

Leadership Environment



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Leader's Guide

How to use "Leadership Environment" by BUILDING CHURCH LEADERS in your regularly scheduled meetings.

Welcome to *BUILDING CHURCH LEADERS: Your Complete Guide to Leadership Training*. You've purchased an innovative resource that will help you develop leaders who can think strategically and biblically about the church. Selected by the editors of *Leadership Resources* and *Christianity Today International*, the material comes from respected thinkers and church leaders.

BUILDING CHURCH LEADERS is not just another program. Each theme contains materials on the topic you choose—no tedious program to follow. The materials work when you want, where you want and the way you want it to. It's completely flexible and easy to use.

You probably already have regularly scheduled meetings with board members or with other committees or groups of leaders. *BUILDING CHURCH LEADERS* fits easily into what you're already doing. Here's how to use *BUILDING CHURCH LEADERS* at the beginning of a board meeting or committee meeting:

1. Select a learning tool. In this theme of "Leadership Environment," you'll find multiple types of handouts from which to choose:

- ◆ interview
- ◆ devotionals
- ◆ resources
- ◆ assessment tools
- ◆ how-to articles
- ◆ sample retreat
- ◆ case studies
- ◆ activities

2. Select a handout. Suppose, for example, you decide that your board or team needs to develop a mentorship program. You might choose one of the two assessment options in this theme: "Becoming a Mentoring Leader" (p. 6), or one of the two how-to options: "How to Find a Mentor" (p. 13). From these options, select the one that best fits what you want to accomplish.

3. Photocopy the handout. Let's say you selected "How to Find a Mentor." Photocopy as many copies as you need—you do not need to ask for permission to photocopy any material from *BUILDING CHURCH LEADERS* (as long as you are using the material in a church or educational setting and are not charging for it).

4. Prepare for the discussion. We recommend you read the Scripture passages and identify key discussion questions. You may also wish to think of specific leaders in your church who model effective mentoring.

5. Lead the discussion. Each handout can be read within 5 minutes. After you have allowed time for reading, begin the discussion by asking one of the provided questions. Be ready to move the discussion to specific leadership issues your church is facing.

Each *BUILDING CHURCH LEADERS* handout can be discussed in 15 or 20 minutes. Your board, committee, or team will still have plenty of time to discuss its agenda.

Need more material, or something on a specific topic? See our website at www.BuildingChurchLeaders.com.

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Jesus' Game Plan

His strategy begins with discipleship.

Matthew 28:18–20; 1 John 2:6

The subject of leadership is now the rage in conferences about church ministry. Yet Dann Spader, director of Sonlife Ministries, believes that many today misunderstand the core strategy of Jesus. Spader, whose ministry supports and promotes healthy churches around the world, challenges church leaders to take a closer look at how Jesus structured his earthly ministry.

What surprises most people about Jesus' strategy for picking leaders?

Dann Spader: That he did not start by picking leaders up front. The 12 disciples identified as leaders of Christ's movement were not chosen until two-and-a-half years into his ministry—two-thirds of the way through!

Why did Jesus wait so long?

There were phases he had to take his disciples through before they were ready to be appointed and trained as leaders. Jesus' model is not to make leaders; it's to make disciples. Nowhere in the Bible does it tell us to make leaders. It says to make disciples and then to choose leaders.

Most leadership-training organizations, however, argue that churches are mandated to make leaders. But if we champion leadership too much, then people will think, *I have not arrived unless I'm a leader*, and that is faulty. You have arrived biblically only if you're a servant-reproducing person. All of us should become servant followers of the Lord. Not all of us will become leaders, because it is not part of our gift mix.

DANN SPADER

"The church doesn't need a lot of leaders; it just needs the right ones."

What is the difference between a leader and a disciple?

A disciple is someone who learns first to follow Christ (1 John 2:6) in every area of life and then to reproduce what he or she has learned in another person. Every Christian should ultimately become a fully trained follower of Jesus.

From the pool of fully trained followers of Christ—trained workers—a church then identifies those with a leadership gift and appoints them as leaders. While I don't think a church needs a lot of leaders, the church never has enough workers. The Bible says the harvest is plentiful, but the workers are few. We are to pray for and train more workers. The church doesn't need a lot of leaders; it just needs the right ones.

