



THE
ESSENTIALS
OF
**EXCELLENT
CHRISTIAN
LEADERSHIP**

Richard Wallis
with John Collinson



Sovereign World Trust

Copyright © 2024 Sovereign World Trust

All rights reserved.

No part of this publication may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopy, recording or any information storage and retrieval system, without prior permission in writing from the publisher.

Published by Sovereign World Trust

First Published in 2018 by Mission Possible in the UK

Following the closure of Mission Possible UK, the rights for this book have been transferred to Sovereign World Trust which will continue with reprints and their distribution.

Requests for permission to translate: Please contact info@sovereignworldtrust.org.uk

Scripture quotations taken from

The Holy Bible, New International Version (Anglicised edition)

Copyright © 1979, 1984, 2011 by Biblica (formerly International Bible Society).

Used by permission of Hodder & Stoughton Publishers, an Hachette UK company. All rights reserved.

'NIV' is a registered trademark of Biblica (formerly International Bible Society).

UK trademark number 1448790.

Images © Can Stock Photo. Reproduced with permission.

Cover and text design by Roger Chouler, Rochart.

Page formatting by Donna Pendrey.



CONTENTS

Acknowledgements	4
Preface	5
How to use this manual	6
Module 1: What is leadership?	8
Module 2: The character of a leader	14
Module 3: Mission, Vision and Values	25
Module 4: Strategy, planning and communication	33
Module 5: Team building	42
Module 6: Time management	52
Module 7: Conflict resolution	57
Review, Feedback and Goal-setting	66
About Sovereign World Trust	67
Personal Notes	68



Acknowledgements

It was Pastor Peter Kasirivu of Africa Renewal Ministries who challenged me to teach on leadership when I visited Uganda in 2003. I could never have imagined that the outcome would be this manual fifteen years later. Thank you Pastor Peter for being a wonderful friend.

Thanks to John Collinson who quickly grasped the vision for this study material. John, who is a technical consultant and trainer for an international company, has contributed significantly to this manual including suggesting the questions and reflections found in it.

Thanks to my brother Charles who has been so supportive of Mission Possible UK (MPUK) in many ways. He is a retired Production Manager of a large Christian publishing company and has used his expertise to manage the publication process of the manual that you have in your hands. He also advised me to use Roger Chouler as the designer who has done a magnificent job.

Thanks to my wonderful wife Ruth who accepts the long hours I spend at home working in my office despite me being well past the normal retirement age in the UK. In my eyes, Ruth is the perfect mission partner encouraging and advising as well as assisting with administrative tasks.

And finally and most importantly, thanks to the God who I seek to serve. Thanks for giving me the health to complete this project and do what old people do – ‘dream dreams.’ Amazingly to me, some of these dreams such as this manual become a reality. To You be the glory.

Richard Wallis

Preface

No course can teach you to be an effective leader. However, there are some basic leadership essentials which can be learnt. I would have found these essentials invaluable if I had known them at a younger age when I was in senior leadership positions first in a rural development project in Zambia in the 1970s and after that leading large teams in Christian organisations in the United Kingdom. Over the past 15 years, having read numerous books on leadership, I have taught these basic essentials at many conferences in Africa.

In ministry you do not need to be original for the Lord desires us to learn from each other. As I read leadership books by countless distinguished Christian leaders, I made copious notes. It is as if these notes have been stirred in a pot and then served in a way that I hope are easy to digest. What you have in your hands is a short summary of the wisdom of many Christian teachers.

You may not necessarily agree with everything in this manual. You must make your judgment on the material in the light of your understanding of God's Word and in an attitude of Christian love and fellowship.

I do not believe this manual is a one time reading. It is one you should keep on your bookshelf to consult from time to time as you evaluate your leadership. So rather than lending this manual to a friend, try to obtain a copy for him or her. My experience is that lending a book means never seeing it again!

My prayer is that as you apply these essentials, God will use you in ways beyond your dreams or imagination (Ephesians 3:20).

Richard Wallis

In memory of
Jan Mungeam,
founder of Sovereign World Trust

HOW TO USE THIS MANUAL

We have designed this manual so that it can be used in various different ways.

- Ö For emerging next generation leaders keen to learn basic principles of leadership and for established leaders as they seek to sharpen up their leadership skills (Proverbs 27:17).
- Ö For group use or personal use.

For personal use, plan your study time. We suggest 45 minutes to one hour is long enough for one study session. Most modules will require more than one study session. Try to do your study in a place and/or at a time that you will not be interrupted

For group use, we suggest that each person has the relevant notes for that session. Plan to meet regularly – for example weekly – for an hour to an hour and a half. Do not attempt to cover a whole module in one session. One module may need to be spread over several sessions

Below is some guidance on how to use the manual for both personal and group use

The Holy Spirit is the best teacher (John 14:26). Always pray for His help before each study session

The purpose of this training is not just to impart information. The purpose is to encourage you first to reflect on your leadership style and then set yourself goals to sharpen your leadership skills. So this manual includes questions and reflections as well as many biblical references. Use them! I know it can be tempting to avoid them when using this manual for personal use only. Avoid that temptation! There are no medals for completing the modules in record time!

When you come across a Bible reference, read the verse again from your own Bible. If English is not your first language and you have a Bible in your own language, read it from this version

We recommend that you take notes. In particular make notes on what you believe God is saying to you through the teaching. If you believe God is asking you to set yourself a goal, write down what that goal is and a date on which you will review progress. If you have a tough question that you wish to check out with someone else – perhaps a more experienced colleague or with us at Mission Possible (contact details at the end of this manual) note it down. There are some

empty pages at the back of the manual you can use or alternatively use a small notebook which may be more private.

Goal-setting, Review and Feedback. It is easy to ignore this section at the end of the manual. Please do not do that! Goal-setting is of paramount importance. Without setting goals, it is easy to lose the benefit of this training. Mission Possible would also benefit from your feedback. What was good about the training material, what could be improved.

Remember this truth which was given to me by my pastor in the 1991. We often expect too much from God over a one year period but are amazed by what He can do through our lives over seven years. God may be equipping you now for something he has planned for your life in a few years. Do not be impatient with God!

'Let the wise listen and add to their learning, and let the discerning get guidance'. Proverbs 1:5



MODULE 1

What is Christian leadership?

Getting started

John Stott was regarded during the 20th century as the leader of the worldwide evangelical movement. In his book 'Issues Facing Christians Today' he writes:

There is a serious dearth of leaders in the contemporary world.

At first glance, this seems to be an extraordinary statement as there are so many leadership positions in the church. But that is his point. There is a difference between **having a leadership position** and **being a leader**.

Being a leader does not come from

- Ö being appointed to a leadership position because of family or friendship connections
- Ö looking like a leader by being tall or well dressed, having a powerful voice, or an impressive office
- Ö always looking busy
- Ö being a good manager



All leaders have two characteristics – they have a **sense of direction** and **attract people** to them. They are like both a **compass** and a **magnet**. Christian leaders combine these two characteristics with a relationship with God fuelled by abiding in Him.

Definition of Christian leadership

There are so many definitions in books on leadership that your printer would run out of ink if I gave them all! I offer you this as my definition:

Christian leaders are Godly people of integrity and passion who take people from where they are to a place which God has envisioned the leader to take them through empowering church members to become what God has gifted them to be.

Let us break this definition down

Ö **Godly people of integrity**

Godly character is foundational to Christian leadership and we will focus on this in module 2

Ö **Passionate people**

'I devoted myself to the work' (Nehemiah 5:16)

Ö **Taking people to a new place**

Leaders know where they are going and why

'They were on their way to Jerusalem with Jesus leading the way' (Mark 10:32)

Ö **Empowering your church members**

'Preparing God's people for works of service'. (Ephesians 4:12)

Many books teach that Christian leaders are servants illustrating this from the story of Jesus washing his disciples' feet. It is true that Christian leaders need the heart of a servant but they are more than servants – they are **servant leaders**. They are humble people who see a better future for those who follow them.

'When pride comes, then comes disgrace but with humility comes wisdom'
(Proverbs 11:2)



Can you think of an example in the Bible of one good leader, and one bad leader? What was the difference between them?

Personal Notes

The difference between leaders and managers

The Bible speaks about the gift of **leadership** (Romans 12:8) and the gifts of **administration** or **management** (1 Corinthians 12:28). These are very different gifts

Leader	Manager
Committed to change	Maintains what is
Innovates	Administers
Takes Godly risks	Likes order
Asks what and why	Asks how and when

Most people in leadership position are a mix of the two – with a **gift** in one and a **degree of ability** in the other.

Can leadership be learnt

Some people have the gift of leadership – you can see it in them even when they are young. But God’s gifts have to be cultivated. Every exceptional leader is still a **learner**.

Many of us may not have the gift of leadership but God has put in us the **potential for leadership**. All of us have the ability to live ‘in Christ’ and Jesus was a leader. We can develop leadership skills through prayer, study, training, being mentored and learning from our mistakes.

Likewise, many people who have the gift of leadership can acquire managerial skills as these can be learnt too. Such skills will contribute to you being a more effective leader.

Key verse: ‘Do your best to present yourself to God as one approved, a workman who does not need to be ashamed and who correctly handles the word of truth.’
(2 Timothy 2:15).

Styles of leadership

Christian leaders have different personalities and will have a natural way in which they prefer to lead. You may recognise the three different ways below

- Ö Leaders who focus on the task in hand (**pioneering leaders**)
- Ö Leaders who focus on building up teams (**team leaders**)
- Ö Leaders who focus on meeting the needs of individuals in their churches (**pastoral leaders**).



Which style of leadership in others do you personally find most helpful to you? Why?

An effective leader will seek to balance all these three in their ministry – achieving the task, team building and meeting individual needs. If the leader lacks the capacity to offer a balanced leadership style, the leader needs to work with other leaders who have the skills that are lacking

Another way of looking at leadership styles is in chart below

	Directing the task important	Directing the task less important
Encouraging people important	Coaching style <i>Good for new teams</i>	Supporting style <i>Good when team feel vulnerable</i>
Encouraging people less important	Directing style <i>Good for a crisis</i>	Delegating style <i>Good for motivated established teams</i>

Good leaders practise what is called **situational leadership**. They will change their leadership style depending on the situation they face.

Establishing a new church may require a **coaching style**. Dealing with sin which is infecting the church may require a **directional style**. Leading a church where people hurt may require a **supporting style**. A large church with a strong team may require a **delegating style**.



