of team members should always be kept in mind. In order to have an effective team, one in which there is harmony of effort, the members must be, as the Bible says “*fitly joined together*” (Ephesians 4:16). Each member should work together in harmony with mutual respect and trust. Potential personality conflicts should be a consideration.
- When a leader selects members for a mission with certain requirements, he should prayerfully choose members in whom he has confidence. They should know the right thing to do at the time it should be done and be capable of performing without being told.
- A well-chosen team is one custom-fitted to the mission statement. It should be well-balanced and all the essential qualities necessary to meet the needs of the mission should be included in its makeup.
- The leader should determine if possible team members are kingdom-minded. Each team member should be committed to doing his own part, making his best contribution while not worrying about individual credit. If self-centered thinking gives way to team thinking, the mission becomes the focal point of the team.

- Training of team members is necessary in order to achieve optimum results. Individuals who have a teachable spirit and are eager to learn should be selected.
- If a group of people were in the same boat during a storm and confronted with a common danger, surely everyone would cooperate as a team for the common safety. To implement the team concept, the same cooperation and mutual care are essential, so individuals who have a cooperative attitude should be chosen.

THE LEADER AND THE TEAM

It is necessary for a team to have a qualified leader. The leader gives training, direction, and motivation to the team as a coach gives to his sports team or a company president to his employees.

The team leader's commitment to his team

A team leader can make a sincere heartfelt promise to himself and his team by:

- Setting the right example with his actions and willingness to work with others
- Endeavoring to be fair, consistent, and open with each team member
- Doing his best to be assured all members of the team know in advance what he expects from them in conduct and performance
- Showing appreciation for their efforts
- Seeking opportunity to invest in all members by mentoring them to do their part better so their skills and abilities can grow

Lessons Moses learned from team concept leadership

- The leader should set priorities by separating the essential from what is less important.
- The leader should delegate responsibilities to others and involve himself less, avoiding the tendency toward a "one-man-does-all" leadership.
- The leader should understand that, like everyone else, God's servants are not exempt from natural laws and will be affected by weariness, discouragement, stress, and strain.
- Efficiency increases as the leader relinquishes some control and responsibilities. The leader must go from being an "I" leader to being a "we" leader.

The team leader and communication

Team members communicate in six main ways:

- Reading
- Writing
- Speaking
- Listening

- Attitudes
- Gestures

A good leader will make use of all these kinds of communication.

Openness will help the leader be more effective in communication. He should not be easily offended by what others say but listen to feedback and suggestions. The leader can implement the good ideas he receives. Being open to others' ideas will not only help the team reach its goal but will also increase team spirit and morale.

The team leader should be someone whom members can trust with privileged information. Being ethical about confidential matters should be part of a leader's relationship with his team. Wisdom should be exercised in sharing non-confidential information with others. Information should be shared depending on what the information is and who needs to know it.

Communication within the team is a key to the continuity of the team. It also builds morale and is extremely important in developing trust. If, as some say, information is power, the leader should empower his team members by keeping them informed.

PRINCIPLES BY WHICH TO LEAD A TEAM

Good leadership cultivates confidence and is a catalyst for team spirit. People will listen to those they trust and will give their loyalty and respect to the leader they trust. If the leader wants loyalty, he must demonstrate loyalty. If he wants to be trusted, he must be trustworthy as well as trust those with whom he works.

A secret to success lies in the ability of a leader to put himself in his team member's place and try to see things from his point of view. He should have a sincere interest in the success of each individual member.

People want to follow somebody who is optimistic and has a positive vision. The team leader should try to personify these traits. If a leader can successfully transfer his vision to other members of the team, they will share his higher standard of desired achievement for the team. The vision should move from a "me" vision to a "we" vision.

A good team is united and motivated by its mission. This is called "unity of purpose". Clarifying the team vision in periodic meetings will help to reinforce it.

A team leader sets the standard and leads from the front. Even though he listens to input from the team members, there may be times when caution must give way to bold action and a willingness to take risks.

In some situations, the leader may need to closely supervise the interaction of a team's members, much like the left and right hand holding the same tool. At other times, less supervision by the leader may be more advantageous, like the right hand doing one task while the left does another. A good leader will do all he can to enhance the

effectiveness of his team by appropriate supervision, whether tight or loose, and by directing the team so that the members are coordinated.

