

# CHRISTIAN LEADERSHIP Teacher's Guide

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## **About the author**

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Later, while serving with the Presbyterian Church in America in Ecuador, he was instrumental in creating a successful leadership training system for the national Presbytery. This book was born out of that system.

Dr. Smalling served with Ministries In Action for twelve years as director of their Hispanic branch, under the title, “Visión R.E.A.L”, an acrostic in Spanish for “Reformation In Latin America.” This involved establishing and supervising leadership-training centers throughout Latin America. He currently cooperates with Miami International Seminary as a lecturer throughout Latin America.

Roger is married to Dianne, his wife of over 40 years. Together, they have authored ten books, available at: [www.smallings.com](http://www.smallings.com)

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## Introduction

### **Purpose**

- Establish in the mind of the student the biblical concept of servant leadership, by comparing it with the authoritarian hierarchies generally practiced in worldly contexts such as business, government and some religious institutions.
- Create in the student a strong sense of integrity with regard to leadership, help him identify unbiblical motives for desiring offices in the church, and replace those motives with the right ones.
- Identify and practice non-manipulative techniques for helping his subordinates to grow in Christ.

### **Content**

The required textbook for the course is **CHRISTIAN LEADERSHIP**, available free on [Smalling's website](#), or through [Kindle](#) for a small fee. The textbook is homework reading that the teacher may assign as needed.

The teacher must also be aware this course overlaps with two others: Ecclesiology, and Personal Revival. The nature of the material touches unavoidably on aspects of church government, especially when we get to issues such as discipline in the church or parity of elders.

Finally, the teacher must keep in mind that this class is *training* in leadership, not a teaching *about* leadership. The student will have profited very little if he finishes the course with nothing more than an increased knowledge of leadership theory.

### **Materials**

- Materials: Textbook, **CHRISTIAN LEADERSHIP** by Roger Smalling
- Bible: English Standard Version (ESV)
- Study guide for students

The student's guide is identical to this one except that answers to questions and suggestions to the teacher have been removed. Underlined texts mean that in the student's manual, there is a blank line for the student to fill in. The texts in block are either long answers to the questions or suggestions to the teacher as to further comments. The teacher is at liberty to ignore the latter or use his own.

## **Scriptural basis**

The leadership philosophy of this course is taken from Mt.20:20-28. It shows the key elements of Christian leadership as taught and modeled by Christ.

The teacher should be familiar with harmful styles of leadership, especially those common in Christian circles.

## Lesson 1: Christian leadership is simple

Corresponds to Chapters 1-4 in textbook.

**Purpose:** Explain the elements of Christian leadership as Christ taught and modeled it. The text for the course is Matthew 20:20-28.

### How does Christian leadership differ from secular?

#### In the manner in which we relate to people

People come to church for reasons of conscience, not because they are forced. They stay as long as they feel their needs are met. This is precisely the opposite of a business or a student in school. This generates a different dynamic in the way we treat people.

#### In the objective pursued

In business, the objective is to produce a profit. The resources used are capital plus the work of employees. In the kingdom of God, the objective is to produce sanctified people. The world considers this folly because holiness is not a value to be taken seriously. Holiness is an invisible quality, difficult to define and only God perceives it clearly. Nevertheless, God values it above anything else. "Holy, holy, holy is the Lord God almighty." It cost the life of his Son to obtain it for us..

### Elements

1. Leadership is based on character, not personality.
2. The Bible recognizes one sole philosophy of Christian leadership
3. Paul declares in 2 Timothy 3:16,17 that the Scriptures are sufficient for preparation of leaders.  
The key strategy of Christian leadership is to prepare others for ministry.
4. Christian leadership is anti hierarchical and anti authoritarian.
5. Management techniques in can be helpful as long as they correspond to biblical principles.

### The central virtue

#### Illustration of the honorable lieutenant

2 Corinthians 1:12,13

See the appendix for this illustration.

#### The Caiaphas principle

John 11:50; James 3:17

Win in the short run but lose in the long run. Christ, on the other hand, seemed to lose in the short run but wins in the long run. He is High Priest today, not Caiaphas. Sometimes a leader is put to the test in looking like a fool for defending a moral principle. But God will intervene and give the victory later.

## Illustration of the presbytery moderator

Leadership of lasting value cannot exist without this virtue. Management, yes. Manipulation and control yes...but not a true leadership that earns the loyalty of others at the cost of pain to oneself. It is the integrity of Jesus.

## The three pillars of Christian leadership- Matthew 20:20-28

### First pillar: Disposition to suffer

Verses 20-23

These disciples were unaware that the call to Christian leadership is a call to suffering. The suffering involved often takes the form of psychological pressure and stress that others neither bear nor understand.

God in his sovereignty arranges things so the honors of the office are not equal to the pressures the leader endures. This eliminates motives other than the call of God. Be aware of your own motivations and those of people you are training.

### Second pillar: Parity

Verses 24-26

This means all ministers are equal in authority and status in reformed church government. No hierarchies.

The two disciples in the text thought the kingdom of God was a hierarchy like terrestrial kingdoms and wanted to assure a good ranking for themselves.

### Third pillar: Service

Verses 27,28

Exhortation: Christian leadership focuses more on helping others than commanding them. It is a life given to service. V.28

The right kind of confidence in service:  
Great self-confidence characterizes leaders in the world. Confidence in God characterizes the leaders of God's people. The two disciples, James and John, showed the wrong kind of confidence when they said that they were capable. Yet shortly after this, along with the other disciples, they abandoned Jesus and fled.