Which of the above is your natural leadership style. Is this appropriate for the situation you face? Do you need to adapt it? How can you do this?

The cost of leadership

Many people crave for leadership. However, a wise leader counts the cost of leadership before accepting a position in leadership

- Ö Overworked, overtired, under appreciated
- Ö Often expected to be a gifted pastor, teacher, evangelist, social worker, judge and so on
- Ö Need to make decisions means you are not always everyone's friend. At times, you can suffer from loneliness
- Ö Church members expect easy answers but often there are none. You will be criticised
- Ö You are working with volunteers who can (and at times do) vote by their feet and may move to another church

All the above can lead to spiritual depression unless you have established a support team you can trust



Can you think of an example of a leader you know who has suffered from at least one of the above problems? How did he handle the problem? Was there a good conclusion?

Some Quotes

'Leadership is getting others to do what you want them to do because they want to do it. You do not lead people by hitting them over the head – that's assault, not leadership.' **President Eisenhower (President of the USA, 1953 – 1960)**

'If a door is shut, attempts should be made to open it; if it is ajar, it should be pushed until it is wide open. In neither case should the door be blown up at the expense of those inside.' **Julius Nyerere (President of Tanzania 1965-1985)**

'If real development is to take place, the people have to be involved.' **Julius Nyerere (President of Tanzania)**

'It is amazing how much can be accomplished if no one cares who gets the credit.' **President Truman (President of USA 1944–1953)**

'It always seems impossible until it is done.'

Nelson Mandela



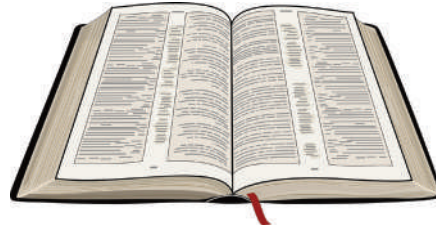
'I stand here before you not as a prophet but as a humble servant of you, the people. Your tireless and heroic sacrifices have made it possible for me to be here today – I therefore place the remaining years of my life in your hands.'

Nelson Mandela, 11 February, 1990 (on release from prison)

Biblical models and references

Read

- Ö Exodus 3:11 and 4:10
- Ö Numbers 13:1 to 14:4
- Ö Nehemiah 1 and 2



Can you give an example of a person in your life who you have identified as an effective leader?
What did you see in them that led you to that conclusion?

What can we learn from the call of Moses in Exodus 3?

Twelve people described as leaders in Numbers explored Canaan. Which showed management skills and which showed leadership qualities? Why do you think the people grumbled?

What leadership qualities can you see in Nehemiah in chapters 1 and 2?

Can you give an example of another person in the Bible who can be seen as paying a very heavy price as a leader?

- What was the cost?
- How did this affect them?
- Who else was affected?

MODULE 2

Character of a Christian leader

Getting started

A story is told about an old king who needed to choose a successor. He had no children and wanted to appoint a young successor.

So he called 10 young people and shared that one would become king. He told them that he would give each a special seed, which they should plant and water and each should return in a year to show what they had grown. Then he would judge the plants and make a decision on who would be the next king.

As months went by, all the boys started to talk about how their seed was growing into a magnificent plant.

Except one boy.

For that boy, nothing ever grew.

He felt a failure.

He knew that somehow he must have killed his seed



The year went by and all the youth brought their huge beautiful plants to the king. One boy did not want to return to see the king but his mother insisted that he went. So he took his empty pot to the palace.

The king arrived and looked at the boy with the empty pot and announced *'This boy will be the new king'*.

Everyone was amazed.

Then the king continued. *'I gave you all boiled seeds which would never grow. Nine of you substituted the seed I gave you but this boy with the empty pot was honest.'*

Often we value success or results above character. But it is character that is foundational to be a Godly leader.

As The American preacher and author Chuck Swindoll has written

*'Sow a good thought and reap a good habit,
sow a good habit and reap a good character,
sow a good character and reap a good destiny'*

Abiding in Christ

'I am the vine; you are the branches. If a man remains in me and I in him, he will bear much fruit; apart from me you can do nothing.' (John 15:5)



If your union with Him is strong, then the power of God will infuse and strengthen you. Keep close to Him through prayer, bible reading, fasting and other spiritual disciplines.

We could write so much on this but abiding in Christ is a foundational distinctive of all Christians and not just Christian leaders. There are many books and much teaching already on this topic.



In your busyness and focusing on leading others, are you still abiding in Christ as you did some years ago? Do you need to alter your private life to spend more time abiding in Him? How can this realistically be done?

Maintaining your integrity

In surveys, integrity is normally the number one character trait that people want in their leaders. Integrity means being honest, trustworthy, consistent, faithful and sticking to your principles. The slogan is *'Walk the talk'*. Or as Francis of Assisi said, *'It is no good walking to go and preach unless our walking is our preaching.'*

- Ö David is mentioned as a man of integrity in 1 Kings 9:4
- Ö Hanani, brother of Nehemiah is described as a person of integrity in Nehemiah 7:2
- Ö Jesus is described as a man of integrity in Matthew 22:16



It takes much time to build up a reputation of being a person of integrity but this reputation can be lost in a minute.

Take a moment to think or discuss why this is the case.

There are 5 core areas where you can lose your reputation as a person of integrity

Area one: Broken promises

Promises are easy to make but often difficult to keep. Look what happened to Peter's big promise in Luke 22:33.

Christian leaders can make promises – 'I will visit you this week', 'I will give you an opportunity to do this', 'I will make sure this happens'. However, in their busyness, they can forget. If you make a promise, keep a note of it and make sure you keep that promise. Do not make promises you cannot keep as in time your people will cease to trust you.



If you don't have a good memory, what can you do practically to remind yourself of promises you have made?

Areas two, three and four: Gold, girls and glory

So many Christian leaders have fallen in the areas of gold (money) and girls (sex). Obeying the commandments not to steal and not to commit adultery is not sufficient to maintain your integrity. You must ensure that you do not give the opportunity for people to question your integrity in these matters.

Gold

Try to live within your means. See 1 Timothy 5:5–16 and Hebrews 13:5.

As a pastor, keep yourself away from handling money; this should be done by the church treasurer who should not be a member of your family. So as a pastor, do not count the collection and the collection should not be deposited in your personal account (where possible open a church bank account). Likewise, you should never make yourself the sole signatory for expenditure from the church account.



Girls



The renowned evangelist Billy Graham never travelled with just one woman with him in a car or was in a room on his own with women unless it was his wife Ruth. Never counsel a member of the opposite sex on your own. Be careful how you hug sisters in Christ.

One big temptation for a Christian leader is to give so much time to the work of the ministry that little time is left for their family. This is a poor testimony to the church and the world. Create time for your spouse and your family. Have a close relationship with your spouse.



Have you considered setting aside exclusive 'Marriage' time every week with your spouse where you can invest in your relationship?

Glory

There are few more dangerous times in ministry than after a time of success. Be careful at these times. One of two things can happen.

- Ö Success can go to your head. Pray for true humility. Identify other people who should be thanked and encouraged.
- Ö You can become depressed. Success often comes as a result of using up great energy and a sense of purpose. Once the task has been achieved, you are suddenly hit by exhaustion

Mission Possible UK has a values statement – our guiding principles – and one of our values is '*always give God the glory for the spiritual impact that results from our ministry*'.



Area five: Power

The golden rule about relating to others is found in Matthew 7:12. '*Whatever you want men to do to you, do also to them.*' However, as you become established as a leader, there can be temptations to abuse your power. There are many ways you can do this including manipulating and/or not listening to people, bullying, tarnishing the reputation of those you do not like etc etc.



Can you think of a situation when you have been tempted to, or actually did abuse your power or position? Take a moment to confess this to God, accept His forgiveness, and resolve to adopt the attitude of Christ (see Philippians 2).



Having the heart of a shepherd

All good leaders will care for their people. Read John 10:1 to 16

- Ö **Know your sheep** and allow sheep to get to know you (John 10: 3 and 14).

'Knowing people must take priority over projects.' John Stott

Jesus lived with his disciples – so he not only knew them but they got to know him.



- Ö **Guide the sheep** (John 10:3).

Encourage people to obey God's word and set an example by obeying God's word yourself.

- Ö **Lead the sheep**

A shepherd knows where he is taking the sheep. We will look at this more in the next module. A shepherd is both a servant to his sheep and a leader of his sheep.

- Ö **Protect the sheep** (John 10:11–13)

From childhood, Luke 15:3–7 has been one of my favourite stories in the Bible. Ninety nine sheep may be safe in the sheepfold but a good shepherd will take every effort to restore one lost sheep.

A good shepherd has a heart of compassion caring for the sheep when they are going through difficult times.

- Ö **Rescue lost sheep** (John 10:16a)

Pastors have a heart for mission inviting sheep to join the flock .

- Ö **Unite the sheep** (John 10:16b)

See John 17:21. The prayer of Jesus is that the church should be a place of harmony and not discord.

Key verse: *'-just as the Father knows me and I know the Father—and I lay down my life for the sheep.'* (John 10:15)



Read Psalm 23. Identify 6 things the Shepherd did for the sheep. How can you practically help to meet the needs of those in your care in a similar way?

Seeking to empower others

Leaders lead, great leaders train other leaders.

Jesus could have done everything himself but he choose to empower others to assist him in his ministry. See Luke 9:1–6 and Luke 10:1–9.

Key verse: *‘to prepare God’s people for works of service so the body of Christ may be built up’* (Ephesians 4:12)

We will look at this in detail in Module 4 on team building.

Pursuing wisdom

Key verse: *‘If any of you lacks wisdom, he should ask God who gives generously.’*
James 1:5

Wisdom is like the fruit of the Spirit. It does not just happen. It takes time.

Nehemiah helps us understand wisdom and leadership.

- Ö He asked **questions** (Nehemiah 1:2)
Wise people gather information before making decisions.
- Ö He knew that **wisdom** has its source in God (Nehemiah 1:4)
Wise people fast and pray before making big decisions.
- Ö He was **patient** (Nehemiah 2:1)
Increasingly we live in a society when everything has to happen now.
Wisdom requires patience as we think, pray and seek advice.
- Ö He was **cautious** (Nehemiah 2:2)
Leadership involves taking risks but it is not reckless. Nehemiah was human and experienced fear. He overcame fear through wisdom which was cautious and careful.
- Ö He was **prepared** (Nehemiah 2:5)
Nehemiah knew what he would ask the King when the opportunity came. A wise leader plans and prepares what he is going to say and for questions, concerns and objections that others may have.