A strong leader is essential to a team's structure, but for good teamwork each member should be trusted and empowered by that leader to make decisions when necessary in their areas of responsibility. Giving authority along with responsibility shows confidence and respect for each member's abilities, talents, and maturity.

CONCLUSION

The key word in team leadership is **together**. The Bible emphasizes this, "*For we are labourers together with God*" (I Corinthians 3:9). By involving others in the ministry of team leadership, potential leaders can be included. Team leadership expands areas of influence and brings a new level of growth and effectiveness to a leader's area of responsibility. If a leader is willing to apply the principles of team leadership, he can realize a greater harvest, achieve greater accomplishments for the kingdom of God, and see more laborers trained in the process.

Team leadership worked for Moses and Israel in the wilderness. It worked for Jesus and the early church in areas of administration and evangelism. It is apostolic in principle and practice and will work today.

All leaders should have a desire to be better leaders and thereby make a greater impact for the kingdom of God. Leaders should avoid "one-man-does-all" leadership, start teaming up, and become team players. Recently, a phrase was added to the United Pentecostal Church International motto: *The whole gospel to the whole world, **by the whole church***. That's the team concept! It works!

CHAPTER 15 TIME MANAGEMENT

by
Fred Childs

INTRODUCTION

It could be said that time is life. Every person lives in a twenty-four-hour day and no one has any more or any less time available. A leader must make wise use of time in order to have maximum effectiveness in the kingdom of God. Proper time management can tremendously enhance an individual's potential. A waste of time is a waste of life.

A LEADER'S MOST VALUABLE PERSONAL RESOURCE IS TIME

Each person has 24 hours daily to work on goals and daily activities and to make progress toward purposes and missions in life. Time cannot be bought or sold. When it is gone, it is gone forever.

LEADERS SHOULD TAKE THE PERSONAL RESPONSIBILITY OF BEING ACCOUNTABLE FOR HOW TIME IS USED

Time management is a leadership essential. In today's world, a leader simply cannot afford to waste the valuable resource of time. The responsibility for managing time belongs to the leader. The leader is responsible for his own calendar and agenda. He should not allow other people to control too much of his time if that interferes with his plans and responsibilities. If necessary, the leader can set appointments with people instead of them calling or visiting unexpectedly. This will allow the leader to fit them into *his* calendar. To better manage his time, the leader can tell *them* when and if he will be available. One would expect to make an appointment with a doctor, so people can do the same with a leader when that is necessary for good time management. Many people will be less hesitant to waste a leader's valuable time if they are expected to schedule an appointment.

A leader should determine priorities and stick to them.

- The leader can take a few minutes every evening to plan the things to accomplish tomorrow.
- Those things can be prioritized in the order of importance.
- A daily time period can be scheduled to work on each item. A good daily planner will help but it is not essential. Many people keep their daily list in a spiral notebook.
- Completed items can be crossed out and notes made as progress is made.
- The leader can establish a time period daily, or on certain days, to schedule appointments. He can make it as convenient as possible for all parties, but keep his own priorities first.

- Things such as family time or personal devotions should be considered essential. People should not be allowed to infringe upon this time except in actual emergencies.
- At the end of the day, the list and accomplishments can be reviewed. The incomplete and pending items can be transferred to the next day's list.
- To plan for the next day, start over at the beginning of this list.

Leaders should invest in learning time management skills

To improve time management, a leader can keep track of the number of hours spent in daily activities. He should allow a certain amount of time for tasks, personal time, meals, family time, devotion time, exercise, events, and miscellaneous activities. The leader can work diligently on developing a balanced routine that he can control. With consistency, a leader can achieve incredible results! If the ideas mentioned can be practiced daily, they can become a way of life in approximately one month.

The leader should develop a plan before working and then work according to the plan

The time a leader spends in planning projects will mean they will be accomplished more efficiently. The various tasks involved in a project can be identified and the amount of time required for each task estimated. Tasks can be prioritized in the order in which they must be accomplished to complete the project. Time for these tasks can be planned into daily activities, using a list if necessary. As some are completed they can be marked off and plans can be made to progress toward those yet to be completed. A project should never simply be started without a plan.

Leaders should respect the time of others

Keeping people busy may be a waste of their time, which is part of their life. If a leader is going to ask people for a portion of their time, he should make sure that the time they give is for something necessary. He should minimize the amount of time required from others. As much as possible, the leader should plan for people in his responsibility to have sufficient time for their family and personal needs. Leaders should always respect the time investment of individuals.