Explain there is no job in the kingdom of God we are completely fit for. We would not have to rely on the Lord otherwise. God may give us jobs bigger than our natural abilities so we learn to rely on Him. This is why self-confidence in Christian leadership is so absurd. A strong confidence in God may *look* like self-confidence to others, but God knows the difference.

## Dangers in hierarchical government

Chapter 4 of textbook

1. Disregard of the spiritual authority in the ordained offices.

2.Arrogance

3.Politicking for status or power

4.Hierarchies tend toward mediocrity and inefficiency.

The most serious danger in hierarchical government is the disregard of the spiritual authority of biblical offices and the anointing that accompanies it.

**Discussion:** How can we mitigate the dangers in hierarchical government in Christian organizations?

- Periodic anonymous evaluations of the leaders by the subordinates. Rarely does a Christian leader have the courage or integrity to do this.
- Ask advice of your subordinates.

**Discussion:** Compare the following two people and discuss differences in their leadership. Timothy, Philippians 2:18-21; Diotrephes, 3 John 8,9

### **From this lesson we learn...**

- Christian leadership is fundamentally simple.
- The recognizes on sole concept of Christian leadership, taught and modeled by Christ himself.
- Integrity is a central virtue in Christian leadership.
- The word of God is sufficient for preparing effective Christian leaders.

**Homework: Read Chapters 1-6 in the textbook.**



## Verses for Chapter 1

Matthew 20:20 Then the mother of the sons of Zebedee came up to him with her sons, and kneeling before him she asked him for something. 21 And he said to her, "What do you want?" She said to him, "Say that these two sons of mine are to sit, one at your right hand and one at your left, in your kingdom." 22 Jesus answered, "You do not know what you are asking. Are you able to drink the cup that I am to drink?" They said to him, "We are able." 23 He said to them, "You will drink my cup, but to sit at my right hand and at my left is not mine to grant, but it is for those for whom it has been prepared by my Father." 24 And when the ten heard it, they were indignant at the two brothers. 25 But Jesus called them to him and said, "You know that the rulers of the Gentiles lord it over them, and their great ones exercise authority over them. 26 It shall not be so among you. But whoever would be great among you must be your servant, 27 and whoever would be first among you must be your slave, 28 even as the Son of Man came not to be served but to serve, and to give his life as a ransom for many."

2Timothy 3:16 All Scripture is breathed out by God and profitable for teaching, for reproof, for correction, and for training in righteousness, 17 that the man of God may be complete, equipped for every good work.

2Corinthians 1:12 For our boast is this, the testimony of our conscience, that we behaved in the world with simplicity and godly sincerity, not by earthly wisdom but by the grace of God, and supremely so toward you. 13 For we are not writing to you anything other than what you read and understand and I hope you will fully understand—

John 11:50 Nor do you understand that it is better for you that one man should die for the people, not that the whole nation should perish."

James 3:17 But the wisdom from above is first pure, then peaceable, gentle, open to reason, full of mercy and good fruits, impartial and sincere.

Philippians 2:18 Likewise you also should be glad and rejoice with me.

Philippians 2:19 I hope in the Lord Jesus to send Timothy to you soon, so that I too may be cheered by news of you. 20 For I have no one like him, who will be genuinely concerned for your welfare. 21 For they all seek their own interests, not those of Jesus Christ.

3John 8 Therefore we ought to support people like these, that we may be fellow workers for the truth.

3John 9 I have written something to the church, but Diotrephes, who likes to put himself first, does not acknowledge our authority.

## Lesson 2: Strategies and vision

Corresponds to Chapters 5 & 6 in textbook.

### **The leader's strategy**

**His function- Acts 20:28**

**His approach to a congregation- Ephesians 4:11,12**

Communicate to students the concept that it is not the responsibility of the ministers to do the work of the ministry. The minister is simply to supervise the members of the church and prepare them for ministry. All members need a job to do in the church. The leaders supervise the work to be done.

**His principle product- 2 Timothy 2:2**

A primary trap for the fledgling leader is to focus on the weakest members rather than the strongest. The smart leader spends his best efforts with the winners, not the losers. The big danger for the novice leader is imagining his job is to heal all the wounded, sooth all the feelings and support the weak. This is like trying to feed all the poor. Impossible! There is no end of them.

Prepare your messages for those few who are listening and taking you seriously. Show the strong how to help the weak. Beware of the old educational trap of speaking to the lowest common denominator in order to *reach* all. This results in mediocre teaching with mediocre results.

### **Three kinds of leaders in the church**

#### **Pioneers**

A pioneer has a vision for something new. He is the trail-blazer, taking risks to go where nobody has gone before. He has enthusiasm, drive and self-initiative. He is impervious to criticism and impatient with the petty minds around him. These make good pioneers, but lousy administrators.

#### **Managers**

These follow in the footsteps of a pioneer, and carry forward the vision the pioneer has established. He puts order and administration into the vision, without being satisfied with the status quo. Though the vision is also his, he sees more clearly the means to accomplish the goals.

## Spiritual janitors

These manage to get appointed to ecclesiastic offices and simply maintain things as they are. These people tend to lack goals and vision. Their primary concern is to see that the congregation is *spiritual*, i.e., morally clean and with sound doctrine.

They spend a lot of time dealing with disciplinary cases, discontent people or those with deep problems. Leadership development is not their priority. They perceive themselves as spiritual leaders, erroneously so, because of success in these activities. They will rarely approve anything new activity in the church because those might rock the boat. They have no specific goals and their focus is more on keeping members happy so they won't leave the church.

If these people are allowed primary leadership in the church, then church growth is highly unlikely.

## The leader's vision

### Vision is an attainable dream

It involves three aspects:

- A dream

This means a goal of great value, difficult to attain, requiring long-term investment of time and resources.