So what was Jesus' means for developing leaders?

Christ's mindset from day one was investing in, surfacing, and then engaging leaders in a movement of multiplication. He made disciples whom he could appoint as leaders to carry on the movement.

Explain a "movement of multiplication."

One kind of multiplication is what I call "personal multiplication"—you lead someone else to Christ and reproduce your life in someone else or you equip people to lead their friends to Christ. The other type is corporate multiplication—reproducing a whole church or ministry. A church, for example, plants another church or starts another ministry.

Leadership is necessary for multiplication to occur. Simply having a church-growth strategy is not sufficient. A church can grow without leaders in place (Titus 1:5). But a church committed to multiplication needs leaders to multiply. So a church's leadership has to be committed not simply to growth but to multiplication. ➤

Jesus' Game Plan *continued*

How does a church identify the right leaders?

A leader must have proven himself or herself as a biblical worker. That's the only way to ensure servant leaders. Scripture is clear that churches should not lay hands upon anyone quickly—if he or she has not first been tested. The key question is, “What should a person be proven in?” I don't think the answer is leadership. That would be a Catch-22: How can you prove yourself if you're not a leader yet or not in a leadership position? No, proving oneself has to do with servanthood, being a follower, a worker, and with God blessing that life by reproducing what he or she does.

What are the risks in this process?

The greatest mistake is to put somebody in leadership who has not been proven as a biblical worker. If that happens, and he or she doesn't understand multiplication and doesn't have the gift mix to oversee the corporate whole, that person will discourage surfacing young leaders. The flow stops with that person. It's better to have no leaders than the wrong leaders. Paul said to Timothy, “Go back and do that which is undone. Appoint elders in the churches.” Apparently, a growing, healthy ministry can exist without appointed leadership.

What's the first step when a church is ready to appoint leaders?

Pray. The only time Jesus spent the night in prayer was before he appointed the 12 to oversee the movement. The Bible identifies 45 times throughout the life of Christ when he got away to pray, but his prayer intensity increased as he moved closer to the selection and the development of his leaders.

Discuss

1. If discipleship is the foundation for leadership, what are the primary characteristics of a disciple of Christ (1 John 2:6)? What is our ministry doing to cultivate discipleship?
2. What can we learn from Jesus' life to help us develop leaders?
3. Where are we in our ability to train disciples and develop leaders? What one thing can we focus on to improve how we do ministry?



Your Leadership Is Unique

There is no one “leadership personality.”

Romans 12:8; 1 Timothy 3

“Leadership personality,” “leadership style,” and “leadership traits” do not exist. The only personality trait effective leaders have in common ... was something they did not have: They had little or no “charisma” and little use either for the term or for what it signifies. All the effective leaders I have encountered knew four simple things:

- | | Agree | Disagree |
|--|--------------------------|--------------------------|
| 1. The only definition of a leader is someone who has followers. Some people are thinkers. Some are prophets. Both roles are important and badly needed. But without followers, there can be no leaders. | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. An effective leader is not someone who is loved or admired. He or she is someone whose followers do the right things. Popularity is not leadership. Results are. | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Leaders are highly visible. They therefore set examples. | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Leadership is not rank, privileges, titles, or money. It is responsibility. | <input type="checkbox"/> | <input type="checkbox"/> |

Effective leaders also behave much the same way:

- | | True of me |
|---|--------------------------|
| 1. They did not start out with the question, “What do I want?” They started out asking, “What needs to be done?” | <input type="checkbox"/> |
| 2. Then they asked, “What can and should I do to make a difference?” This has to be something that both needs to be done and fits the leader’s strengths. | <input type="checkbox"/> |
| 3. They constantly asked, “What are the organization’s mission and goals? What constitutes performance and results in this organization?” | <input type="checkbox"/> |
| 4. They were extremely tolerant of diversity in people and did not look for carbon copies of themselves. It rarely even occurred to them to ask, “Do I like or dislike this person?” But they were totally—fiendishly—intolerant when it came to a person’s performance, standards, and values. | <input type="checkbox"/> |
| 5. They were not afraid of strength in their associates. They gloried in it. Whether they had heard of it or not, their motto was what Andrew Carnegie wanted to have put on his tombstone: “Here lies a man who attracted better people into his service than he was himself.” | <input type="checkbox"/> |
| 6. One way or another, they submitted themselves to the “mirror test”—that is, they made sure that the person they saw in the mirror in the morning was the kind of person they wanted to be, respect, and believe in. This way they fortified themselves against the leader’s greatest temptations—to do things that are popular rather than right and to do petty, mean, sleazy things. | <input type="checkbox"/> |