Which of Nehemiah’s ‘Wisdom’ characteristics can you already see in your life? Which ones do you need to develop?

Demonstrating courage and perseverance

Courage

Leadership requires courage as you are leading your people to a new place. This involves taking risks and failing at times, attempting what seems impossible to others and taking a stand when things getting difficult.

Key verse: *'Be strong and courageous, because you will lead these people to inherit the land I swore to their forefathers to give them.'* (Joshua 1:6)



Are you naturally a risk-taker or a risk-avoider?

Perseverance



In Module one, we looked at the cost of leadership. It is a big temptation to give up or run away. Some pastors are like wandering stars (See Jude 1:13). They start well and shine like bright lights. But when the going gets tough, they move to a new place.

God calls us into a ministry and it is God who calls us out of that ministry in His time.

Key verse: *'I have fought the good fight, I have finished the race, I have kept the faith.'* (2 Timothy 4:7)

Being accountable

'If you think you are standing firm, be careful you do not fall.' (1 Corinthians 10:12)

The devil is prowling around like a roaring lion, looking for someone to devour – and in particular he is looking for Christian leaders to devour

Worldly leaders are looking for success, significance, satisfaction and security and the devil tempts us with one or more of these, focusing on our particular weakness. Jesus did not have a weakness but look at the way that the devil still tried to tempt him (Matthew 4).



Christian leaders are accountable to God but also should make themselves accountable to other Godly leaders. *'As iron sharpens iron, so one man sharpens another'* (Proverbs 27:17).

Accountability is to be regularly answerable for each **key area** of our lives to **qualified people**.

Key areas include:

- Ö Our personal lives including personal struggles
- Ö Our financial challenges
- Ö Motivations for decisions we have made
- Ö The soundness of our teaching
- Ö Our present relationship with God
- Ö Our family life

Qualified people means

- Ö People we can totally trust to keep a confidence **and** of your gender
- Ö People with Godly wisdom
- Ö People with at least as much experience in leadership as you have

You can make yourself accountable to one person or have an accountability group (we suggest a group of 3 people of same gender) where you are mutually accountable to each other. It is important that you commit to meeting this person/group on a regular basis. Once a week is far too often and twice a year is not regular enough. The ideal is 6 times a year with the dates put into your diaries well in advance of meeting up.



'Your enemy the devil prowls around like a roaring lion looking for someone to devour.' One of his core strategies is to destroy your integrity. Do you have anyone who you respect and trust with whom you can meet a few times each year to share honestly your inner struggles with and who can pray with you? This will probably be another Christian leader and importantly be the same gender as you. If not, should you pray about finding such a person?

Remember **'As iron sharpens iron, so one man sharpens another'** (Proverbs 27:17).

Some quotes



'Preach the Gospel at all times and in all places and when necessary use words.' **Francis of Assisi (Founder of the Franciscan order in 13th century)**

'If you want to test a man's character, give him power.' **Abraham Lincoln (President of USA, 1861 – 1865)**

'Too many leaders act as if their sheep... their people... are there for the benefit of the shepherd, not that the shepherd has responsibility for the sheep.' **Ken Blanchard (author and management expert)**

'Courage is not the absence of fear – it is inspiring others to move beyond it.' **Nelson Mandela**

'Success is not final... failure is not fatal... it's the courage to continue that counts.' **Winston Churchill (British Prime Minister in World War 2, 1940–45)**

'If people knew how hard I worked at my art, they would not consider me a genius.' **Michelangelo (Italian sculptor, painter, architect in 16th century)**

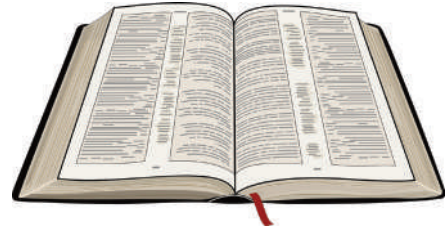
'It is not the critic who counts: not the man who points out how the strong man stumbles or where the doer of deeds could have done better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood, who strives valiantly, who errs and comes up short again and again, because there is no effort without error or shortcoming, but who knows the great enthusiasms, the great devotions, who spends himself for a worthy cause; who, at the best, knows, in the end, the triumph of high achievement, and who, at the worst, if he fails, at least he fails while daring greatly, so that his place shall never be with those cold and timid souls who knew neither victory nor defeat.' **Theodore Roosevelt (USA President, 1901–1909)**

'I did not feel at liberty to talk to anybody about my weaknesses in that area. I now realise I was lacking mutual accountability. We need friendships where one man can regularly look another man in the eye and ask hard questions about our moral life, our lust, our ambitions, our ego.' **A Christian leader**

Biblical models and references

The qualities of a pastor are listed in 1 Timothy 3:1–12 and Titus 1:6–9.

For examples of integrity read Job 1 to Job 2:10 and Daniel 3.



For Jesus' teaching on being a good shepherd read John 10:1–21.

For importance of empowering others read Exodus 18.



Jude verses 8 to 13 lists 5 characteristics of bad leaders. What are they?

'If you are standing firm, be careful you do not fall' (1 Corinthians 10:12). What practical steps do you need to take now to ensure that you do not fall?

- How close is your relationship with your spouse?
- Do you have an accountability partner?
- Are you still disciplined regarding time for prayer and Bible reading?
- Do you keep an arm's length (detached) from all money issues in your church/organisation?
- Are you still enthusiastic about the ministry despite the challenges?
- Are you keeping to yourself the confidences that are shared with you?
- Are you careful when hugging women and do you avoid counselling women?
- What are you looking at on your computer, TV or in magazines?

In 1 Kings 18, we read how God used Elijah in an amazing way and powerful witness. In 1 Kings 19, we read of Elijah in the pit of despair. What can we learn from this?

MODULE 3

Mission, Vision and Values

Getting started

Helen Keller, probably the most recognized blind person who has ever lived, once said, *'What would be worse than being born blind? To have sight without vision.'*

What does it mean to have a vision from God? That is a question that has been the subject of dozens of books over the past several years and the more one reads, the more confused one can become!

But all the authors agree on one thing. People need to understand any organisation or church they belong to or wish to join. They should know about the following

- Ö The **purpose** of the organisation or church
- Ö What the organisation or church **dreams** to become
- Ö The **guiding principles** of the organisation or church.

In this module, we will look at each one of these. Though not all leadership theorists agree with me, I am going to call

- | | |
|--|----------------|
| Ö The purpose of the church | Mission |
| Ö What your church dreams to become | Vision |
| Ö The guiding principles of your church | Values |



Mission

The mission of all churches anywhere in the world is found in Matthew 6:10
'Your Kingdom come... on earth as it is in heaven'

It is to extend the Kingdom of God on earth (Peace, joy and righteousness – Romans 14:17). This is largely done by responding to the Great Command (Matthew 22:37–39) and the Great Commission (Matthew 28:19)

Mission Statement



It is helpful to summarise the mission of your church in a short and memorable statement. This is called a **mission statement**. A mission statement is a statement of the purpose of an organization or church, its **reason for existing**.

Below are some examples

- Ö *'We exist to bring people into the kingdom of God and build members towards Christian community'*
- Ö *'To grow together as disciples of Jesus, to demonstrate the Kingdom of God and to proclaim Jesus as Lord'*

It is not just churches that have mission statements. All organisations should have a Mission Statement. Here is Mission Statement of the Electricity Company of Ghana

- Ö *'To provide quality, safe and reliable electricity services to support the economic growth and development of Ghana.'*



MissionPossible

Mission Possible UK who have published these leadership training notes has a mission statement which is

- Ö *'To advance the Christian faith through leadership training, the distribution of Christian literature and serving families and children at risk'*

Summary

Mission and mission statements are about **why** you exist. So once agreed, they do not usually change generation to generation. Scripture makes it very clear what the mission of the church is. So for a church, agreeing your mission and writing a mission statement should be a simple task.

Vision



Vision is not about why you exist but about what your organisation or church is dreaming to become. It is about moving from where you are now to a new and better place. **It involves change.**

Scripture teaches that where there is no vision the people perish (Proverbs 29: 18).

The word 'vision' is translated in different ways in varying translations of God's Word, but the Hebrew word means, *'vision, revelation or divine communication.'*

So the big question is how we receive this vision or divine communication.

Where vision does not come from

Ö Duplicating success

We can learn much from the latest seminar, popular book on church growth or growing churches in our area. But you cannot copy vision. Vision is something given by God specifically for your situation.

Ö Opportunity driven vision

You see an opportunity – a ‘gap in the market’ as commercial companies say – and you seek to exploit this opportunity. For sure, Christian leaders will seek to evaluate opportunities but this is not the same as being given a vision from God.



What do you think are the dangers of trying to copy the success of others?

Where are the problems with only reacting to opportunities?

Where vision comes from?

Ö Directional divine communication

This is vision obtained through divine revelation. See Habakkuk 2:3 and Acts 10. Normally it comes to an individual who may not be expecting it and not to a group. As with prophecy, such directional divine communication needs to be tested.

Ö A group seeking God for vision

In Acts 6:5 and Acts 15:7 there are examples of groups seeking God’s guidance regarding the way forward. This approach involves

- Ö Prayer
- Ö Discussion
- Ö Seeking divine guidance
- Ö Being in agreement/ of one mind (see Acts 4:32)

Keep **meeting** and **praying** until you have an **agreed** vision.

What might vision look like?

All churches will seek to achieve their mission in 4 core ministry ways

1. Evangelism/Outreach (Acts 2:38)
2. Discipleship training (Acts 2:42)
3. Prayer and worship (Acts 2:42 and 47)
4. Fellowship and pastoral care (Acts 2:44)

These four ways as found in the early church (Acts 2) are the same for any church in any part of the world in the 21st century

In many churches, one of the above is given a greater emphasis than the others. This usually reflects the gifts of the pastor or past traditions of the church.

- Ö A great classroom church with emphasis on 'knowing'
- Ö A great soul winning church with emphasis on 'saving'
- Ö A great worshipping church with emphasis on 'feeling'
- Ö A great fellowship church with emphasis on 'belonging'

The consequences of an imbalanced emphasis can be

- Ö A church with an imbalance towards worship and fellowship can become a holy huddle
- Ö A church with an imbalance towards fellowship and social action can become a welfare agency
- Ö A church with an imbalance towards teaching can become like a school
- Ö A church with an imbalance towards soul winning can become like a permanent crusade



The vision God gives you for change may include **changes** in all 4 core ministry ways but it could be **building further** on the existing strengths of the church or **rebalancing** with a vision for change in one or two ministry ways in which you are weak.