- A plan

A workable plan with intermediate goals.

- Passion

Passion is an emotion resulting from your personal call from God. It is the fuel that drives you. Without this, a leader is no more than a noise maker going nowhere. Many politicians are like this. Use your own passion as a leader to illustrate. This helps the students get to know you.

Examples:

The Latin American revolution under Simon Bolivar was the result of a vision. Bolivar had a dream for the liberation of an entire continent. It was costly and required a lifetime investment of resources, yet the outcome was worth it.

The Protestant reformation was the result of the vision of men like Luther, Calvin and Knox. It took a long time at the cost of many lives. The religious freedom we enjoy today is the result of that vision.

A vision need not be as ambitious as these examples. Every successful church or Christian organization was started by a person with the vision to see it happen.

### A person without a vision is not a leader

He is, at best, a good worker. These are not to be despised. This course is not about everybody in the kingdom of God. It is about leaders.

## **A vision without a plan is visionary**

If all a person has is vision without a plan, he is merely a visionary and will accomplish little.

Eloquence alone is not vision. There exists intelligent and eloquent people who discourse in ambiguous terms about what needs to be done. They seem more adept at analyzing the deficiencies of others than creating a workable plan. They may appear knowledgeable and confident, but deciphering their strategy is like catching smoke. One never quite grasps exactly what is their plan. Politicians are often like this. Such Christians are visionaries at best and leaders, not at all. They are to be ignored.

## **Characteristics of a good vision and plan**

### **Simplicity**

If you cannot explain the basic idea of the vision in a few seconds, it is too complex. People will not understand and support you. Your promotional literature should project the vision in the first line or two.

Slogans help. Try to come up with a simple one to help people grasp the idea.

### **Difficult but not impossible**

If it were easy, somebody would have done it already. Either nobody believes it is possible, or no one has the zeal to accomplish it.

To accomplish a vision, it takes a person who can distinguish between *impossible* and *difficult*. The ability to take what others see as impossible and evolve a plan, is the difference between a Christian worker and a Christian leader.

### **Benefits the kingdom of God**

Not builds one's own sense for self worth or create one's own private kingdom to rule over.

### **Based on a person call of God**

Having a good idea does not mean it came necessarily from God. You know it is a vision from God because you can't get rid of it. It sticks to your soul like paint on a wall. It cannot be ignored.

## **From this lesson we learn...**

- A vision is a reachable dream of great value, difficult to achieve and requires major investment of resources.
- A vision must be accompanied by a workable plan with the passion to see it happen.
- A vision should be sufficiently simple in its basic conception that those who you call to participate in it will understand it.
- Getting a vision from God normally results from one's personal walk with God.

- A genuine vision is oriented toward the progress of God's kingdom, not merely for one's own personal satisfaction.

### **Verses for Chapter 2**

Ephesians 4:11 And he gave the apostles, the prophets, the evangelists, the shepherds and teachers, 12 to equip the saints for the work of ministry, for building up the body of Christ,  
2Timothy 2:2 and what you have heard from me in the presence of many witnesses entrust to faithful men who will be able to teach others also.

1Timothy 4:12 Let no one despise you for your youth, but set the believers an example in speech, in conduct, in love, in faith, in purity.

1Timothy 5:19 Do not admit a charge against an elder except on the evidence of two or three witnesses.

## Lesson 3: Creative planning

Corresponds to Chapters 7 & 8 in textbook

### **Purpose**

Show how to initiate a good plan and use creative thinking

### **Elements of a good plan**

1. What resources are necessary and how will they be obtained?

Every successful Christian leader can tell how he started with next to nothing and how God supplied bit by bit. The Lord will rarely put everything into your hands at once. He always starts small. Look on each small resource as God's down payment on the vision.

2. How can the project become self-sustaining?

Part of the plan must be to make the ministry self-supporting. Otherwise, you will have created dependency. This hinders Christian maturity. Make yourself dispensable. If your vision requires your perpetual existence to make it work, then you are building your own monument rather than God's kingdom.

3. What are the short-term goals?
4. Regular check points.

Every so often, look to see where you are in the process.

5. Everything should be in writing.

This is not only to keep you on track, it also prevents misunderstandings with participants and donors.

### **How to invent a plan**

#### **Get the facts**

1. Learn all you can about what is involved to implement your vision.
2. Find out who else is attempting a similar thing. Determine what they are doing that's different from what you would like to do.
3. If your vision is something that has been accomplished elsewhere, learn all you can about it.
4. Find out what efforts have failed and why, to avoid duplicating mistakes.

#### **Define the short-term goals**

#### **Make plans for obtaining the resources**

## Have plans for dealing with opposition

### Group Exercise: Goal Setting

Students may work in class to write together a brief paragraph on a goal to be accomplished in the church, with at least two *means* towards that goal. This is an exercise only, not to be implemented in reality.

### Creative thinking

- Show barriers to creative thinking.
- Explain the concept of brainstorming.
- Define what is creative thinking: The ability to create original ideas that help to attain the goals.
- Explain that creative thinking is a characteristic of successful leaders with vision. by definition, it is something that others have not thought of before. Imagination is a normal part of our image of God and we are responsible for using it.
- Use the illustration of a dot on a blackboard to show how we can lose the creative faculty that children have by putting up perimeters that may not be valid.

### Barriers to creative thinking

Ask the students what they think are the barriers. They will probably come up with some of the things mentioned in this lesson. You can then help them with the aspects that they don't think of.

1. Fear of failure or ridicule: "If this new idea fails, we'll look like fools and the people will lose confidence in us."