—PETER DRUCKER

From *The Leader of the Future*, The Drucker Foundation, F. Hesselbein, M. Goldsmith, and R. Beckhard, eds. This material is used by permission of John Wiley & Sons, Inc.

Discuss

- How is the spiritual gift of leadership (Rom. 12:8) different from the kind of leadership Drucker describes? How is it similar?
- What is the “mirror test” for church leaders?
- How does our church trumpet the value of leadership?



Becoming a Mentoring Leader

10 questions to ask yourself.

2 Timothy 3:10–17; 1 Peter 5:2–3

If you want to invest in someone's life, to equip others to lead and serve well, ask yourself these questions:

1. Do I really want this? Am I willing to involve others in the decision making, and put up with the short-term hassle and extra work for the sake of the long-term benefit of shared leadership?

2. How can I build a relationship? I must get to know potential leaders; leadership is not based on authority as much as on personal connection.

3. Do I clearly understand the goal? What specific leadership positions are available? What do I realistically want this person to be and do?

4. In what ways can I assess this potential leader? Find out people's interests, gifts, availability. What makes them tick and gets them excited in ministry? Does the person really want to serve as a leader? Is this the right time in his or her life for this position?

5. What are the best means for mentoring? Is lunch or breakfast the best time to meet—or after work? What kind of reporting or accountability is effective individually, and on what level of intensity? Ask people what they need from you, and tell them what you need in return.

6. Am I courageous enough to be honest and clear? Ask tactful questions to help the emerging leader discover his or her effectiveness—and to realize corrections that need to happen.

7. What stage of delegation is needed? Delegation is not intended to rid ourselves of work; it is intended to develop people. Now that you've given some leadership away, is this the time to (a) come near to support, or (b) step aside so the new leader can develop confidence?

8. Am I taking care of myself? As a mentor, I want to model balance. I try to help the new leaders understand the need for rest.

9. How can I say "Thank you"? In private, in public, with the person's family—I look for victories and celebrate them with phone calls, special dinners, notes of appreciation.

10. Am I praying for this potential leader? Developing leaders takes time and effort, and all of it must be covered in the protective care of God through prayer. A leader once told me, "Move only as fast as you can on your knees."

—ROBERT DAMON



Restocking Your Leadership Pool

It begins with friendship.

1 Samuel 20; Romans 16

The Case On Tuesday morning, Pastor Tim and the chairman of the elder board, Ron Olsen, sat in the front row of the empty sanctuary and pondered the issue about which they had finished praying: Why can't we develop a pool of leaders in this church? In recent years, Homewood Church had not made significant progress in forming a strong leadership team. In the past three years, two of five elders had resigned for "personal reasons."

Both said their leaving wasn't that they were unhappy but that they were feeling burned out. Two potential replacements declined the opportunity to serve. Tim had tried to offer leadership training classes. But the people with the least leadership potential always seemed to show the most interest.

Tim and Ron brainstormed ideas to create the kind of environment needed to attract and retain leaders: a series of sermons on leadership; a leadership-training approach with less lecture and more hands-on experience; ways to honor leaders (thank-you dinners, annual retreats or outings); a ministry restructure that gives leaders more responsibility to supervise people or oversee particular ministries; create time other than business meetings for prayer and fun (bowling, rafting, eating out, overnight getaways).

At the next board meeting, Ron took five minutes to summarize the leadership problem at Homewood Church. Then he handed out the ideas.

What Would You Do?

- ◆ If you were a leader in that meeting, which ideas would you recommend?
- ◆ Why is Homewood's leadership pool shallow?

What Happened

The rest of the leaders resonated strongly with Ron's speech. Plus, they cited a couple of related issues Ron had not addressed: While Homewood Church had a vision statement, it really had no compelling vision. The leaders also said that Pastor Tim's leadership style seemed to discourage people from taking ownership of ministries.