Be open to which of these God wants for your church today

The characteristics of a vision

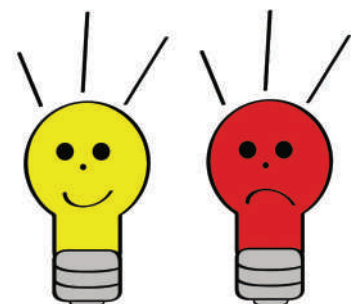
Visions are

- Ö consistent with scripture
- Ö clear and sharable
- Ö not easily attainable (only possible with God)
- Ö able to stir the imagination

Good idea or God idea

We are human and sometimes we struggle regarding whether we have been given a good idea or divine revelation. We can give no formula but here are some guidelines as you 'test' the vision

- Ö Divine revelation will never conflict with Scripture
- Ö Ask if it pleases God or man



- Ö Share your idea with respected leaders asking for their insight.
(Exodus 4:18)
- Ö Be prepared to pay the cost – there will be one
- Ö Be patient like Nehemiah (See Nehemiah Chapter 1).

If it is from God, the seed of the vision will grow. Eventually you will have a sense that this is God's destiny for you, your organization, your church.

The vision for this training course was birthed in seed form in 2012. I first shared it with others in 2013. It took a further 4 years to complete the project both online and in manual format.

'I will instruct you and teach you in the way you should go; I will counsel you and watch over you.' Psalm 32:8

'Trust in the LORD with all your heart and lean not on your own understanding; in all your ways acknowledge him, and he will make your paths straight.' Proverbs 3:5–6

Your vision statement

It is helpful to summarize the vision of your church or organization in a short and memorable statement. This is called a vision statement. A vision statement is a statement providing a broad aspirational image of the future in the light of revelation from God. The vision statement expresses the destination of the church or organization within a certain time-frame.



Do you have dreams for your church or organization? Have you spent prayerful time imagining that what you yearn for could really take place? If not, take some time to do this soon, and keep a written note of the thoughts that come to mind.

After further thought and prayer and discussion you can begin to write your Vision Statement.

Below are some examples of short vision statements for churches – in each case aspiring to be something that the church is not yet

- Ö *'to become an intergenerational church'*
- Ö *'we will seek to plant 5 churches into the community by 2020'*
- Ö *'we desire an increased prayerfulness in our church, both individually and corporately'*

- Ö *'To be a resource to other churches in this region, resourcing, equipping and encouraging them'*
- Ö *'To see everyone actively involved in one aspect of mission'*

Below are extracts from a longer vision statement as given in the first sermon by Pastor Rick Warren in 1980 at Saddleback Church in the USA

It is the dream of a place where the hurting, the depressed the frustrated, and the confused can find love, acceptance, help, hope forgiveness, guidance, and encouragement.

It is the dream of sharing the Good News of Jesus Christ with the hundreds of thousands of residents in south Orange County.

It is the dream of welcoming 20,000 members into the fellowship of our church family-loving, learning, laughing, and living in harmony together.

It is the dream of developing people to spiritual maturity through Bible studies, small groups, seminars, retreats, and a Bible school for our members.

It is the dream of equipping every believer for a significant ministry by helping them discover the gifts and talents God gave them.

It is the dream of empowering every member for a personal life of mission in the world.

I stand before you today and state in confident assurance that these dreams will become reality. Why? Because they are inspired by God.

And finally

We have shared that mission statements do not change from generation to generation. However vision can and does change from time to time. For example, the original vision may have been largely achieved, so a new vision for the future is required. Or a new pastor may have been appointed and has a different vision for the church than their predecessor

Values



Values are principles and behaviours that guide the conduct of our organization/church. Sometimes they are called the **ethos** of the church. They do not define our purpose or state the dreams for the future but state the way we seek to act day by day. They will include our **attitudes** to one another and may include our **Basis of Faith**.

Mission Possible UK is an NGO working with partners in Africa and Eastern Europe and funded by supporters in the UK. We seek to achieve our purpose and fulfil our vision within these guiding principles

- Ö *Focusing our ministry on the poor and marginalised*
- Ö *being people of integrity with servant hearts and seeking overseas partners with similar characteristics*
- Ö *being inclusive and demonstrating that all people are loved and created by God*
- Ö *respecting our partners by listening to them and learning from them*
- Ö *being professional in all we do whilst remaining dependent on the grace of God*
- Ö *being genuinely thankful for each donation irrespective of value and being good stewards of these resources*
- Ö *giving God the glory for the spiritual impact that results from our ministry.*

Alongside these principles, The Board and Executive Team of Mission Possible UK subscribe to the Evangelical Alliance Basis of Faith



One of my favourite Christian authors says he is pastor of the 'smallest growing church in America'. He then goes on to say that his church is for 'people who do not like church'.

There is much teaching about thinking big when it comes to vision. Actually, it is not just about thinking! It is about discerning the direction that God has called you to go in. This may involve growth but it also may be about doing or becoming something beautiful for God. Are big and beautiful always the same?



Personal Notes

Quotes



'I have a dream that my four little children will one day live in a nation where they will not be judged by the colour of their skin but by the content of their character.' **Martin Luther King (Leader of African-American civil rights movement in the 1960's)**

'When you have vision it affects your attitude. Your attitude is optimistic rather than pessimistic.'

Charles Swindoll (preacher and author)

'A people that values its privileges above its principles soon loses both.'

Dwight Eisenhower

'The real voyage of discovery consists of not in seeking new landscapes but in having new eyes.' **Marcel Proust (French Novelist)**

Biblical models and references

Ö Acts 2:38–47

Ö Nehemiah 1

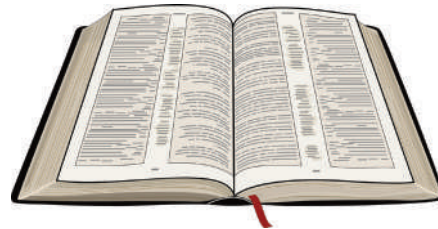
Ö Habakkuk 2:3

Ö Luke 4:18–19

Ö Zechariah 4:10

Ö Exodus 4:18

Ö Luke 14:8



Jesus came to earth with a purpose. What are they as listed in Luke 4:18–19? What impact do these words have on our ministry?

See Nehemiah chapter one. How did he receive his vision for his future work? What was the first thing he did after he got this vision?

The New Testament is full of 'one another' statements regarding our attitudes to others. For example 'Be at peace with each other' (Mark 9:50) and 'encourage one another' (1 Thessalonians 5:11). List all the 'one another' statements that you can find in the Bible. How should these commands impact on the values that your church/organisation? Are there areas in which you can improve and if so how?

MODULE 4

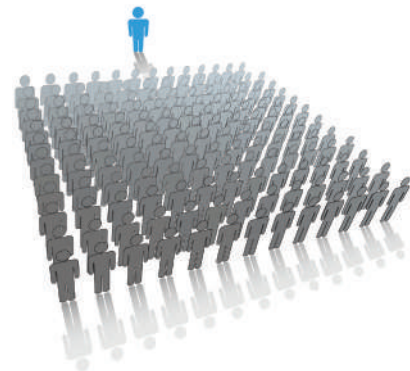
Strategy, action plans and communication

Getting started

Prince Frederick, Duke of York was a Commander-in-Chief of the British Army. His one command was the Flanders Campaign of 1793–4, which resulted in the heavy defeat of his army at the Battle of Tourcoing (1794). The following rhyme has been written about him

*Oh, The grand old Duke of York,
He had ten thousand men;
He marched them up to the top of the hill,
And he marched them down again.*

*And when they were up, they were up,
And when they were down, they were down,
And when they were only half-way up,
They were neither up nor down.*



The Duke has been given a mission – to defeat the French. But he had no clear strategy or action plan. The result was confusion and a failed mission.

Today children laugh at the story of the Grand Old Duke of York. But sadly many organizations/churches have no clear strategy or action plans. If they do, often the people within the church/ organization do not know what they are!

A strategy involves setting achievable goals to bring into reality the vision God has given you. Your action plan is how you intend to achieve these goals. If vision is about divine inspiration, strategy and planning are about human perspiration! Vision rarely changes and this is also true of strategy. To change these in mid flow causes confusion and a sense of lack of direction. Action plans may change from time to time to adapt to changing circumstances as you seek to accomplish the vision God has given you

Accomplishing vision always requires innovation and change.



Strategy

Strategy is about setting specific goals (targets/objectives)

Why goals are essential

1. Moves you on... from discussing

'Three monkeys sit on a branch of a tree – two discussing jumping off – how many left on tree'

Many people answer one monkey. But the other two are only discussing jumping off – they have not jumped off. Having a vision on its own achieves nothing. It needs to be implemented.

2. Makes the seemingly impossible become possible

How do you eat an elephant? This seems impossible. But the answer is piece by piece. *How does a lion catch an antelope?* The lion does not chase all the antelopes in the herd but focuses on one antelope.



By agreeing and setting goals, accomplishing the vision is broken down into realistic sized chunks. Only try to achieve one or at most two goals at a time. Once a goal is achieved, then replace it with a new goal towards implementing your vision. When **everything** is a priority, **little** is achieved.

Setting goals

Implementing a vision is like going on a journey. You are starting in one place hoping to get to a new place. Goals are like bus stops on the way.

If you are setting out on a journey, it is always good to know where you are starting from! And that is important when setting goals.

One way to help you identify the starting place of your church/organization before you go on your journey is to ask these two questions

- Ö What strengths does your organization/church have?
- Ö What weaknesses does your organization/church have?



Many churches grind to a halt at this point because they realize that they have few resources such as lack of money, only old people in their congregation etc. This is where leadership is required.

Theodore Roosevelt who was president of the USA in the early 20th century once wrote *'Do what you can, with what you have, where you are'*. That is what God is calling us to do.