The leader should invest in time management training for the people who are accountable to him

The leader can study helpful books on the topic of time management and share time-saving ideas and information with people in his responsibility. Time-consuming efforts that are not accomplishing the purpose and vision of leadership can be eliminated. People can be encouraged to find ways to work in a more efficient manner. The leader should practice and insist on continuous improvement of everything. Better planning means less waste of time and effort and more efficiency.

Time can be the leader's best friend or his worst enemy

Nothing will expose one's weaknesses and procrastinations like time, and nothing will reveal a leader's strengths and accomplishments like time. Time can be made to work for the leader if he actively plans how time will be used. There may come a day when the leader will wish he could have a chance to do something over again. Why not do it correctly now, instead of having to do it again later?

Successful people utilize their time wisely

Lives of successful people are characterized by many traits, and good time management is a main characteristic of those people. People who write books, build empires, paint paintings, teach profound concepts, preach incredible sermons, have happy marriages, and develop meaningful relationships with family and friends are people who devote time to these areas as their priorities.

The leader should personally defeat procrastination in his life

Procrastination is putting things off until later what should be done now. It is the failure to make a committed decision. It is a habit in the lives of many people, including leaders. However, new habits can be formed and old habits can be broken in about one month of repetitive action. If a leader cannot get his personal life in order, he may not be qualified as a leader in the kingdom of God and to be responsible for other people.

TIME MANAGEMENT IS NOT DIFFICULT

Time management is a system or way of doing things. The key is to get started and then learning and modifying as necessary. A time management system can be simple or as intricate as the leader desires, depending on the needs. It is the leader's choice, but the important thing is to do something to improve the management of time. What is really difficult is trying to get everything done without a time management system!

There are many benefits to a successful time management system

- The leader will be less nervous and tense because he will be making actual progress.
- Once the leader begins writing things in a "to do" list and crossing things off as they are accomplished, little or no time will be spent at night worrying about what has been forgotten.
- Life becomes manageable, which reduces stress on the body.
- The leader will be less susceptible to the results of worry, stress, and fatigue such as weight gain, heart attacks, and ulcers.
- The leader will become a more emotionally stable person, which will not only be better for him but also for those who interact with him.

The leader can plan a calendar of events

Unless a leader really wants events on his calendar, he should not put them there. He should not allow everyone to schedule his events but try to manage his time to his own advantage. He may want to establish a list of things that must be done for certain types of events and schedule them into a daily list. The following things can be included:

- Travel arrangements (when and what to arrange).
- A list of things to take on the trip. Does anything have to be purchased? If so, do not wait until the last minute.
- When to pack.
- What needs to be done in order to be prepared for the meeting, preaching, teaching, etc.? A separate list for this can be made, if necessary.
- What things need to be taken care of by others while the leader is away. The leader should plan for those things; who will be in charge, and when they should be notified. This can be included in a list of things to do. Do they need training? If so, it should be planned in the schedule.

CONCLUSION

God has given His leaders time in which to work. Those leaders should value that time and the time of others. A wise leader will develop and practice a system of time management that allows him to utilize time as his ally and resource. Only a slothful man would think he could impact his world without time management. At best, he would only reach a portion of his potential.

The effort and time invested in developing and implementing an efficient time management system will reap lifelong dividends. The best time for a leader to start is today. Make a commitment now because time will be lost by waiting.

CHAPTER 16

TRAINING A SUCCESSOR

by
James G. Poitras

INTRODUCTION

The church is at a critical point in time. Its leaders have been entrusted with the responsibility of impacting the world and must be all that God has called them to be - not only in this generation, but also for the generations that follow. For a leader to build a strong, well-equipped, Spirit-empowered church (or any organization for that matter), he must be committed to continuous leadership training. A wise leader will plan for the next generation and the time when he will no longer be serving. He will train someone to take his place. He will ensure that his replacement has the best training, so that his opportunity for success will be maximized. Given the proper preparation, a carefully mentored successor can step in when the older leader is no longer able to function. There is no success without a successor.