They also liked the idea of restructuring the ministry to give them hands-on oversight, though they nixed the sermon idea. One elder said, "We've read books and heard sermons on leadership until we're blue in the face. We need to put some of this into practice." The board also decided to schedule time together for prayer and recreation. One elder confessed, "When I see you guys coming, all I think of is church problems." The members laughed, but he had made his point. Leadership is not so much about church together as it is about life together.

—STEVEN D. MATHEWSON

Discuss

1. What factors work against our creating a positive leadership environment?
2. In Romans 16, Paul writes out his greeting list of friends. How can we build friendship into our leadership development plans?
3. If we could make two changes in the next six months to create an environment more conducive to attracting and retaining leaders, what would we change?



Leadership Is Not for Heroes

It's all about the priesthood of all believers.

Mark 3:14; Ephesians 4:11–13

The Case The new pastor preached with hope, vision and excitement on his first Sunday with his new congregation. Three years later he sat behind the couch in his living room, sobbing, exhausted, stressed-out, ready to quit. Three years of unrelenting, 60- to 70-hour-work weeks, with no clearly defined day off and too few days of vacation, will do that to any pastor.

Later that evening, he concluded that only a drastic change would keep him in the ministry. As he sorted out the issues with his wife, she made several obvious and meaningful observations. First, she pointed out that he needed some personal help to get his life in order; crying behind the couch is not normal. Second, she reminded him again that a servant ministry style did not necessarily mean that it was his responsibility to do all the work at the church.

She encouraged him to rethink how he was going to do ministry for the rest of his life.

What Would You Do?

- ◆ If you, as a church leader, were in that situation, how would you remedy it?
- ◆ What personal issues often lie behind workaholic habits in ministry?

What Happened

The pastor found a trusted Christian counselor who specialized in management-level stress and submitted to his care. Seven sessions—and hundreds of dollars later—his healing took its first steps. He began to deal with his underlying hurt and anger, which hindered his work and relationships. The counselor exposed the forces behind his perfectionism and overwork.

As part of the change, the pastor began releasing the church members to do the work of the ministry and told them his plans. When he found a woman who wanted to organize a hospital-visitation team, he decided to implement “Theory Y” leadership style—which assumes that people, when empowered, can do the right things.

As a result, whenever someone suggested to him a new ministry or activity, he said, “If your suggestion is going to get done, you will have to do it. I will give some guidance, but since God has laid it on your heart, he probably wants you to organize and lead it.”

Some of the best ministries in the church developed as a result of those discussions.
—ROGER BARRIER

Discuss

1. In the Gospels, Jesus never appears out of control or stressed (at least as we define it in the twenty-first century). Why?
2. How does a church culture often support the workaholic habits of staff?
3. Mark 3:14 shows Jesus’ method of expanding his work. What might that look like in a church environment?



Countercultural Leadership

Jesus changed forever the role of a leader.

Matthew 20:28; Luke 9:46

Read *An argument started among the disciples as to which of them would be the greatest (Luke 9:46).*

Comprehend A dozen men, keeping the company of Jesus day after day, listening to his teaching, watching his ways, didn't get it. Get what? That Jesus lived by a different politic: servanthood. His slogan? "The Son of man came not to be served, but to serve, and to give his life as a ransom for many" (Matt. 20:28).

The followers of the Lord understood only one politic: power. The power of kings and armies exerted by brute force; the "sacramental" power of the religious community (that claimed ability to affirm or deny eternal life); and the power of family, village, and tribal tradition, which nailed people to a life of mindless conformity.

These concepts of power were hardwired into the disciples' souls. They were sensitized to locating the source of power and submitting to it. And, if possible, they were used to exercising power if they found themselves in a position to do so. And it was natural to sort themselves out through competition and debate.

Who of us is the most faithful? The obvious one to run things when Jesus is absent? Who should prevail when decisions are to be made? Who's in charge? It is interesting that these debates (and there was more than one) seemed to happen whenever Jesus talked about suffering, martyrdom, and resurrection. He spoke of suffering, and they were preoccupied with rights and privileges.