It is always good to make good progress at the start of any journey and this is also true of implementing vision. So when setting your first goals, choose goals that will encourage your people

- Ö Select goal(s) that will bring the most immediate impact and have the greatest obvious benefit
- Ö Select goal(s) that people have a passion for and you feel you can realistically be achieved without opposition

Your goals may relate to change in one or more of the following depending on the vision God has given you

- Ö **Worship**
including new style of worship at church services/times of services/ greater priority given to prayer meetings/ how gifts of the spirit are exercised within church services etc.
- Ö **Discipleship**
including new discipleship courses, different approaches to preaching etc.
- Ö **Evangelism**
including new initiatives, new target groups to evangelise, social action projects in community etc.
- Ö **Fellowship**
identifying and meeting fellowship needs in church – small groups, men and women groups, sharing resources, caring for the sick etc.
- Ö **Building projects to cope with church growth**
including church plants etc.
- Ö **Values in church**
including our attitude to each other (the one another's discussed in module 3) and the empowering of church members (delegation etc.)
- Ö **Training for ministry**
- Ö **Increase of finances**

Core features of an effective goal

Leaders are human and most fear failure. Therefore, the temptation is to make goals vague and have no time limit. Then, if anything goes wrong, leaders can wriggle out of these goals and replace them with different goals. But effective leaders who are called to introduce change need courage and their goals have the following features:

Ö Specific

Goals must be specific. Nehemiah's goal was to rebuild the walls. (Nehemiah 2:7)

Ö Measurable

You should be able to measure progress towards your goal just as you can measure progress on a journey. Nehemiah could measure progress on this project (Nehemiah 4:6)

Ö Attainable

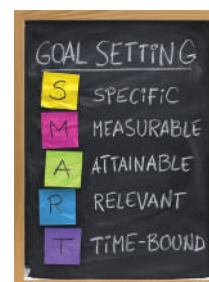
The task may not be easy but with God it is attainable. Nehemiah checked out what was involved before telling the people about the project (Nehemiah 2:11–15)

Ö Relevant

The goal must be a stepping stone to achieving the vision which was to restore the honour of God's name (Nehemiah 1:9)

Ö Time bound

You must have a target date to achieve the goal. When writing this online training course, I gave myself a target date by which to complete it. I suspect that Nehemiah beat his target time as he completed the task in just 52 days – that is quick for any building project.



The easy way to remember this is by releasing that this is **SMART**



'We hope that our church will grow in the future' Why is this not a SMART goal?

Planning



You need to plan to reach each goal. Planning is about the **specific activities** required to achieve a desired goal. It normally involves writing things down and ticking them off as each aspect of the plan is completed.

Nehemiah must have been planning as otherwise he would not have known what to ask the King in Nehemiah 2:7–8. See 2 Chronicles chapters 2 to 4 for detailed planning.

Planning is the stage when you move from talking about doing something to actually doing it. Plans should be **SMART** in the same way that goals are **SMART** (see above). As part of planning process, ask others who have had similar plans

where they struggled and what worked. As they say *'there is no point in reinventing the wheel'*.

Why leaders do not plan

- Ö They take time to prepare
- Ö There is no turning back
- Ö People can measure how you are progressing against the plan and therefore how you are doing



What might be some of the reasons for leaders using the above excuses for not planning?

The advantages of planning

- Ö You do not miss anything that needs to be in plan
- Ö You feel in control and can monitor progress
- Ö It is encouraging as you start to tick off things done
- Ö Reduces stress as everyone knows what is going on and why
- Ö Helps manage money

Warning



Things rarely go exactly to plan. The path may be straight but paths can have potholes! (Proverbs 3:5–6) Plans may need adapting as you progress towards a goal.

But remember that things are rarely as good or as bad as they seem. Is the glass below half empty or half full?



Communication – a key to overcoming opposition

Opposition to change

Vision and goal setting involves change. And in any group, some people embrace change while others either play the 'wait and see' game or simply oppose change.



You may know churches that fall into each of the 4 categories below:

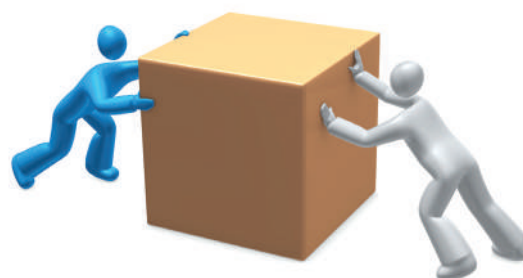
<p>Frustrated church</p> <p>Congregation wants change Pastor does not want change</p>	<p>Dynamic church</p> <p>Congregation wants change Pastor wants change</p>
<p>Static church</p> <p>Congregation does not want change Pastor does not want change</p>	<p>Unsettled church</p> <p>Both pastor and congregation wants change but different type of change!</p>

People oppose change for a number of reasons including:

- Ö Bad experience of previous changes
- Ö Fear of unknown
- Ö Fear of failure
- Ö Concern about loss of something that is valued (old traditions etc)
- Ö Complacency (why change – everything is OK)
- Ö Lack respect of judgement of leader

When people oppose change, they will say things like

- Ö It is not the right time
- Ö We tried it before
- Ö We do not have the time
- Ö We need more information
- Ö Let's set up a committee



Nehemiah faced opposition

- Ö Apathy (Neh:3:5)
- Ö Anger (Neh 4:1a)
- Ö Ridicule (Neh 4:1b)
- Ö Criticism (Neh 4:2–3)
- Ö Fight (Neh 4:8)

Good communication facilitates change

Poor communication leads to confusion and gossip. Good communication helps people embrace change. Here are some helpful hints on good communication:

1. **Be patient**

Do not communicate anything until you are sure that the vision is from God and you have an outline strategy on how to reach the vision. See Nehemiah Chapters 1 and 2. Give people time to reflect on the changes before implementing change.

2. **Prepare your communication carefully**

Follow the C's of good communication

- Ö Be **clear** about what you are sharing
- Ö Be **concise**. This will help you to be **clear**
- Ö Explain **causes** for change in a **coherent** way
- Ö Be **correct**. It is important that all you share is right and it does not need later clarification which causes confusion
- Ö Be **courteous** in the way you communicate

3. **Communicate first to those who influence others**

These people will often be in leadership positions within the church, so that is natural approach to take anyway.

4. **Recognise people are different**

Some people embrace change quickly and are enthusiastic about it. Some people will always resist change. If you communicate well, the middle group of the 'wait and see' people will start embracing the vision.

5. **Be a person who genuinely listens**

Listen to concerns and objections. The vision given to you by God will not change but you may decide to adjust the strategy to achieve the vision after listening to people.

Listening involves

- Ö Letting other people talk without interruption
- Ö Focusing on people talking to you with your eyes, positive body language and no distractions
- Ö Keeping an open mind to what they are saying
- Ö Clarifying anything you do not understand by asking questions



6. Do not over promise

It is better to ‘under promise’ and ‘over deliver’

The book of Jude speaks of leaders who are like wandering stars – like the bright shooting stars you see in the sky. They promise much but then disappear and are forgotten. We have all seen leaders like this.

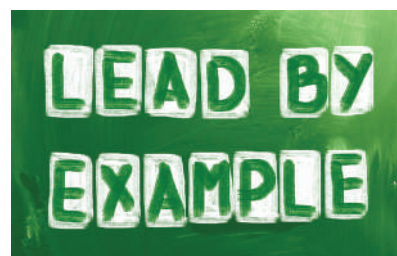
Do not over promise. Acknowledge that the way may not always be easy. Remember the quote of Winston Churchill at the end of module 3.

7. Reinforce the vision

Remind people during sermons and at meetings what the vision is and tell stories about how you are moving towards fulfilling the vision. (See Joshua 24:1–13)

8. Walk the talk

People follow what they **see** much more than what they **hear**. Make sure your behaviour is consistent with your vision. (See Nehemiah 4:23)



Poor communication is almost always identified as the number one problem in any organisation. Using the checklist above, review your communication skills. Are there ways you can improve?



Personal Notes

Some quotes



'The journey of 1000 miles begins with just one step.'

Chinese Proverb

'It is not by strength that one prevails.' **1 Samuel 2:9**

'By failing to prepare, you are preparing to fail.'

Benjamin Franklin (Founding Father of the USA)

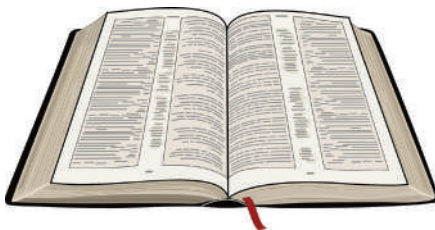
'Plans fail for lack of counsel, but with many advisers they succeed.' **Proverbs 15:22**

'The plans of the diligent lead to reward as surely as haste leads to poverty.' **Proverbs 21:5**

'Courage is what it takes to stand up and speak; courage is also what it takes to sit down and listen.' **Winston Churchill**

'Keep your eyes on the stars and your feet on the ground.' **Franklin D. Roosevelt (President of the USA 1933–1944)**

Biblical model and questions



Read Nehemiah Chapters 1 to 6. What does this passage have to say to you about

- Vision
- Strategy
- Planning
- Communication
- Facing discouragement/opposition

MODULE 5

Team building

Getting started

I became a Christian when working in Zambia in 1973 to 1977. I did not return until invited to speak at a leadership training convention in February 2012. Something extraordinary happened during that trip – Zambia won the Africa Football Cup! It was extraordinary as Zambia had no footballers well known outside Africa – like no Toure (Ivory Coast), Essien (Ghana) or Drogba (Ivory Coast). How could a team with no outstanding players win? It was by working as a team



It is the same in most national football leagues. A team is struggling and is towards the bottom of the table. The manager is fired and a new manager is appointed. The new manager has exactly the same team but they start winning. How can this be? It is because the new manager knows how to motivate his players. Same players – different results!

Why building a team is important

1. Teams are the Biblical model

Jesus was a team builder. He could have done everything himself but chose to work through other people working in teams.

- Ö Jesus appoints a team in Luke 6:13
- Ö He gives them a small task in Luke 9:13
- Ö He gives them a huge task in Matthew 28:19.
- Ö He sends out a larger team in Luke 10:1

2. Teams facilitate church growth

This happens by developing and using people's gifts and abilities

- Ö Acts 6:1
- Ö Ephesians 4:12
- Ö 1 Corinthians 12:12–17



3. **Teams encourage us**
 - Ö Hebrews 10:24–25
4. **Teams help us grow as leaders**
 - Ö Proverbs 27: 17
5. **Teams help avoid burn out**
 - Ö Exodus 18
 - Ö Acts 6
6. **Teams reduce dependency on one person**
 - Ö Ecclesiastes 4:9–12



Why might a leader feel he must do things himself?
 What are the dangers for the leader if he insists on this approach?