From the moment a leader takes on a responsibility, he should begin looking for someone who can serve as his successor. Leaders should realize that serving in a leadership role is a temporary privilege, not a lifetime appointment. There may be a time when a leader will be called upon to serve in another capacity, perhaps one that involves more responsibility. But how could one accept a new responsibility if he has not trained a successor for his present responsibility? A leader's responsibility may end when he reaches retirement age or a time by which he has accomplished everything possible in that particular leadership capacity. What would happen if the leader has no successor ready to follow him?

TWO LEADERSHIP MISTAKES

Leaders often make one of two mistakes. They either stay too long in a leadership role or not long enough. Which is most often the case? Staying too long is probably more common. Lyle Schaller has said, *"Leaders who stay too long do much more damage than those that don't stay long enough."* A wise leader will recognize the correct time to step down or move on to the next phase of what God has prepared for him. This will be difficult if he has not been involved in training the next generation of leaders. He may feel, "Who could lead as well as me?" This type of thinking is not progressive and does not encourage the development of strong leadership.

Humility is a key in successful leadership transition. As Paul wrote, *"I have planted, Apollos watered; but God gave the increase. So then neither is he that planteth any thing, neither he that watereth; but God that giveth the increase. Now he that planteth and he that watereth are one: and every man shall receive his own reward according to*

his own labour. For we are labourers together with God: ye are God's husbandry, ye are God's building' (1 Corinthians 3:6-9).

In his book *The Top Ten Mistakes Leaders Make*, Hans Finzel suggests a number of reasons why leaders are afraid to transfer the office to a successor. They include:

- Job security ("What am I going to do next?")
- Resistance to change ("I am comfortable where I am.")
- Self-worth ("My job is my whole life. To change positions will cause me to lose my identity.")
- Lack of confidence in the successor ("He can't do the job as well as I can.")
- Fear of retirement ("What will I do now? I will be useless.")
- Loss of investment ("I have invested a lot into this position and/or organization. I am receiving a lot of benefits here.")
- Love for the people and the job ("I love these people.") Remember, God loves them too and will do what is best.

THE NECESSITY OF LEADERSHIP TRAINING

The wasting of gifts and talents in the kingdom of God is quite surprising. Some older ministers do not have any idea of what to do with the younger men. The older men sometimes feel threatened and the younger men feel frustrated and overlooked. As a result, the young men may begin to lead through manipulation or divide the church. This is a sad picture.

Actual age is not the most significant thing here, but rather preparing the next generation of leaders. Leaders should not only be training the younger men but perhaps also some who may be older than the leader. It is important to remember that leaders must prepare all whom the Lord makes available so that the work can go on, even in the leader's absence.

In his book *Wanted. Servant Leaders*, Gottfried Osei-Mensah writes:

There are many churches which pour cold water on any life which begins to bubble where they are not bubbling. Any time a person shows initiative, they knock the effort on the head, and the person retreats back into mediocrity.... True life will always break out in new initiatives. The only place where there is no initiative is in the cemetery, where the occupants stay peacefully in their quiet "hotel rooms." We should not make our churches function like cemeteries.

David was a tremendous leader. When he was old he prayed to the Lord, "O God, *thou hast taught me from my youth: and hitherto have I declared thy wondrous works. Now also when I am old and grayheaded, O God, forsake me not; until I have shewed thy strength unto this generation, and thy power to every one that is to come*" (Psalm 71:17-18). A leader must be willing to train the next generation and allow them to continue what has already been started.

Eastwood Anaba states:

Most of all our spiritual giants have been doing the same things for years without any promotion in the things of God. The reason is that they have not trained anyone to take their present position. God does not promote a man who has no replacement to occupy his present position. Our condition as a church is therefore miserable. No one is going up. Those who are beneath are being suppressed and those who are above are being overburdened. We are in a state of crisis - a generation of effective ministers can easily fade away without replacement. (Productivity Vitamins).

Although Anaba's statement applies directly to the church, it can fit any area of leadership. Another principle is, "You have to give up to go up." A leader cannot remain on the same level if he wants to go to a higher level. He cannot move to the next level until he has trained someone to do what he is doing on his present level. It has been said, *"the road to the next level is always uphill."* Training the next generation is not always easy, but it is crucial for the ongoing success of any endeavor.