Not much has changed, has it?

This "politic" is one of the great paradoxes of affairs of human beings. To dominate, intimidate, control by power—or win people by serving them. As much as we talk about serving in the church, sometimes we wonder how much of it really happens. Jesus' men had had enough of being servants to the Romans, the religious establishment, to the rich. Yet the Son of God was asking them to adopt this perspective for new and different reasons. They apparently thought that this was their chance to break out: to become the power-brokers instead of being the "power-broken."

Servanthood is about how I add value to your life—not about how you can add value to mine. Servanthood means everyone is more important than I. Servanthood means all I have and all I am is placed at your disposal if it will bring you into the presence of God.

—GORDON MACDONALD

- Discuss**
1. How does the politic that the disciples lived under compare with that of our society? How is it similar or dissimilar?
 2. Reflect quietly on the Christ's model of servanthood (Matt. 20:28). What attracts you to his model?
 3. How does our church view the present leadership team? As servant leaders?



Paying Your Volunteers

How to get them to say yes next time.

Ephesians 6:22

Read *I am sending him [Tychicus] to you for this very purpose, that you may know how we are, and that he may encourage you (Eph. 6:22).*

Comprehend “It’s tough to lead people who don’t get paid for what they do.”

How many times have you heard a colleague in ministry say that? Leading volunteers is not easy, but the issue of money may not be the problem. All workers in today’s highly competitive job market are, in essence, volunteers; they have a choice to leave. So what makes people stay at a company if it isn’t money?

What people get paid (or not get paid) may contribute to dissatisfaction, but it really can’t contribute to satisfaction—which usually comes from internal motivators.

“Psychic income” refers to what motivates people other than money, such as respect, recognition, and challenge. Psychic income may be the only non-eternal benefit people receive from serving in the church, yet it’s often in short supply. Simple things such as a thank-you note, clear communication and expectations, a strong leader who makes one excited about the work—all contribute to psychic income, which makes volunteers feel their service was worthwhile. All make people feel as if what they do is more than a job, that it’s significant, meaningful, part of something great.

I was recently asked to participate in a “interpretive movement” team for our Sunday morning worship service. (Interpretative movement, in my opinion, is a euphemism for “dance”... but at least I didn’t have to wear a leotard.) A men’s chorus sang “The Lord’s Prayer,” and our team used simple arm-and-body movements to express the meaning of the prayer. The worship experience was powerful.

I’m not an interpretative-movement-kind-of guy; my wife gasped when she heard I had said yes. Yet from the moment I was asked to participate in the service to the long rehearsals to the thank-you note I received in the mail a couple days after the service, I felt appreciated, important. I believed my service contributed to the worship of God.

Why? Because our leader, whose full-time job is nursing, kept us focused on why we were doing what we were doing—to lead people in holy worship. Plus, she did the little things that translated into psychic income for the team: the warm invitation, the follow-up phone calls, clear expectations, well-directed rehearsals, and the brief but heartfelt thank-you note.

I may even, uh, do it again sometime.

—DAVE GOETZ

- Discuss**
1. What is the current emotional state of our volunteers? Energized? Frazzled?
 2. How are longtime volunteers differently motivated from fresh recruits? What are we doing to encourage both (Eph. 6:22)?
 3. What kind of support are we providing our volunteers? Think of a specific department: the Christian education department or the youth department.



From Obedience to Reflex

Servant leadership is hard but possible.

Philippians 2:5–7

Read *Your attitude should be the same as that of Christ Jesus: Who, being in very nature God, did not consider equality with God something to be grasped, but made himself nothing, taking the very nature of a servant, being made in human likeness (Phil. 2:5–7).*

Comprehend The subject of servant leadership always raises more questions than it answers. Who can't tip his or her hat to the idea of servant leadership? Jesus did it; we need to do. Period. But how do we do it?

If you're a leader in a church, you are in a position of power. If you're a pastor, you hold the office of pastor. If you're the board chairperson, you hold the office of board chairperson. Behavioral scientists call this "legitimate" power, which stems from a formal position.

One key question is how power and servant leadership interact: Do you have to give up power to be a servant leader? Theological tomes have been written about the *kenosis* (emptying) of Christ (Phil. 2) when he became a man.