Building a new team



Sometimes you have the opportunity to build up a new team – for example if you are planting a new church. This gives you the opportunity to build a ‘dream team’

When you are building a dream team, this is what we suggest you look for in team members in order of priority:

- Ö **Priority one: Godly Character**
 You will want to see evidence of honesty, teachability, humility, reliability, integrity, perseverance and most importantly that they are abiding in Christ. (See module 2).
- Ö **Priority two: Competence**
 You are looking for gifts and abilities that are a good match for the role they will have in your team. For example, if teacher they need teaching gifts, if evangelist the gift of evangelism, if administrator they need administration skills, if pastoral care they should be compassionate people
REMEMBER: Jesus saw undiscovered skills and abilities when he chose a bunch of unqualified fishermen and a dodgy tax collector. A sculptor gets excited by an ugly lump of wood seeing what can be carved out of it.



Ö Priority three: Different but harmonious (Chemistry)

You are seeking a mix of personality types who you believe will enjoy working together despite being different to one another. Ideally, you will have on your team people who are risk takers and those who are cautious, visionaries and managers. You will have extroverts (outgoing) and introverts (reflective). See module 7 for more on this. Such a team will have a **balanced wisdom**. Such a team will work well together provided they have **respect** for other team members and recognise the strengths that the other people bring to the team.



Important advice

Wait until you find the right person before you fill a position. It is difficult to remove wrong people after you have made an appointment.

Personal testimony

For some years, I headed up a large Christian ministry. At that time my strength was being a strategic planner. So I appointed a visionary as my number 2. We were very different but enjoyed working together.

Inheriting a team

Sometimes you will have the opportunity to build a new team but much more common is inheriting a team

The advantage an existing team has is that they already know each other and the church/organisation. They already exist as a unit. This can be a big positive as you start in your new position. However, the disadvantage is that you may have inherited a team with some deficiencies.

You will have to work with the team you have inherited whatever their deficiencies. That is a test of your leadership skills. But remember this

Just as some people bring out the best in you and other people the worst in you, you can bring the best out of other people whatever their deficiencies.

To do this, you will need to use the 'motivation tool box' which is listed later in this module combined with prayer.

In time team members will leave your team for a number of reasons and you can use the three 'C's to replace them – character, competence, chemistry.

There may be one or two people on the team you inherit whose negative behaviour is so great that it affects the rest of the group in an unacceptable way. Examples would be excesses in one or more of following:

- Ö Self-importance, critical spirit, taking all the credit, spreading false rumours, bullying, harassment, failure to forgive, inability to admit wrong doings
- Ö Such people are called 'bad apples' and as with a bad apple in a bag of apples, they start to poison other apples (people) with their badness
- Ö Some bad apples will simply move when they realise they do not approve of your vision and leadership. But some bad apples cling on



You must address the issues directly with 'bad apples' as one bad apple affects all apples. If they change, then you have done a wonderful thing for them and the ministry. If they do not change, then you must take further action and ultimately you may have to remove them. Module 7 on managing conflict will guide you how to do this.



Think of at least 5 Godly characteristics that a leader may need when inheriting an imperfect team. Which is the most important, and why?

Delegation

We have seen above why teams are important. But there is no point in having teams if you do not delegate tasks to team members.

Delegation means entrusting **authority** and **responsibility** in an **orderly way** to a deputy **for a complete task**.

Delegation is **NOT**

- Ö Do exactly what I say
- Ö Look into this and report back. I'll decide
- Ö Look into this and report back. We'll decide together

Many leaders are reluctant to delegate effectively because

- Ö They feel only they can do the job properly
- Ö They do not want to ask too much of others
- Ö They fear giving away too much power and losing control
- Ö It is often quicker to do the job yourself than explaining it to others

However, there are many advantages to effective delegation:

- Ö Team leader can focus on the 'big picture'
- Ö Team leader can focus on areas which match their abilities
- Ö Team members develop ownership of vision
- Ö Team members achieve their potential
- Ö Team spirit enhanced.
- Ö More work is accomplished
- Ö Succession planning is easier if team leader leaves



Here are some guidelines on how to delegate effectively.

- Ö **Decide what to delegate**
You need to decide what areas of responsibility you wish to delegate. Do not just delegate all the difficult jobs and keep the easy enjoyable jobs for yourself. That is not delegating. That is dumping work on others.
- Ö **Elect who to delegate to**
You need to decide who you will delegate areas of responsibility to. Who has the gift/talent/time for this job.
- Ö **List what is involved in this area of responsibility**
The tasks and the time commitment.
- Ö **Explain the reasons for the task to the person you are delegating to, what the task is and what results you hope for and by when.**
Delegated tasks must be:
 - Ö **Specific**
 - Ö **Measurable**
 - Ö **Agreed**
 - Ö **Realistic**
 - Ö **Time bound**Your will recognise this SMART list from module 4
- Ö **Give adequate training and resources to enable the person to do the tasks**
- Ö **Allow freedom to work**
This is important. Many leaders delegate tasks and then constantly interfere and take back some of the areas of delegated responsibility. Of course you will want to support and sometimes offer encouraging advice but that is different to constantly interfering. Realize that people learn through failing and provided that failure does not destroy the ministry, you have to take this risk.

Ö Tell others about delegation

Other people need to know you have delegated this area of authority. Make a public announcement about this. You may wish to pray for them in a public meeting

Ö Evaluate performance

Evaluation is different from interfering. You need to meet with the person on a regular basis to evaluate how things are going – initially frequently (maybe once a month) and later less frequently (maybe twice a year)

- Ö How are you feeling about the job?
- Ö What is going right? How can you build on that?
- Ö What went wrong? How can you change that?
- Ö Is the support you are being given for the task appropriate?
- Ö What are your plans for the next step?



Think of one task you are doing now that you could delegate. Who could you give this to? Determine that you will begin the process of delegating the task tomorrow.

How to motivate your team members



People can be motivated by many things – guilt, greed, materialism, revenge, pride, envy, or jealousy. Usually, this is manipulating people and not motivating them. Godly motivation is fired by love.

Godly leaders have a motivational tool box which you can use to assist people fulfil the potential that God has put in their lives.

1. Cultivate your attitude to others

Remember the golden rule

Matthew 7:12 and Luke 6:31

Here is a short course on human relations

- Ö 6 most important words – *I admit this was my mistake*
- Ö 5 most important words – *You did a good job*



- Ö 4 most important words – *What is your opinion*
- Ö 3 most important words – *Please can you*
- Ö 2 most important words – *Thank you*
- Ö 1 most important word – *We*

Avoid the following

- Ö Using gross generalizations – ‘you always’
- Ö Attacking the person rather than tackling the problems
- Ö Making vague accusations
- Ö Sarcasm (mockery)

Correction achieves something but **encouragement** achieves more.



Have you suffered at any time from the negative attitude of a leader towards you? Take time to hand over your feelings about this, and any impact it may have had, to God. Try to forgive that leader in your heart. Determine that your leadership will be positive and encouraging.

2. Give team members your time

Jesus did not hide in an office but gave team members his time

- Ö Dinner at Levi's house (Mark 2:15)
- Ö Wedding at Cana (John 2:2)
- Ö Going into countryside (John 3:22)
- Ö Mountain climbing (Luke 9:28)
- Ö Walking the cornfields (Mark 2:23)

3. Learn to listen



As you listen, maintain eye contact and an attentive posture.

Wait a few seconds before replying to what the person has just said to make sure they have finished.

Think of this acronym: WAIT = Why Am I Talking?

Ask relevant questions to show you have been listening.

4. Keep your passion (Rom 12:11)



Passion is infectious. People are motivated by the leader's passion. If the leader is not excited, why should anyone else be! I am told that people support our ministry because I am passionate about it

Vision statements on their own will achieve little – you have to fan the vision flame.

Vision plus passion motivates people.

5. Remain positive however a day is going (Proverbs 15:30)

Do not reflect hopelessness – if you are down, everyone is down.



6. Build trust

- Ö Keep promises
- Ö Be honest
- Ö Be loyal
- Ö Be consistent
- Ö Do not show favouritism
- Ö Do not break confidences
- Ö Communicate well and regularly
- Ö Let others know that failure is better than not trying

7. Celebrate successes

Acknowledge achievements not just to the person but to the whole church. A publicly spoken thank you or well done is a wonderful motivation to do more and better.

In summary

- Ö **T** – Together
- Ö **E** – Everyone
- Ö **A** – Achieves
- Ö **M** – More



Jesus as team leader

- Ö He saw potential in people (John 1:35–50)
- Ö He loved them (John 15:9)
- Ö He taught them (Parables, how to pray in Lord's Prayer etc)
- Ö He gave them tasks and commissioned them (from getting a donkey to the great commission)

- Ö He spent time with them becoming friends (see references in section above)
- Ö He modeled things to them (from healing the sick to having lunch with tax collectors)
- Ö He prayed for them (John 17:9)
- Ö He encouraged them (such as Peter described as the rock Matt 16:18)
'In this world you will have trouble. But take heart! I have overcome the world.' (John 16:33)
- Ö He rebuked them when required
'You of little faith.' Matt 8:26



Which of the above can you see in your own leadership?
Which ones are missing? Take time to consider how you
might cultivate them.

Some quotes



'I use not only all the brains I have but also all I can borrow.'

Woodrow Wilson (President of USA 1913–1921)

'I praise loudly. I blame softly.'

Catherine the Great (Empress of Russia 1762 – 1796)

'Talent wins games but teamwork and intelligence wins championships.'

Michael Jordan (US professional basketball player)

'Whatever was accomplished in this country was accomplished collectively.'

Golda Meir (Prime Minister of Israel 1969 – 1974)

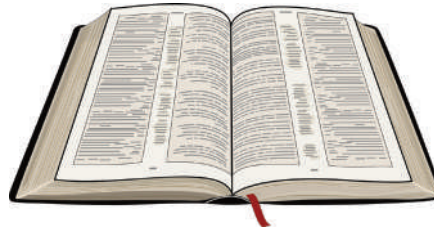
'If you look for the worst in people and expect to find it, you surely will.'

Abraham Lincoln

Biblical models and references

Top ten verses listed in order they appear in the Bible

- Ö Genesis 2:18
- Ö Exodus 18:13–27
- Ö Proverbs 27:17
- Ö Ecclesiastes 4:9–10
- Ö Romans 15:5–6
- Ö I Corinthians 1:10
- Ö 1 Corinthians 12:17–20
- Ö Ephesians 4:11–16
- Ö Hebrews 10:24–25
- Ö 1 Peter 4:8–10



Have you known any excellent team leaders? What traits did you see in their lives that made them such a leader?

How does Nehemiah deal with discouragement in Nehemiah 4.