2. Negative thinking:

Realizing all the reasons why a thing can't be done, and talking yourself out of it. The key difference between a leader and a manager, is that the former ignores all the reasons why it can't be done. There is a natural tendency in the mind to look at a new and seemingly impractical idea, and state why it can't be done. All great entrepreneurs think the opposite. That is the difference. They do not ask, "Is this going to work?", but "How can we make it work?"

3. Comfort Zone:

We establish limits in our minds of the sort of things that we are comfortable doing, and limit what we are really willing to do. Sometimes it is good to get beyond our comfort zone, and do something new that we don't feel gifted in.

4. Laziness:

“I’m not creative.” Creativity is thinking, and thinking is hard work. It is easier to settle for that which is familiar.

#### 5.Theological error regarding divine guidance:

Waiting for a sign from God or special leadings to do anything. God may be waiting for you to get busy and then in the process lead you.

### **Brainstorming**

Explain the concept of brain-storming: Coming up with all sorts of ideas until we hit on one that is really valuable.

Example: In a business meeting in a paint company, the technicians were discussing the problem of removing paint. One man humorously suggested that they could mix dynamite into the paint so that years later they could just set a match to it and it would blow off the wall.

This crazy idea was re-worked by the group until they came up with a practical solution: Mix a special chemical with the paint that later if another substance were applied over that paint job, the chemical would react to dissolve the paint. From this the idea, paint remover was invented.

### **Group exercise- Crazy ideas**

#### **Exercise one: Idea for evangelizing**

Create a novel idea for evangelizing, with the condition that it be as strange as possible. The idea is to break through the barriers and be imaginative.

#### **Exercise two: Idea for a sermon**

### **From this lesson we learn....**

- A good plan incorporates short-term goals to measure progress toward the vision.
- Revise progress with subordinates regularly to stay on track.
- Do not allow problems or opposition to deviate you from the goal.
- There exists barriers to creative thinking that leaders must learn to overcome.
- Setting intermediate goals is a good way to measure progress.



## Lesson 4: Ethics and traps

Corresponds to Chapter 9 in textbook

### **Purpose**

The ordained office has certain rights and privileges. No one may disregard these rights without due process. If we understand these rights, we can more easily avoid treating our fellow ministers unethically.

### **Ministerial rights**

#### 1. The right to respect- 1 Timothy 4:12

The right to one's own domain of ministry- 2 Corinthians 10:16. Even the Apostle Paul recognized the concept of *territory* in ministry. Every minister has his *sphere* of accomplishment that we respect. If a minister is working in a certain domain, we avoid infringing there. We avoid building our church next door to another legitimate evangelical work. By the term *another man's foundation*, Paul recognized others have ownership of the ministries they found.

#### 2. The right of authority over our own flock- Acts 20:28

We don't steal sheep from other flocks.

#### 3. Freedom from accusations without due process- 1 Timothy 5:19

No congregation has the right to receive accusations against a minister. Timothy, not the congregation, had the authority to receive accusations against the elders. Even then, substantial eyewitness evidence is necessary.

#### 4. The right to voice and vote in matters relative to his ministry- Philemon 14

Christian hierarchies sometimes disregard these rights in their treatment of ministers within their ranks. If you are an officer in a Christian hierarchy, be aware of this tendency and take measures to avoid it.

### **Relationships between ministers**

#### **A mutual defense agreement among leaders**

Two or more leaders can make a contract among themselves to always defend each other when one of them is verbally attacked. This includes the agreement never to talk negatively about one another to others. This presents a solid and united front to critics.

How does this work when a leader makes a mistake that others notice? If his error is a public nature, tell any critics that the other leaders are aware of it and will deal with the matter. Defending the honor of the ministerial office may involve defending the leader outwardly until the matter can be addressed in private.

God frequently defends the leader even when he is wrong in a decision. This is to defend God's own honor in His appointments. Beware of your pride at this point. Some leaders

imagine that they are always right because things seem to work out despite confusion. This is self-deception.

### **Accountability partners**

It is wise to belong to a group of three or four fellow ministers to have mutual accountability for their actions. Few ministers have a desire for such a group because of an attitude of self-sufficiency. Experience shows great benefits may come from having accountability partners.

## **Traps in leadership**

### **Neglecting the family**

According to 1 Peter 3:7, what is a danger for those who fail in this aspect? They may lose the power of prayer.

This is the most common complaint we have heard from wives of leaders. As one wife said, “My husband is cheating on me with the church.”

I have a question for you, pastor. Are you happy in your ministry? If not, could it be negligence of the family? God is able to make you as unhappy and frustrated in your ministry as your wife is in the case of negligence.

### **Fireman trap**

A fireman runs from one place to another putting out flames but builds nothing. The “flames” may be little problems that come up in the church; disputes between members. The devil can have a pastor running around like that without fulfilling his vision.

### **Accepting mediocre elders or deacons**

A common error among new missionaries is to try to raise up leaders in this way: Look at a group of mediocre men and chose the best of the mediocre lot and hope everything works out. Bad mistake. The result is a mediocre ministry.

### **Questionable preaching**

What is the theme of the last verse of the Bible? Grace

A danger for pastors is to preach moralistic messages without the grace of God and work of Jesus Christ central.

## **From this lesson we learn...**

- Although ministers are servants, they have certain rights, along with the right to defend those.
- It is a good idea for a leader to have a personal accountability committee.
- The Christian leader must be aware of the kind of traps that the enemy can set for him.

#### **Verses for Chapter 4**

1Timothy 4:12 Let no one despise you for your youth, but set the believers an example in speech, in conduct, in love, in faith, in purity.