The whole issue is complicated by the fact that some Christian leaders are uncomfortable with talk of power. Add to that the hard truth that serving someone may not give him or her, initially, a warm fuzzy. Especially in marriage, for example, serving your spouse may mean an occasional, loving confrontation—getting an issue on the table so it can be addressed. So servant leadership can take many forms. Still another complication is that I may think I am serving God when, in fact, I'm not; I'm deceiving myself. A church leader, for example, may think he is serving the church by standing against a new initiative or against what he perceives as compromise. But perhaps the issue isn't about right or wrong. Perhaps the church leader isn't serving the church at all but his need for control.

The discussion of servant leadership begins with a discussion of power. I must admit that I, as a leader, have power. I must admit that I, as a sinner, can easily deceive myself; I may think I'm serving others when, in fact, I'm serving myself. Finally, I must pray that God will create in me a genuine desire to serve others. I don't think some are naturally better servant leaders than others. All true servant leadership is hard. It is a discipline that begins with obedience and then, with time, becomes a habit and then a reflex.

God help us develop the reflex.

—DAVE GOETZ

- Discuss**
1. What do you think the phrase "did not consider equality something to be grasped" (Phil. 2:6) means? How can that be applied to servant leadership in our church?
 2. How is the subject of leadership perceived in our church? Do some think of it as a form of elitism? What is communicated about leadership from the pulpit?
 3. What is the first step in becoming more servant-focused?



Motivating Leaders to Serve

When the old appeals don't work anymore.

John 21:15–19; 1 John 4:7–12

Pastors and key leaders scratch their heads and wonder, *How will we motivate our congregation?*

In the post-war culture of the 1950s, when social conformity delivered people to the church, leaders could motivate based on challenge, reasonability, and commitment. In our churches today, these motivators are still the most frequently employed, but they no longer work. When someone says to me, “Dr. Callahan, what we need in our church is people with more commitment,” I say, “Good friend, you have just taught me you’re a long-time Christian.” Commitment is the motivation that most people develop later in their Christian pilgrimage.

If there were lots of long-time Christians out there to reach, we would do well to preach commitment. But what’s out there are people who do not know Christ. Their ears do not hear our exhortation to dedication.

Today, with extended family scattered, their longings for community have become desperately and profoundly urgent. They want to hear about belonging and caring. Discovering these, they will become involved and eventually committed. We have had in recent years a focus on program-driven churches, purpose-driven churches, and vision-driven churches. They talk the language of commitment. But when you look behind the scenes, you see those churches work because somebody is delivering the compassion and community. Increasingly, unchurched people will be drawn to churches that care. High-compassion, high-community congregations will thrive in the coming years.

Jesus does not say to Peter, “Will you make the commitment?” His final question is not “Will you rise to the challenge?” Christ says, “Peter, do you love me?”

“Yes, Lord.”

“Then feed my sheep.”

Jesus appeals to compassion and community. So, too, must today’s leader. The phrase “Mary, will you be willing to teach third-grade Sunday school next year?” is an invitation to commitment. Mary may do her duty, take her turn, but she will likely never fall in love with her class. You can say, “Mary, we invite you to fall in love with this group of kids and give them the privilege of falling in love with you.” She is more likely to rise to the opportunity.

—GORDON MACDONALD

Discuss

1. While John makes clear in 1 John that believers must base their relationships on love, doesn’t following Christ require commitment in order to grow spiritually? How does that square with Callahan’s observations?
2. What is the essence of our appeal for leadership and workers? “Be more committed?” Or, “Here’s an opportunity for community and friendship?”
3. How can we restructure our ministries to build in support and community for those who serve? For those who may serve in the future?



How to Find a Mentor

7 questions to select a wise guide.