*Would to God that we would learn this... today! Our national leaders (**in some countries**) want to stay in office until they drop dead, and when they drop dead nobody has been prepare to take over from them. It is the same in the church - perhaps our church leaders have copied this pattern from our national leaders ... The church today needs leaders who are able to disciple younger leaders and prepare them, not just as leaders of tomorrow, but as God's servants to serve today. (Wanted. Servant Leaders by Gottfried Osei-Mensah. Bold italics mine).*

PREPARING YOUR SUCCESSOR

Moses trained Joshua as a successor. Who did Joshua train? No one, and all Israel suffered. But Elijah trained Elisha, Jesus trained the twelve, and Paul trained Timothy. None of these men were threatened by the potential success of their successors.

Paul is a good example of a leader who consistently disciplined successors in his ministry. He sought out men with leadership potential and prepared them to continue the ministry after he was gone. He made the following statement concerning training successors. *"And the things that thou hast heard of me among many witnesses, the same commit thou to faithful men, who shall be able to teach others also"* (II Timothy 2:2).

The leaders that one develops should carry on the development process and produce another future generation of leaders. Otherwise, the availability of capable leadership will one day end. Those involved in Christian leadership have a responsibility to plan for the future of the church. They must do their utmost to train successors who can take over when they move on.

Jesus is the greatest example. He knew His purpose when He came to the earth - to seek and save the lost, and to build His church. To ensure success, Jesus trained successors for His ministry. This process meant spending quality time with these

would-be leaders, teaching them and developing them in spiritual ministry. When the time came for Him to move on, He was able to leave behind a handful of qualified successors to carry on the vital tasks He started. Jesus knew that His work would not fail. Why? He trained the next generation of leaders.

From the very beginning, Jesus told the future leaders of the church that He would not always be with them. Perhaps this is one reason why He succeeded in training the most successful leadership team of all time. The result was that once their leader had departed, they were able to continue experiencing momentous revival and growth. They also followed His example by effectively training future generations of leaders. Their success after Jesus departed proves that investing in a plan for succession can insure future leadership. Good stewardship includes preparing for the time when you will no longer be available to lead.

OUR CHALLENGE

The challenge of today's worldwide church is to develop leaders who are capable, anointed, and hungry for the revival and growth that God has promised in the last days. Each leader needs to make every effort to train a capable leadership successor.

In his book, *Developing the Leaders Around You*, John Maxwell says, “A leader who produces other leaders multiplies his influence.” He claims that “true success comes only when every generation continues to develop the next generation.”

A WORD OF CAUTION

When preparing the next generation of leaders, do not "put all of your eggs in one basket." In other words, do not train just one person to take your place (a concept often called the “Timothy Principle”). If you train only one person to take your place, what will happen if for some reason this person is not able to replace you? Instead, train several leaders placing each of them in key leadership roles (an approach known as the “Key Man Strategy”).

THE TRANSITION

Leaders should hold their positions lightly. All leaders should acknowledge that it is the Lord who has allowed them to serve in a leadership role. Jesus does not give responsibilities in the kingdom so that leaders can be exalted or lifted up. He expects them to serve His people with humility. He also expects them to pass responsibilities to another in God's timing. John the Baptist enjoyed a fantastic response to his ministry. Yet when Jesus arrived on the scene, John said, “*He must increase, but I must decrease*” (John 3:30). “*For promotion cometh neither from the east, nor from the west, nor from the south. But God is the judge: he putteth down one, and setteth up another*” (Psalm 75:6-7).

Elijah is another example of a leader who transitioned well. After training Elisha and reproducing himself in him, he freely gave Elisha his mantle of leadership for the next generation. God then added a double portion of Elijah's anointing. See II Kings 2: 8-15.

Paul invested in leadership training in Ephesus. Once he felt it was the Lord's Will for him to leave, his followers objected. The Bible says, *"When they desired him to tarry longer time with them, he consented not; but bade them farewell...but I will return again to you, if God will"* (Acts 18:20-21).

What lessons from Paul's example can be applied to leadership today?