Acts 20:28 Pay careful attention to yourselves and to all the flock, in which the Holy Spirit has made you overseers, to care for the church of God, which he obtained with his own blood.

Philemon 14 but I preferred to do nothing without your consent in order that your goodness might not be by compulsion but of your own accord.

1Timothy 5:19 Do not admit a charge against an elder except on the evidence of two or three witnesses.

1Peter 3:7 Likewise, husbands, live with your wives in an understanding way, showing honor to the woman as the weaker vessel, since they are heirs with you of the grace of life, so that your prayers may not be hindered.

## Lesson 5: Effective communication

Corresponds to Chapters 17 & 18 in textbook

### **Purpose**

Explain the general principles of effective communication with subordinates.

### **General principals**

- Good communication is the responsibility of the leader, not of the subordinate.
- Communication must be sincere and clear. 1 Corinthians 2:1; 2 Corinthians 1:12

### **Common mistakes in communication**

1. Never assume the person has understood correctly.

This is a didactic principle. Never suppose your subordinates have understood what you request.

2. The “Mr. Incognito” syndrome

This is the kind of person who arranges his life so it is hard to make contact with him. He places too high a value on his privacy.

3. Only negative communication

This kind of person only communicates with a subordinate if something is wrong.

4. Unilateral decisions without consulting subordinates.

This is a supreme insult to those who have responsibility in their area of work.

### **Positive Affirmation: The practice of praising your subordinates**

#### **Why praise?**

- People are encouraged to live up to your expectations.
- It creates a general positive atmosphere and makes you a more approachable person.

If you give a job to a person in the church and they do well, take a minute and thank them. Don't use general terms. Be specific. Describe specifically what it was they did well and why you like it. Show how you *feel* about their work. This makes a leader approachable. Let them know you appreciate their work and value them.

How to praise others, from **THE ONE MINUTE MANAGER** <sup>1</sup>

"Tell people that you are going to tell them how they are doing."

"Praise people immediately."

"Tell people what they did right... be specific."

"Tell people how good you feel about what they did right, and how it helps the organization and the other people who work there."

"Stop for a moment of silence to let them feel how good you feel."

"Encourage them to do more of the same."

"Shake hands or touch people in a way that makes it clear that you support their success in the organization."

### **Some tips**

- Do not flatter. Be sincere.
- Congratulate immediately.
- Congratulate in front of others.
- Touch the person (if culturally appropriate.)
- Speak well of the person in their absence.

### **Group exercise**

Practice One: Freddy and the chairs.

A new believer in the church, Freddy, has asked to help serve the Lord in a tangible way. You recommend that next Sunday, Freddy could arrange the chairs for service. When you arrive at the church on that Sunday, you notice that Freddy has done an excellent job. Congratulate Freddy, applying the steps taught in the lesson.

Practice Two: The elder candidate and his first sermon.

One of your elder candidates has taken a course in Homiletics preaching. It seems he may have a talent for this, although he does not do an outstanding job because of a lack of practice. Next Sunday, he preaches a sermon, more or less well. Encourage him, applying the steps taught in the lesson.

### **Negative affirmation: Minor corrections**

Suggestions from **THE ONE MINUTE MANAGER**<sup>2</sup> with some personal elaborations.

1. Correct immediately. Do not let a series of incidents accumulate and then explode. Do not reprimand people for things they did weeks or months ago.
2. Tell people what they did wrong. Be specific.
3. Tell them how you *feel* about what they did wrong.
4. Stop for a few seconds of uncomfortable silence. This allows them *feel* how you feel.

5. Hold them accountable.
6. Shake hands, or touch them in a way that lets them know you are honestly on their side. Don't let them perceive you as an enemy. You aren't out to *get* them. Their problem is something you and they are going to work on together.
7. Let them hear that you highly value them. Remind them you appreciate them as people, but are concerned about their level of performance in this situation.
8. When the reprimand is over, it is over. Don't harp on it. Treat it as an anomaly, until it is repeated. Note Paul's exhortation to *walk worthy* of their calling.<sup>3</sup> This implies their errant conduct is beneath their dignity.

### **From this lesson we learn...**

- Good communication between leaders and subordinates is essential in ministry.
- Good communication is the responsibility of the leader not the subordinate.
- Both positive and negative communication are effective tools for establishing good relations.
- The leader must avoid common errors in communication.

**Homework reading:** Article on *Wolves* by Smalling

### **Verses for Chapter 5**

1Corinthians 2:1 And I, when I came to you, brothers, did not come proclaiming to you the testimony of God with lofty speech or wisdom.

2Corinthians 1:12 For our boast is this, the testimony of our conscience, that we behaved in the world with simplicity and godly sincerity, not by earthly wisdom but by the grace of God, and supremely so toward you.

## Lesson 6: Problematic people

Corresponds to Chapters 13-16 in textbook.

### **Purpose**

Show the kinds of people who cause problems in the church and how to deal with them.

Highly recommended: **ANTAGONISTS IN THE CHURCH** by Kenneth C. Hauk. This book is a must for the library of any church leader. Many of the ideas in this lesson are amplified and illustrated in Hauk's book. Several of the observations on problematic people are influenced by it.

### **Definition of problematic people**

Problematic people are those who, motivated by a desire for control, cause division and confusion through constant complaining, criticism and resistance to authority.<sup>4</sup> The apostle Paul labels such as "wolves," Acts 20:29

### **Their basic motivation**

Control. Behind the complaints of problematic people, the desire for control and power reigns. Never give it to them. This is the worst possible thing you could ever do.

### **Characteristics of problematic types**

Most of these characteristics are typical, though not all will apply to a given individual.