2 Samuel 12:1-14; Proverbs 10:8

Over the years I have identified seven qualities I look for in a mentor:

- 1. Do they have wisdom from experience?** Scripture says young men are for strength, old men for wisdom. A mentor must understand the principles of life, which I think are the principles of Scripture. A good mentor has lived long enough to see things take effect, and so understands cause and effect.
- 2. Do they feel noncompetitive toward younger people?** I see some fathers who still compete with their sons. They're not able to relax and let the boy grow up and go past them. You need a mentor who is able to relax and say, "This person is a race horse, and I'm just the trainer now." Mentoring is vicarious accomplishment.
- 3. Can they spot talent?** Part of the ability to mentor is the ability to judge talent. A real mentor is looking for champions or superior performance. In my first meeting with someone, I look for "an unscratchable itch" for excellence. If I see that, I know the person will persevere beyond the plateau of comfort. Good mentors can assess your current skills and take a good guess at your potential.
- 4. Is there chemistry between us?** I want to be around a potential mentor to check our chemistry, because I never want a doctor who isn't my friend. I want a mentor to be able to hear me, and I want to be able to hear him. One way I check chemistry is to stop and say, "Please repeat to me what I just said." Sometimes you hear the strangest things. If a person isn't listening well, there probably won't be a profitable chemistry.
- 5. Will they take the responsibility seriously?** I don't want to spend my time with anybody who won't take the occasion seriously. I don't mean without humor, but as something important. Does it have meaning to them? Most of the time, solving a problem takes more time than we think. Is the person willing to put that time into it? To think about it between visits?
- 6. Are they willing and able to confront?** I need to be close enough to somebody to say, "If I read the situation right, you are going toward trouble." On the other hand, you want a mentor who will pause before the confrontation, to consider: *Am I fairly convinced I'm right? How much can I say to correct without immobilizing the person?*
- 7. Do they ask good questions?** Maxie Jarman, former chairman of Genesco, used to say, "A board member's chief function is the questions he or she asks." Management is supposed to know the answer, but the director is supposed to know the question. The job of a mentor is to open a window, the right window, and then point to the best path.

—FRED SMITH

Discuss

1. How do mentoring relationships begin?
2. How does our church help connect older and wiser leaders with younger ones?
3. In 2 Samuel 12, Nathan confronts King David about his sin. How does confrontation figure into a mentoring relationship at church? What type of issues may need a loving confrontation?



Deepening the Conversation

How leaders can build deeper relationships with each other.

1 Corinthians 9:1–2; 2 Corinthians 3:2–6

Purpose. To deepen relationships among board or team members in order to develop trust and openness.

Format. You can expand this activity to fill an entire evening or session at a weekend retreat, or customize it for your regularly scheduled board meetings.

Begin with dinner. With our board of elders, at each monthly meeting, we eat together first. This can be as simple or as elaborate as you wish.

Teaching & Prayer. We spend about 45 minutes teaching a principle or idea from Scripture and then pray together.

Faith Story. Then we ask one elder to share his or her faith story. We ask those who talk to:

- ◆ Frame the events of his or her life in terms of what God has been doing,
- ◆ Keep within the allotted 20 minutes,
- ◆ Use stories to illustrate points, and
- ◆ Come prepared

Agenda. Only after the above, do we jump into our evening agenda. Our meetings now run more efficiently, because vulnerability helps create a climate of trust among our members. It also is a regular reminder of the bottom line of church leadership—changing lives for Christ.

—RANDY WORKING



Leadership Greenhouse

A healthy environment to grow new leaders.

2 Timothy 1:13–14; 2 Timothy 2:2

What makes a leadership environment in a local church healthy? This activity identifies three elements for “environmental management” of your church or ministry:

Materials. Conduct this activity in groups of three or four, or as a whole group. Use an overhead projector or large sheets of paper taped on the walls, and display the answers to the following questions:

Element 1: Seeking and surfacing leaders.

1. What characteristics make an effective leader in our church? List any or all of the following characteristics that you feel apply:

- ◆ Skill sets
- ◆ Spiritual gift mix
- ◆ Character qualities
- ◆ Personality style
- ◆ Spiritual disciplines
- ◆ Experiences
- ◆ Other

2. What characteristics are needed for specific types of ministry? What distinctive characteristics do our leadership challenges require?

- ◆ In our youth pastor and other staff
- ◆ In our elders or senior leaders
- ◆ In our Sunday school leaders
- ◆ Other leaders

Element 2: Strategy for leadership development.