Moses listened to Jethro – see Exodus 18:13–27. Is there anyone you should be listening to at the moment?

What is the difference between motivation and manipulation?

If you are married, do you consider your spouse a team member? It has been said that a spouse either doubles or halves a leader's effectiveness in a church situation. Do you think this statement is true?

MODULE 6

Time management

Getting started

The following story is told of a Roman Catholic priest and a politician. I do not think it is a true story but it is a good story!

After twenty-five years in the same parish, Father O'Shaunessey was saying his farewells at his retirement dinner. An eminent member of the congregation – a leading politician – had been asked to make a presentation and a short speech, but was late arriving.

So the priest took it upon himself to fill the time, and stood up to the microphone:

'I remember the first confession I heard here twenty-five years ago and it worried me as to what sort of place I'd come to... The chap confessed that he'd stolen a TV set from a neighbour. He said that he'd stolen money from his employer and he had affairs with several women. You can imagine what I thought. However I'm pleased to say that as the days passed I soon realised that this sad fellow was a frightful exception and that this parish was indeed a wonderful place full of kind and decent people...'

At this point the politician arrived and apologised for being late, and keen to take the stage, he immediately stepped up to the microphone and pulled his speech from his pocket:

'I'll always remember when Father O'Shaunessey first came to our parish,' said the politician, 'In fact, I'm pretty certain that I was the first person in the parish that he heard in confession.'

Time is one of the most valuable resources God has given us and each of us has exactly the same amount of time each day – 86400 seconds and 1440 minutes. We can make a difference with this time or we can waste this time.



Everything seems to work against us managing time:

- Ö If anything can go wrong it will
- Ö Nothing is as simple as it seems
- Ö If you try to please everyone, someone will not like it
- Ö Whatever you want to do now, you have to do something else first

- Ö If you explain something that no one can possibly misunderstand, someone will misunderstand!

The only predictable thing about your day is that it is unpredictable.

The important/urgent matrix

Most people will respond immediately to the urgent even if it is not important. However what we should spend our time on is the important. Some issues will be both important and urgent.

	Urgent	Not urgent
Important	<p>Crisis</p> <p>Pressing problems</p> <p>Deadline to project</p>	<p>Relationship building</p> <p>Planning</p> <p>Rest/family</p>
Not important	<p>Interruptions</p> <p>Some meetings</p>	<p>Procrastination</p> <p>Time wasters</p> <p>Trivia</p>



Whilst responding to crises and deadlines, we need to focus more time on the important. This includes prayer, bible study, planning, time with your family and rest

Can you think of something important and not urgent that you have ignored this week? Have you wasted time on something not Important and not urgent today?

Hints on managing time

Time management is not just worthwhile but **essential**. God expects us to be good stewards of the time He has give us. The alternative is stress, frustration and the feeling of being **out of control**.

1. Plan your day the night before or first thing each day

- Ö List what you need to do
- Ö Estimate how long each task will take
- Ö Allow for something unexpected which is important and urgent – they do happen most days!

Ö **Decide priorities**

- God **first**
- Relationships **second**; family, close good friends; work colleagues
- Activities & tasks **third**

2. **Say no**

It is not ungodly to say 'no'. You cannot do everything.

Beware of habitually time wasting people.

Never say yes to an opportunity simply to build up your self-importance

3. **Block out time**

Block out large uninterrupted chunks of time in your diary to tackle a big tasks that requires prayer, thought and planning.



4. **Go where your energy is**

If you are struggling with inspiration for one task, then tackle another task and later come back to original task.

5. **Use prime time wisely**

It is said that 80% of our work is done during the 20% of the day when we work best. People are different – some people work best early in the morning while for others it is in the evening. Use this time wisely working on your important tasks.

6. **Eliminate what you do not need to do**

What am I doing that does not need to be done? **Stop it.**

Which of my activities can be done at least as well by others. **Delegate it.**

7. **A stitch in time saves nine**

Sort out a problem now before it grows and needs much more time.

8. **Be tidy and organised**

Have files and not piles! It is amazing how much time we waste trying to find things.



9. **Keep a diary**

This is important. It will remind you of your commitments for the following day and therefore how much time you have for other tasks. Seek always to be on time for the commitments you have in your diary



Review the 9 points above once again, with absolute honesty – and determine that you will make at least one change today!

Managing time at meetings

First you should ask if you really need the meeting. Is there another way to handle the issue?

If you do need to call a meeting, here are some guidelines on chairing the meeting to ensure the meeting achieves its purposes without wasting time

- Ö Send out an **agenda** in advance with **background notes** on each agenda item so people arrive prepared for meeting. If the agenda is long, allocate estimated time in minutes to each agenda item
- Ö State the **start and finish** time of meeting
- Ö Always start **on time**
- Ö Ask that mobile phones are switched **off**
- Ö Allow **everyone** to have a say
- Ö Ensure **only one** person speaks at a time
- Ö Keep **to the point**
- Ö **Summarise** conclusion after each agenda discussion point
- Ö Ensure decisions made are **recorded** in minutes of meeting
- Ö Put time limit on **Any Other Business**, so meeting does not drift



Some quotes



'Lost time is never found again.' **Benjamin Franklin**

'We must use time wisely and forever realize that the time is always ripe to do right.' **Nelson Mandela**

'Live as if you were to die tomorrow. Learn as if you were to live forever.' **Mahatma Gandhi** (preeminent leader of Indian nationalism in British-ruled India)

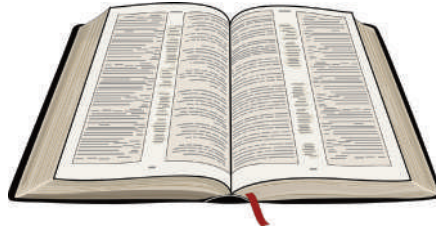
'Time is what we want most, but what we use worst.' **William Penn** (Quaker and founder of the Province of Pennsylvania in North America)



Look carefully at the Gospels. You will never find Jesus in a hurry

Biblical references

- Ö Ecclesiastes 3:1–8
- Ö Ephesians 5:15–17
- Ö Hebrews 12:1
- Ö Psalm 39:4–5
- Ö James 4:13–15



Is there any time wasting that you do on a regular basis including habits that you no longer need to do?

Are there things that you can say 'no' to?

Are you spending enough time with the people who are important in your life – family, good friends..? If no, what can you do about this?

Are you regularly late to meetings? If yes, why do you think this is and what can you do about it?

Is there a small thing you can do now that can save much time at a later date?

How do you manage a situation where you know someone is a habitual time waster – they constantly seek your advice but never take it?



Personal Notes

MODULE 7

Managing conflict

Getting started

A reporter interviewed a 100 year old man on his birthday and asked what he was most proud of. 'Well,' he pondered, 'I do not have an enemy in the world'. The reporter responded 'That is wonderful'. The old man replied 'Yes, I have outlived them all.'

It is true that when two or three are gathered together in His name, He is in the midst (Matthew 18:20). But like me, I am sure you have also experienced that when two or three are gathered together there can be conflict.

Conflict is part of life. 'In this world, you will have trouble' (John 16:33). It is part of the way we learn. Indeed, it is one way that God uses for the fruit of the Spirit to grow in us as we are moulded to be more like Jesus



If conflict is not handled effectively the results can be damaging and it is easy to end up in a vicious downward spiral of negativity and recrimination

Before looking at how to manage conflict, it is worthwhile looking at some of the causes of conflict

Some causes of conflict

1. Genuine misunderstandings

Even the best of relationships are not free from misunderstandings.



Misunderstandings often occur because we don't listen properly. Read James 1:19. What can you do to increasingly avoid misunderstandings?

2. Disagreement on use of limited resources

Often disagreements on how money should be used or how time should be used. Congregations may want their pastor to spend more time evangelising than pastoring or vice versa. Often they have unrealistic expectations that he can do more of both!!

3. Differences of opinion

There may be

- Ö Conflicting visions.
- Ö Contrasting attitudes to change
- Ö Theological differences

See Acts 15:39



Can you see any dangers in having a church where there are no differences of opinion?

4. Lost trust

We saw in module 5 the importance of trust. Lost trust comes from broken promises, feeling betrayed, being lied to, and a lack of integrity... Lost trust invariably leads to conflict. See how the troops lost confidence in Saul (1 Samuel 13)



What are the different emotions you feel, when someone has let you down? What must happen for you to trust them again?

5. Personality clashes

We are all different with different preferred ways to behave.

Some people are:	While others are:
Outgoing and talkative	Serious and quiet
Spontaneous and instinctive	Likes detail and time to consider
Feeling and emotions important	Logical and analytical
Concerned for people	Concerned for projects

It has been said that there are four basic types of personality and each personality type is driven by different predominant motivations

- Ö Power (can make good leaders)
- Ö Popularity (can make good evangelists)
- Ö Perfection (can make good administrators)
- Ö Peaceful (can make good counsellors)

This is simplistic as most of us are a mixture of two or more of the personality types listed above. But it is also true that most of us have one predominant personality trait.

These personality differences are usually strengths for a team as we have seen in module 5. But they can also be sources of conflict. Someone wants to get on with the project NOW while there is an opportunity whilst another person wants more details about the project and what the exact costs will be



Which personality type are you?

Which type do you enjoying spending time with?

Which type do you find most difficult?

6. Sinful attitudes and habits

See James 4:1–2 and Galatians 6:19–21

7. Satan promotes conflict

See 2 Tim 2: 26 and 1 Peter 5:8



Do you know any difficult people? Do you think you can ever be difficult?

I enjoy these questions. When I speak at conferences, I ask delegates if they know any difficult people. Everyone puts their hands up immediately. But when I ask the second question, I always have to wait for a while before the first person has the courage to put their hands up. After a minute or two, everyone finally raises their hands!



Personal Notes

Approaches to managing conflict



Some people use the **'avoidance/denial approach'**. This includes pretending there is no conflict or running away from a conflict situation. This is a common approach in church situations as we know the teaching of Jesus on unity and loving one another.

Other people use the **'attack approach'**. This can include harsh words, manipulation and in extreme cases even physical threats. Sadly this is more common in churches than you might expect.



The Christian approach should be the **'peace making approach'**. This approach seeks to find a way forward that



listens to, respects and where possible accommodates other people's views whilst recognising that there will always be differences and rarely does everyone have outcomes that they all wish. In recognising that conflict exists and avoiding aggression, this approach is very different than the 'avoidance/denial' and 'attack' approach.