- Incredibly tenacious
- Extreme self-esteem
- Aggressive
- Tendency toward anger
- Rigid attitudes
- Very manipulative and charming
- Independent attitudes
- Frequently very intelligent

### **Modes of operation**

- They operate behind the backs of the leaders. (John 10:1,2)
- Criticize the leaders. (2 John 9.10)
- They are spiritually proud. (2 Corinthians 10:12)

### **First clues of when a problematic person is about to attack**

- Begins to express "concerns," which are really complaints about the condition of the church, especially the leadership. Goes around seeking support for his concerns.
- Meddles in church affairs that are none of his business.

### **Common errors in dealing with them**

- Being as patient with them as with others who err on a less dangerous level. This is the most serious mistake in dealing with them. Titus 3:10.
- Trying to reason with them.

- Trying to please or placate them.
- Giving them any authority or recognition.
- Taking a lot of time listening to their complaints.

## Dealing with internal wolves:

What does Paul say to do in Titus 3:10? Warn them no more than twice and then reject them.

The Greek word used in this text is *heiretikos* a heretic or divisive person.

### **Big mistake! — Being patience with a Wolf**

Do not try to reason with wolves. They do not respect you and think you lack discernment, spirituality or intelligence. The more you say, the more ammunition they are collecting to criticize you. Simply apply your spiritual authority and warn them of the consequences if they continue in their conduct.

## Two common dangerous problematic people in the church

### **Gossips**

Generally these do not respond except by strong rebukes, especially those who criticize the leadership.

### **Spiritual pride**

This sin usually produces rebellion and a spirit of division if not dealt with quickly. It is the most difficult sin to deal with in the church.

The devil knows how to take advantage of this sin. It also opens the person to spiritual deception. The way to deal with this sin is to tell the person he is manifesting a spiritual pride far beyond his level of growth. One can try to get the person to study the holiness of God and His commandments, but it is unlikely that individual will do that. Spiritual pride is accompanied with false humility. Like other forms of rebellion, it is difficult to treat.

## From this lesson we learn...

- Part of the calling of a leader is to protect the congregation from wolves.
- Two classes of wolves exist: Internal and external; members of the church versus false cults.
- Two kinds of members who can become wolves are gossips and those with spiritual pride.
- The leader must not show patience with those who cause division. Two warnings at the most are permitted by Titus 3:10.



### **Verses for Chapter 6**

Acts 20:29 I know that after my departure fierce wolves will come in among you, not sparing the flock;

John 10:1 “Truly, truly, I say to you, he who does not enter the sheepfold by the door but climbs in by another way, that man is a thief and a robber. 2 But he who enters by the door is the shepherd of the sheep.

2John 10 If anyone comes to you and does not bring this teaching, do not receive him into your house or give him any greeting,

2Corinthians 10:12 Not that we dare to classify or compare ourselves with some of those who are commending themselves. But when they measure themselves by one another and compare themselves with one another, they are without understanding.

Titus 3:10 As for a person who stirs up division, after warning him once and then twice, have nothing more to do with him,

## Lesson 7: Decision making and guidance

Corresponds to Chapter 17 in textbook.

### **Making decisions**

#### **The inductive reasoning process**

A detective uses induction to arrive at conclusions. “Give me the facts, nothing but the facts.” He doesn’t go about to prove anyone guilty or innocent. Likewise, as leaders are called on to make decisions, they must be careful to gather all relevant information. Some of the sources of information may be subjective, such as what God seems to be indicating in their personal quiet time.

Deductive reasoning: Deduction starts with an assumption about what is valid, then looks for the evidence to confirm it. This is legitimate in some contexts. We may assume it is God’s will to evangelize a certain area and look for evidence from the Lord to confirm it, such as open opportunities.

#### **Spiritual evidence**

Decision making in Christian leadership is primarily a spiritual process, rather than intellectual. Often the evidence gathered for making the decision is a mixture of spiritual and circumstantial. We serve God principally in our *spirit*. See Romans 1:9

•Your devotional life: As a leader, it is imperative for you to listen to God in your devotional life and note what He is indicating to you out of the Word.

•Prayer and fasting for seeking God: The Bible clearly teaches this as a practice among church leaders when it comes to making important decisions. It is something to take seriously. Acts 13:1,2; 14:23

•Counselors: Proverbs 24:6

### **Principles of divine guidance**

1. According to James 3:17, what is an indication of the will of God? The characteristics of godly wisdom.
2. According to Colossians 3:15, what is an indication of the will of God? The sense of peace given by the Holy Spirit.
3. According to Hebrews 13:17, what is an indication of the will of God? Godly counselors.
4. According to Revelation 3:8, what is an indication of the will of God? Divinely provided opportunities.

## **Incubating the data**

God created us with a subconscious. This is the subliminal part of our brain that functions by itself with its own type of logic of which we are not usually conscious. If we encounter a complex and serious problem, we can put our subconscious to work by a process we can call *incubation*. We simply put in our minds all the relevant data and then forget it for the moment. Frequently the answer will come to mind a few days later.

Scientists use this process for inspiration in their research. The Greek mathematician, Archimedes, found the answer to a difficult math problem while taking a bath. He had given up temporarily on the problem and during the relaxation of the bath, the answer was suddenly clear. "Eureka!" he shouted, "I have found it!" His subconscious had been working on the problem while in the tub.

## **From this lesson we learn...**

- For the leader, decision making is intimately connected to one's personal walk with the Lord.
- The wise leader gathers all the evidence possible on the matter before making decisions, without depending too heavily on his intuitions.
- Divine guidance in this dispensation is founded principally on the characteristics of godly wisdom.
- Indications of God's will are: Godly counselors, peace, open doors of opportunity.