- ◆ How have we helped our current leaders emerge? How did we hinder them?
- ◆ What system do we use to determine whether a person has the above leadership characteristics? Do we need to change our approach? Who is responsible for making this happen regularly?
- ◆ Where do leaders gather for an “iron sharpens iron” experience?
- ◆ What areas do I need to grow in?
- ◆ What leadership resources do we make available?

Element 3: Leader sponsorship.

- ◆ Do we have any settings in which potential leaders interact with existing leaders?
- ◆ Who are key leaders presently in our church who can be enlisted to share what they have learned with others?
- ◆ What’s the next step to enhance our leadership environment?

—WAYNE SCHMIDT



Further Exploration

7 tools to help create a healthy environment for leaders.

1. Developing the Leaders Around You (*Thomas Nelson*) by *John C. Maxwell*.

Ideal for training leaders to reproduce new leaders.

2. Leadership Journal (*Fall 1996*) *Developing Leaders*

This publication, a practical journal for church leaders, devoted a theme to “Developing Leaders.” Read these issues online for free: www.leadershipjournal.net, click on “Archives,” scroll down and click on the issue. You’ll find a list of articles related to identifying, recruiting, and developing biblical and effective leaders.

3. Leadership That Works (*Bethany*) by *Leith Anderson*.

From a veteran pastor, this offers a realistic but hopeful perspective on practical church leadership.

4. Leading the Team-Based Church (*Jossey-Bass*) by *George Cladis*.

Gives the philosophical, cultural, and biblical reasons for creating a team environment in your church. Read especially chapter 2: “Building on a Receptive Cultural Environment” and chapter 5: “The Culture-Creating Team.”

5. Rethinking the Church (*Baker*) by *James Emery White*.

See especially chapter 3: “Rethinking Discipleship” and chapter 4: “Rethinking Ministry.”

6. Spiritual Leadership (*Moody*) by *J. Oswald Sanders*.

Perfect for a deeper discussion about the biblical model of leadership. See especially chapter 19: “Replacing Leaders.”

7. Transforming Leadership (*InterVarsity*) by *Leighton Ford*.

See especially chapter 2: “Jesus and Leadership” and chapter 8: “The Leader As Servant.”



Sample Retreat Schedule

How to use BUILDING CHURCH LEADERS at a weekend retreat.

BUILDING CHURCH LEADERS expands easily into a retreat format. Here is a sample retreat schedule for the “Leadership Environment” theme. The purpose of this retreat is to challenge leaders to servanthood and to help them think through your church’s philosophy of leadership development.

Friday Evening

- ◆ 8–8:45 P.M. Opening Devotional: Begin the weekend with “Countercultural Leadership,” a devotional on page 9 that trumpets the value of servanthood, Jesus’ model of leadership. Photocopy and pass out the devotional or use it as your notes for the opening talk.
- ◆ 9–9:45 P.M. Break-Out Session: Conduct the activity “Leadership Greenhouse,” which is on page 15. As you close for the evening, pray that God would use the weekend to help identify concrete ways to surface new leaders and to develop current leaders in key areas.

Saturday Morning

- ◆ 9–10:15 A.M. Begin the morning session with “Jesus’ Strategic Plan,” the interview on pages 3-4. This interview lays out the philosophical foundation for leadership development. Make sure your group discusses at length the questions at the end of the interview. Evaluate your church leadership philosophy in light of that explained in the interview.
- ◆ 10:15–10:30 A.M. Break.
- ◆ 10:30–NOON. Pass out the how-to article, “Motivating Leaders to Serve,” which is on page 12, and then break into twos. Have each team read and discuss the ideas in the how-to article. In addition, ask each team to evaluate the departments in the church that each is most familiar with—the youth ministry department, the Christian education department—in light of the interview.
- ◆ NOON—Lunch.

Saturday Afternoon

- ◆ 1–2:30 P.M. Close the retreat with the devotional, “From Obedience to Reflex,” on page 11. Allow time for the group to discuss candidly the tensions and challenges of servant leadership. Make sure the discussion does not skip the hard issues: How does a servant leader handle conflict? How does a team of servant leaders give direction to a church that needs to be more outreach-focused? Apply the devotional to your specific situation.

You can create similar retreat plans for any of the other BUILDING CHURCH LEADERS themes. Simply determine what you want to accomplish and select the handouts that support your objectives.