- A leader should know when to move on
- A leader should know when to say "No"
- A leader must follow God's direction even when the people may want him to stay
- A leader should be surrendered to the will of God on a daily basis

ADVICE FOR PREPARING SUCCESSORS

The following tips will help a leader develop well-equipped, capable successors for the next generation:

- Allow young leaders into your life by building personal relationships with them.
- Regularly pray with potential successors.
- Take them on trips and/or include them in meetings so that they can see leadership firsthand.
- Never be intimidated or jealous. Success in the next leader will be to the original leader's credit.
- Think out loud. Demonstrate how to work through problems and make decisions.
- Treat potential successors as interns. Go through the steps of effective teaching: I do, you watch. I do, you help. You do, I help. You do, I watch.
- Assign them specific responsibilities (delegate) and monitor their progress. Provide productive feedback.
- Be a friend but lead with a gentle firmness.
- Provide training programs for potential successors.
- Give them public credit for the work they do.
- Express appreciation and encouragement. Affirm them.
- Evaluate their progress regularly.
- Provide honest and open communication.
- Give the same type of respect that you would like to receive.
- Be willing to invest in their future through seminars, cassettes, books, and workshops.
- Share your vision from God and encourage them to do the same.
- Be available when needed by the successor.
- Do not criticize potential successors to others.
- Remember that potential successors are a product that the leader is helping to create.
- Pray and fast for potential successors.
- Genuinely care about them and their families.

- Provide incentives for growth.
- Books and materials that have helped the leader can be shared with future leaders.
- Allow for the mistakes of others.
- Successors should not be expected to be carbon copies of the leaders they follow.
- Recognize their talents, abilities, strengths, and weaknesses. Strengthen the strengths first and then, if necessary, work on the weaknesses.
- Be careful how you correct them. People are sensitive. You are building a leader, not pulling one down. Be gentle, but firm, lifting them up instead of degrading and speaking down to them.
- Allow potential successors to ask questions, lots of them. When questions are asked, don't respond in ways that would make them feel inferior or ignorant. Asking questions is a great way of learning. Howard Hendricks says, *"You need to understand that the only foolish question... is the unasked question."*
- When assigning responsibilities, do not constantly look over their shoulders. Make sure that proper directives are set and expectations for operation are clearly defined. Provide a clear understanding of what the responsibility entails.
- When you assign responsibilities to successors, let them do it. Do not cause unnecessary frustration by doing it for them.
- Remember that you were once learning to be a leader. Treat a potential successor as you would have liked to be treated.

"Nothing is more vital to the renewal of an organization than the arrangements by which able people are nurtured and moved into positions where they can make the greatest contributions" (On Leadership by John Gardner).

CONCLUSION

No matter how brilliant and successful a leader is, the long-term effect of his leadership will depend on the success of the next leader who follows him. That is why training the next generation of leaders is so important. Many leaders who have been successful in all areas except this one could be considered failures because their accomplishments did not continue into the next generation. The preparation of a successor should be a priority for every leader who is concerned with the future.

CHAPTER 17

TRANSITION: INTO AND OUT OF OFFICE

by
Arlie Enis

INTRODUCTION

Results have just been announced. A new leader has been chosen! The predecessor now expresses his welcome to the new leader and wishes him well in his new responsibilities. While the former leader may or may not have wished to continue in office, that is no longer the issue. He will soon be leaving his official responsibilities to the new leader.

The span of time where the outgoing official cooperates and collaborates with the newly elected official to effect a smooth change of leadership is known as the period of transition. This transition time allows for continued completion of responsibilities that are necessary for the organization's work to be accomplished during this time and for the smooth transfer of responsibility between the new and former leader.

TRANSITION OF LEADERSHIP FROM KING DAVID TO KING SOLOMON

The transition of leadership from David to Solomon illustrates an attitude that brought the blessings of the Lord God into the administration of Solomon. Early in Solomon's reign, God asked him in II Chronicles 1, what he would like to receive. Of all the things Solomon could have asked for, he only asked for wisdom in order to serve the Lord's people. Solomon recognized that wisdom was necessary for his leadership and acknowledged his need when he asked God for divine wisdom.

This short passage of scripture contains principles that can be applied to modern day transitions of leadership.

Notice how Solomon's request to the Lord was made. He first graciously acknowledged the work of his predecessor and father, King David. He recalled the great mercy that was shown to David. He acknowledged that his own position of leadership was because of what God had done. Solomon mentioned the promise given to David concerning the establishment of the kingdom. Solomon made his request for wisdom to lead God's people. One of the great accomplishments of Solomon's administration was the continuation of David's plans and preparations to build the Temple for the name of the Lord. This was an ongoing program started during David's administration. What Solomon did

resulted in continuity, for he completed the Temple according to the plans and preparations already in progress when he became king.