## **Verses for Chapter 7**

Romans 1:9 For God is my witness, whom I serve with my spirit in the gospel of his Son, that without ceasing I mention you

Acts 13:1 Now there were in the church at Antioch prophets and teachers, Barnabas, Simeon who was called Niger, Lucius of Cyrene, Manaen a lifelong friend of Herod the tetrarch, and Saul. 2 While they were worshiping the Lord and fasting, the Holy Spirit said, "Set apart for me Barnabas and Saul for the work to which I have called them."

Acts 14:23 And when they had appointed elders for them in every church, with prayer and fasting they committed them to the Lord in whom they had believed.

Proverbs 24:6 ...for by wise guidance you can wage your war, and in abundance of counselors there is victory.

James 3:17 But the wisdom from above is first pure, then peaceable, gentle, open to reason, full of mercy and good fruits, impartial and sincere.

Colossians 3:15 And let the peace of Christ rule in your hearts, to which indeed you were called in one body. And be thankful.

Hebrews 13:17 Obey your leaders and submit to them, for they are keeping watch over your souls, as those who will have to give an account. Let them do this with joy and not with groaning, for that would be of no advantage to you.

Revelation 3:8 "I know your works. Behold, I have set before you an open door, which no one is able to shut. I know that you have but little power, and yet you have kept my word and have not denied my name.

## Lesson 8: The work of the mentor

Corresponds to Chapter 19-21 in textbook.

### **Purpose**

Show what is the biblical process of leadership preparation within a church context and give the student the confidence to do that work.

In this lesson, the term *mentor* means the process of discipleship necessary for the preparation of leaders.

### **Principles**

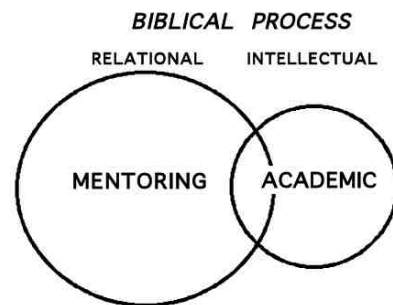
The preparation of leaders is fundamentally simple. This does not mean it is easy.

It is a holistic process, involving the whole man. It may be appropriate here to explain the problem of dualistic thinking among westerners; the false notion that religious life is something apart from daily living.

#### **The two sides of the process**

1 Corinthians 4:16,17; 11:1; 1 Thessalonians 1:6,7

- Modeling
- Teaching



Use biblical examples of how Jesus and others implemented this process, or current examples from leaders you know.

### **The heart of the mentor and his competence**

#### **Those who feel capable to be mentors probably should not do it**

This may be a sign of pride and self sufficiency. Use verses from 2 Corinthians 3:5,6 to show that not even Paul considered himself completely competent because our competence comes from God.

### **Call not competence**

If we are called to an office of leadership, God will provide the necessary gifts. Give an example of how you may have not felt capable of a job that you in fact did well.

### **The anointing is there if called**

### **Virtue not personality**

With the coming of modern psychology, the world tends to think in terms of personalities. On the other hand, the Bible deals with virtues, call and faithfulness. Discuss how your failings and weakness form part of the mentoring process. God uses these to show how he can work despite our frailties.

### **Spiritual authority**

2 Corinthians 13:10; Luke 9:35

Use an example of how God obliged a person to accept the authority of a leader; preferably from your own experience if possible.

### **Select your candidates**

Some leaders tend to accept anybody interested in the program. This is the way Christ selected his leadership candidates.

#### **•Choose faithful believers.**

Error: Choosing people with good qualities but lacking faithfulness. If you cannot depend on them, their gifts do not matter. Likewise with proud people.

#### **•Select candidates from their openness and teachability.**

#### **•Choose people with gifts. Experience is secondary.**

### **Establishing a covenant with your disciple**

#### **•Avoid letting the person know right away that you are thinking of him for leadership. Give him ministry to do in order to give him a chance to show his faithfulness.**

#### **•After sufficient proving, make an agreement with him for the learning process.**

#### **•Meet with him regularly and teach him.**

### **Traps in mentoring**

- Beware of trying to make clones of yourself.
- Avoid legalistic types.
- Do not give your candidate leftover bits of unimportant ministry that you or others don't want to do. This is demeaning.
- Do not focus on the weaknesses of your candidate. It is a temptation to focus on what the candidate cannot do well.

Beware of “Mr. Incognitos” who value too highly their privacy. Some people arrange their lives so that it is difficult to make contact with them. They arrange their lives so that contact is only at their pleasure and convenience. This is not only to keep you on track, it also prevents misunderstandings with participants and donors.

### **From this lesson we learn...**

- The process of leadership preparation is largely relational and only then academic.
- The two sides of the mentoring process are modeling and teaching.
- If a person is ordained to a biblical office of leadership, he is also called to prepare other leaders. With this, comes spiritual authority.
- A mentor must look for candidates with the follow qualities: Faithfulness, self-motivation, stable devotional life, a spiritual gift with a sense of call to serve the Lord.

### **Verses for Chapter 8**

1Corinthians 4:16 I urge you, then, be imitators of me. 17 That is why I sent you Timothy, my beloved and faithful child in the Lord, to remind you of my ways in Christ, as I teach them everywhere in every church.

1Corinthians 11:1 Be imitators of me, as I am of Christ.

1Thessalonians 1:6 And you became imitators of us and of the Lord, for you received the word in much affliction, with the joy of the Holy Spirit, 7 so that you became an example to all the believers in Macedonia and in Achaia.