The **'peace making approach'** is not the easy approach. It requires a commitment by leaders to transform their church/organisation into a **Peace-making Community**.



Which approach do you think you most naturally use to manage conflict?

Peacemaker's tool kit

In this section we are going to look at the peacemaker's toolkit

1. Overlooking

This is different to the avoidance/denial approach. There is a difference in that you make a decision that the issue is not worth a 'fight'. By nature I am untidy. My wife could harass me about this but chooses not to. Likewise my wife is usually late for meetings but I choose not to harass her about this. We live with each other's weaknesses as we value much more each other's strengths.

'A man's wisdom gives him patience; it is to his glory to overlook an offence.'
(Prov. 19:11)

Many disputes can be resolved by quietly overlooking an offence and forgiving the person who has wronged you (see Prov. 12:16; 17:14; 1 Pet. 4:8).



Can you think of a situation you have recently been involved with that could have been more easily resolved by taking the 'overlooking' approach?

2. Good communication

Good communication reduces the opportunities for conflict situations to emerge.

Note four key things in good communication

- Ö Communicate **respectfully**
- Ö Communicate **on time** (or the right time if communicating to a group)
- Ö Communicate **concisely**
- Ö Communicate **honestly**

See Communication section in module 4 for more on this important issue of communication

3. Fitting round pegs into round and not square holes

Fitting the right people into the right jobs also reduces the opportunities for conflict situations. See section on Building a team in module 5

4. Preach and practice the power of loving one another

As the life of Jesus on earth came to an end, He focused on one issue of paramount importance to him – which was that his followers should get on with one another.

'A new command I give you; love one another. By this all men will know that you are my disciples.' John 13:34

Scripture has much teaching on our relationships with one another. **Teach it** and **live it** in your own life as you seek to transform your church into a peace making community

- Ö Preach and practice the power of an **apology** and asking for forgiveness if appropriate. *'I regret doing that. I will not do it again.'* It is powerful when a leader has the courage to say this
- Ö Preach and practice the power of **forgiveness**. If you do not forgive
 - The Holy Spirit is grieved. Eph 4:30
 - Your prayers will not be answered
 - The devil gains a foothold



- You waste time nursing a wounded spirit.
- You become enslaved to the people you hate

Ö Preach and practice the power of **encouragement**

Ö Preach and practice the power of **servicing each other**

5. **Do not let problems fester – it will only get worse**

Problems do not go away – if left, they only get worse. See Ephesians 4:26. Also see in Nehemiah 5:6–13 the way Nehemiah immediately dealt with the problem when he heard it

6. **Consider using the sandwich technique when handling difficult situations**

Most people are a mix of strengths and weaknesses. When confronting people about a difficult situation, a good approach is to use the sandwich technique.

- Ö Make a positive comment
- Ö Present a challenge
- Ö Make a second positive comment

For example

- Ö Acknowledge the person's strengths
- Ö State the issue to be addressed
- Ö Reassure the person of their ability

This is what Paul did when encountering Philemon

- Ö Compliments (Philemon verses 1–3 and 7)
- Ö Requests – not demands (v 9–10 and 14)
- Ö Have confidence in person to deal with the issue (v 21)

Remember the golden rule :

'Treat others as you would wish them to treat you.'



Managing difficult people



Managing difficult people can feel like trying to roll a rock uphill. And in the end you cannot force other people to act in an acceptable way. God will not hold you responsible for actions of these people or for the ultimate outcome of a conflict.

If a dispute is not easily resolved, you may be tempted to say,

'Well, I tried all the biblical principles I know, and they just didn't work. It looks like I will have to handle this in another way (meaning, 'the world's way').'

However, when you try to resolve a conflict but do not see the results you desire, you should continue seeking God even more earnestly through prayer, through His Word and through the advice of other Godly leaders. Do not forget the teaching of Romans 12:14–21.

It can be expected that some difficult people who do not share your vision will choose to leave your church. That is not a problem. If your vision is from God, he will replace them. You will find that fresh people – attracted by leaders who have Godly vision – will join you.

Other people will become less difficult in time as they see you *'walk the talk'* and see the benefits of the changes that you have introduced.

Nevertheless, it is likely that a final group of difficult people will neither leave nor change. Rather than becoming frustrated, recognise these people as *'thorns in your flesh'*. (2 Corinthians 12:7)

Church discipline



Scripture gives clear guidance on the formal procedures of church discipline. These formal procedures should only be followed when there

is outward, serious, and unrepentant sin.

(Note: This complete procedure is not appropriate in the context of personal quarrel with a church member.)

The steps are

1. Seek to restore gently (Gal 6:1) and in private (Matthew 18:16)
2. If that fails, seek to restore them with one or two others (Matt 18:16)
3. If that fails, take the matter to the church** (Matthew 18:17)
4. If that fails, then the person should be suspended from church membership or excommunicated from the church (Matthew 18:17)
5. If a person who has been disciplined through suspension or excommunication comes to repentance, the church shall warmly and lovingly restore that person to fellowship within the church (see Matt. 18:13; Luke 15:11–32)

** Normally this would not be the whole church but a group of senior people within the church such as the elders. This group would then report the outcome to the whole church.



Prayerfully consider 'Do I have the courage and the humility to follow the above steps, when necessary, in a Christ-like way?'

Joseph – a Biblical example of peace-making



You know the story of Joseph. He had every reason for being bitter towards his brothers and he was in position of power that allowed him to take revenge. But read Genesis 45.

'Make everyone leave my presence'. As Prime Minister, Joseph was usually surrounded by advisers. However, he did not want everyone to know what the brothers had done to him. This was to be done in private

'Come close to me'. Joseph did not want his brothers to be afraid of him.

'Do not be distressed'. He did not want his brothers to go on a guilt trip.

'It was to save lives that God sent me ahead of you to Egypt'. Joseph allowed his brothers to save face. As Joseph said later *'God meant it for good'*.

Some quotes



'One of the main tasks of theology is to find words that do not divide but unite, that do not create conflict but unity, that do not hurt but heal.' **Henri Nouwen (professor of pastoral theology at Yale Divinity School in 1970's)**

'If I were to summarize in one sentence the single most important principle I have learned in the field of interpersonal relationships, it would be this: Seek first to understand, then to be understood. This principle is the key to effective interpersonal communication.' **Stephen Covey (author of bestselling management books)**

'Forgiving and being reconciled to our enemies or our loved ones is not about pretending that things are other than they are. It is not about patting one another on the back and turning a blind eye to the wrong. True reconciliation exposes the awfulness, the abuse, the hurt, the truth. It could even sometimes make things worse. It is a risky undertaking but in the end it is worthwhile, because in the end only an honest confrontation with reality can bring real healing. Superficial reconciliation can bring only superficial healing.' **Desmond Tutu (first black Archbishop of Cape Town)**

'Forgiving is not forgetting; it is actually remembering – remembering and not using your right to hit back. Forgiveness is a second chance for a new beginning.'

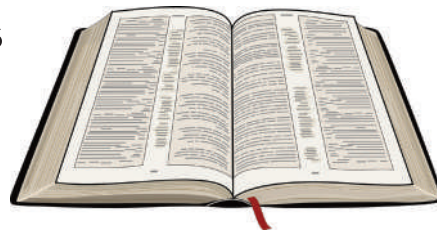
Desmond Tutu

'If you want to make peace with your enemy, you have to work with your enemy. Then he becomes your partner.' **Nelson Mandela**

'An eye for an eye will only make the whole world blind.' **Mahatma Gandhi**

Biblical references

- Ö Genesis 33
- Ö Genesis 45
- Ö 1 Samuel 18
- Ö 1 Kings 3:16–28
- Ö Matthew 5:9
- Ö Luke 11:4
- Ö Acts 15:36–41



In Genesis 33, in what ways had Jacob prepared for his peace-making encounter with Esau? How had the attitude of both brothers changed since Genesis 27?

In Genesis 45, what do you see as the key things Joseph said and did to convince his brothers he had overlooked their wrongdoing?

In 1 Kings 3:16–28, Solomon shows tremendous God-given wisdom in resolving a conflict. Reflect on the characteristics he exhibits in verses 6, 7 and 15, and the challenges of verse 14.

Prayerfully consider the passages above, and draw up a list of 6 key areas of attitude and practice which you feel God wants you to grow in, so that you will become a better peace-maker.

REVIEW, FEEDBACK AND GOAL-SETTING

Congratulations on completing the 7 Leadership Training modules. However, there are three further actions that you need to carry out in order to conclude this leadership training programme.

Review

TIME FOR REVIEW

You can test yourself on how much you know about the essentials of excellent Christian leadership. An 18-question multiple choice review quiz can be downloaded from the ibtr.org.uk website together with a separate answer sheet. <https://ibtr.org.uk/index.php?id=76&s=> You can repeat this quiz as many times as you like. Your score is not sent to us or anyone else.

Feedback



Sovereign World Trust would value your feedback on this training. If you have specific suggestions for improvements in this manual, please send them to info@sovereignworldtrust.org.uk.

Goal setting



Much of the benefit of this training will be lost if you do not set yourself some goals to sharpen your leadership skills. One of the things most people do not realise when setting goals is that a few days later you forget about them. So it is important that you write down your goals and give yourself a date to review your progress. Do not set yourself too many goals at one time as this would be unrealistic. Focus on setting two or three goals and then add one or two more once these have been achieved.

You do not have to share these goals with anyone. However, we would suggest that you do share them with someone you respect who can help you to monitor your progress toward achieving your aims. This extra layer of godly accountability will help to stimulate you and keep you on track and will provide an opportunity to receive encouragement, something we all need!

ABOUT SOVEREIGN WORLD TRUST

This training book was originally produced by Mission Possible UK having been written by its founder Richard Wallis.

At the end of 2023 Richard retired and closed Mission Possible distributing aspects of its work to other charities. In particular the publication and distribution of this title and its companion on marriage were passed to Sovereign World Trust.

Sovereign World Trust was founded in 1986 by Jan Mungeam. Since 2008 it has been led by Chris Moffett. Its mission is to provide good quality, culturally appropriate Biblical teaching resources in readable English to leaders, churches, colleges, and libraries in the poorest parts of the world where material is scarce and unaffordable.

For more information, please visit our websites.

www.sovereignworldtrust.org.uk for general information including applications for books.

www.ibtr.org.uk for a variety of downloadable resources and links.

www.slices.org.uk for Michael Eaton's Preaching through the Bible resources reformatted for personal study, preaching and teaching.



Sovereign World
Trust