The reign of Solomon was greater than his predecessor. David was a warrior concerned with establishing peace throughout the kingdom, but Solomon's reign was marked by statesmanship, diplomacy, and a wider scope of authority, which were made possible by the work of David, the former leader. Had David lived to see the result of Solomon's leadership, surely he would have been pleased to see a greater, stronger kingdom. The work of the predecessor is necessary for the gains achieved through the successor.

THE TRANSITION: GUIDE FOR THE INCOMING LEADER

When one is first elected or appointed to an office, it is likely that everyone will extend a true welcome and take it for granted that he is competent and will do well in his new responsibilities. It is important for the leader to do his best from the beginning in order to obtain the initial good will of the group he leads. When the new leader is given the time to acknowledge his new position, it is important to let it be known that he appreciates the confidence that has been placed in him. This is the time to show courtesy to the predecessor and to acknowledge his service and accomplishments. He should focus on the positive features, even if negative factors may be present. These comments are important not only to the outgoing person, but they also serve to maintain a respect for the office that the new leader now occupies. After this is taken care of, the work of transition begins.

Some guidelines for a new leader are as follows:

- Let comments about the former leader be favorable and avoid statements that could hurt his feelings.
- Strive to make a favorable transition by avoiding statements or reports of how much better it is now or say anything that could be a negative reflection upon the predecessor.
- Go slowly with any major changes.
- Make improvements and changes for the good, but don't do it all at the beginning.

Common sense should rule in all cases. Follow the golden rule, "*Therefore all things whatsoever ye would that men should do to you, do ye even so to them.*" (Matthew 7:12).

THE TRANSITION: GUIDE FOR BOTH LEADERS

A transition meeting should be arranged to discuss all facets of the office and its responsibilities. A timetable from the time of election to the expiration of the term of office and departure of the predecessor should be created. Sufficient time

should be set aside for both individuals to discuss the work in progress, administration, policies, and procedures. This will allow the work to continue without any lapse of oversight. The larger the responsibilities of the office, the more time is needed for transition and overlap of the leaders' time together. To assist the new leader, the departing predecessor should assemble a file with a list of policies and procedures that would contain the basic operations of the office. The file should also explain the current projects, who is working on them, their current status, and expected completion dates. There should be a written explanation of who does what, with specific duties and responsibilities. Upcoming events for the next year and the progress of planning and coordination for the events should be included; this kind of file should be assembled by every elected official during the course of his term of service so that in the event of a personnel change, the work would have a basis for a smoother transition.

THE TRANSITION: GUIDE FOR THE OUTGOING LEADER

For most departing predecessors, there can be a workable transition that brings continuity to the work. It is a time of thankful reflection on the achievements and advances made during their tenure of service. Many know that the time to move on has arrived and they move on. Most are ready to see a new man in the office with a new approach and a high level of energy to advance the work of God. However, sometimes an election or new appointment removes an individual who would have liked to remain in the office. He may accept the change as one of dismissal by brethren who were enthusiastic upon his entrance into office. Change is difficult, and this kind of change, which may be seen as a personal rejection, is most difficult to work through. With this in mind, there are some important points to be remembered and practiced by the outgoing official.

- He should give the new man a good environment in which to work without leaving unresolved conflicts or unsolved problems.
- He should allow the new man to use his methods and his approach to the work. His style may be different, but he should have the opportunity to complete his responsibilities without negative comments or statements that would detract from his leadership.
- Once a leader leaves the responsibility of leadership to a new leader, he should do just that: leave it alone.
- If the predecessor can be available for advice and counsel, this should be expressed to the new leader and then advice only given when asked.
- Paul said, *"Let nothing be done through strife or vainglory; but in lowliness of mind let each esteem other better than themselves"* (Philippians 2:3).
- The outgoing leader should be amiable and good-natured to the new leader, even though it may be difficult if the former leader was disappointed about leaving the office.
- Create a workable climate with the new official during the transition period.
- The outgoing leader should cooperate with the new man to help ease him into his new responsibilities.

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- The outgoing leader should express heartfelt thanks to all who labored with him.
- He should understand that the work that he has done will allow the newly elected leader to make even greater progress in the Lord's work.

CONCLUSION

So there it is. For the good of the Lord's work, in times of transition there are things that can be done by the outgoing and incoming leaders to bring about a wholesome continuity to the work of God. When both individuals work together for the greater good of the work, the Lord gets the glory as each accepts his new place in the body of Christ.

For Further Study

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