2Corinthians 3:5 Not that we are sufficient in ourselves to claim anything as coming from us, but our sufficiency is from God, 6 who has made us sufficient to be ministers of a new covenant, not of the letter but of the Spirit. For the letter kills, but the Spirit gives life.

2Corinthians 13:10 For this reason I write these things while I am away from you, that when I come I may not have to be severe in my use of the authority that the Lord has given me for building up and not for tearing down.

Luke 9:35 And a voice came out of the cloud, saying, “This is my Son, my Chosen One; listen to him!”

## Conclusion

Christian leaders deal with weighty matters involving the lives of God's people. To float a heavy object, we must have something underneath to sustain it. A brick will float if it is resting on a board. So it is with leadership. The "board" is our personal integrity and humility before God and man. We can float a lot of weight on that. Without it, we are sunk.

People learn quickly if our integrity has a sellout price. Without this principal virtue, our leadership is crippled. With it, other elements fall naturally into line.

Christian leadership is fundamentally simple if we remember this central truth. The quality of our personal walk with God has more to do with leadership than managerial techniques.

The world's paradigms constantly shift. Christ modeled only one leadership paradigm which has never changed: Servant leadership accompanied with the virtue of integrity, a disposition to embrace suffering, treating others with respect as God's image and dealing with our fellow ministers as equals along with a servant attitude.

It is dangerous for Christian organizations to emulate the world's organizational structures and mind set. Most become authoritarian hierarchies, which are the antithesis of Christian leadership. Such structures bring out the worst in us: Arrogance, authoritarianism, jealousy and incompetence. To mitigate the damage, the world must invent a plethora of managerial techniques to get by.

Good communication between leaders and their subordinates is a key to success. Followers need to feel they are valued as persons and can express their views without fear of reprisal.

A leader must have *vision*. A vision is an attainable goal of great importance involving intense commitment. Without this, a person may be a manager but not a leader. Likewise, a leader must be able to do realistic planning, with intermediate goals. Without planning he is merely a visionary.

Finally, a leader needs to keep in mind that God's call gives him privileges and authority to do his job even though he is a servant. As with other aspects of Christian living, he lives in paradox. He is a slave with authority, a servant who directs. He attributes his accomplishments to Christ and views his greatest honor in terms of bringing glory to Him alone.

## Appendix A: The honorable lieutenant

(This anecdote goes with Lesson 1 to illustrate integrity in leadership.)

West Point, the U.S. army officer training college, is known for its strict code of honor. In response to any question, cadets may give only 4 answers: “Yes sir, no sir, I don’t know sir, and no excuse sir.” Making excuses is practically a crime. If a person under a cadet’s responsibility makes a mistake, then the cadet takes the blame. This is to teach them responsibility and honor.

One of these officers arrived in Vietnam after graduation and was sent out into the jungle to supervise the construction of a runway. Unfortunately, he knew nothing about runways, but a sergeant there said he had done it before. So he said to the sergeant, “Are you sure the direction of this runway is correct?” The sergeant assured him it was. So the Lieutenant said, “Well, continue on therefore and I’ll trust your judgment.”

An hour and a half later, a Colonel came by who was an expert in runways and said, “Who is the *idiot* who ordered this runway to be built in this direction!?” The Lieutenant almost said, “Well this sergeant here, he said he knew...etc.” But the words that actually came out of his mouth were, “I did, Sir.”

At this moment the sergeant approached, with his hand upraised as though to speak. The Colonel apparently deduced what had happened and asked the Lieutenant, “You just came out of West Point, didn’t you?” The Lieutenant said, “Yes Sir.” The Colonel looked at the sergeant, then at the Lieutenant and said, “Well in that case, it was an honest mistake.”

Later on the Colonel invited that Lieutenant to join his staff. This represented a substantial promotion.<sup>5</sup>



## Appendix B: The Peter Principles

(From the book **The Peter Principle**  
by Dr. Lawrence Peters, Sociologist)

In his classic, *The Peter Principle*, sociologist Dr. Peters outlines the dynamics of a hierarchy and how it produces inefficiency. Below are the problems he has observed in his study of hierarchies.

1. Every employee rises to his level of incompetence.
2. Any productive employee has not reached his level of incompetence.
3. Super-competent employees will be fired. They represent a threat to the stability of the hierarchy, which is the supreme value of a hierarchy.
4. Contrary to popular belief, production is not the supreme value. Stability is.
5. "Pull" is more important than "push". Pull means being favored by superiors. Push means trying harder to do a good job, or self-improvement.
6. Downward pressure of seniority always neutralizes "push." To the hierarchy, he who has been around longest has more chance of promotion than the employee who is better qualified. The employee whom the superiors happen to like, for whatever reason, has the best chance of all. Qualifications do not necessarily matter.
7. Being a good follower is guaranteed to make you a poor leader.
8. In a hierarchy, creativity and innovativeness will be viewed as incompetence.
9. Leadership potential may be viewed as insubordination in a hierarchy.
10. Higher level incompetent officials are rarely aware of their incompetence.
11. Higher echelon officials will always project the impression they are wise and have things in control. This is not necessarily so.

## Endnotes

<sup>1</sup> Blanchard, Kenneth. **THE ONE MINUTE MANAGER**. Spencer-Morrow, 1981, PP.44

<sup>2</sup> PP.59

<sup>3</sup> Eph.4:1

<sup>4</sup> From the book **ANTAGONISTS IN THE CHURCH** by Kenneth Hough. Augsburg Publishing, Minn., Min, 1988. Much of this lesson contains ideas found in this book, which is a must read for any church leader.

<sup>5</sup> This anecdote is taken from cassette tape series on West Point Leadership which may be found in your local library.