

Three Categories of Servant-Leaders Every Church Needs

To be identified and appointed to service for the glory of God

“Directional” Leaders Thinking: Where are we going as a church? David & Paul	“Organizational” Leaders Thinking: How will we organize & deploy people & resources for ministry? Solomon & “the seven” I Kings 10:5; II Chronicles 9:4	“Pastoral” Leaders Thinking: How will we Reach, Teach, Correct and Care for people? Ministry is about People Barnabas & Timothy
Leading the whole	Organizing the whole	Reaching, Teaching, Caring & Correcting among the whole
Assessing and adapting to environmental changes	Adjusting ministries to the demands of complexity	Gathers grass-roots and constructive feed back
Setting direction/vision that others will follow	Detailed planning of programs & budgeting	Putting the ministry plan into action with people
Initiate the vision	Initiate a plan	Initiate the work
Aligning key people & groups	Organizing and staffing	Helping people adapt to change
Motivates people to move towards common goals	Maintaining order creating functional systems	Helping people participate according to gifts etc.
Insist that the main things continue to be the main things	Make the main things do-able	Join the big ideals to where real people live and serve
Approaches multiplication from a broad and somewhat detached big picture perspective	Approaches multiplication from a comprehensive planning perspective	Approaches multiplication from a close up people perspective
Doing right things	Doing things right	Doing right things in a Godly manner
Who fits here – primarily?	Who fits here – primarily?	Who fits here – primarily?
Expected Spiritual Gifts	Expected Spiritual Gifts	Expected Spiritual Gifts
Combined with others	Combined with others	Combined with others
Leadership Faith Knowledge Wisdom Apostle	Leadership Faith Knowledge Wisdom Administration Helping/Serving	Leadership, Faith Knowledge, Wisdom Evangelist, Teacher Shepherd/Pastor Prophecy, Mercy Encouragement/Exhortation Helping/Serving

Typical Weaknesses of Each Category of Leader		
<p>Runs ahead of others</p> <p>Talks big but never actually mobilizes others to achieve things</p> <p>Holds up high ideals in way that makes others feel judged or inadequate</p> <p>Appears not to respect what is already there in the church</p> <p>Loses patience with others and goes off and does things on their own</p> <p>So full of ideas that they struggle to focus on a single priority</p> <p>May be overly optimistic and over-estimate their relational connectedness</p>	<p>Can be paralyzed in inactivity until everything is perfectly organized</p> <p>Aversion to chaos leads to over-structuring, over-controlling</p> <p>Quick to declare new things too risky or even impossible</p> <p>Can appear joyless, unable to celebrate</p> <p>May not be as inspiring or relationally connected as they think</p>	<p>Overly-attached to people's comfort and maintaining what has been created to date</p> <p>So in-the-moment present with people they are unable to see new possibilities</p> <p>Inadvertently settles for far less than what people are capable of</p> <p>Leans towards small manageable steps</p> <p>May over-estimate their directional and organizational capacity</p>

Tell-Tale Signs This Leader is Absent or Not Being Empowered

<p>Sense of comfort and care in the fellowship, but a lack of vision and direction</p> <p>Church is bursting at the seams, but no one can agree on what to do next</p> <p>Big ideas always seem to get bumped down on the agenda</p>	<p>Absence of functional structures: great ideas are discussed but never implemented or completed</p> <p>Lack of effective communication in the fellowship</p> <p>Sharp unresolved tension between the visionaries and the care-givers</p>	<p>Things appear to be running smoothly and moving forward, but people are feeling uncared for and are shrinking back from commitment or even leaving</p> <p>Great plans and structures are in place, but people are unwilling to sacrificially own them or be a part of them</p>
--	--	---

I Cultivating a Diverse Team

Additional Working Documents

1. Functioning as a Diverse Team
2. Effective Team Ministry Planning

A Think about it:

- 1 Church leadership groups often choose “their own kind” when adding new members which leads to imbalance and a weakening of overall leadership
- 2 Acknowledge the need for these diverse categories of leaders
- 3 Organize the whole leadership structure around these leadership priorities
- 4 Leaders should spend at least 2/3 of their time doing what they are gifted to do

B Populating the Team

1 For an established leadership group

- a Each person assess
 - i Themselves; what category do I fit into? Mostly?
 - ii Each other; what category do each of the others fit into? Mostly?
- b As a group; do we have the diversity in our leadership group that we need? See Section C

2 For a group that is starting “from scratch”

- a Assess capacity, who do we have in our whole church that fits into these three categories? This helps us evaluate the gifted people God has given
 - i Men or women
 - ii Paid or volunteer
 - iii Young or old
 - iv New or mature in the faith
- b Who do we have that should be members of our primary leadership team?
- c Consider the diversity that would be optimal. See next section

C Essential Diversity. Identify people for primary leadership portfolios in each column. Each one will recruit others to assist them in fulfilling their mandate

1 Directional leader

- a Knows what the mission is, others know that he knows; he persistently pursues it and will not let go or be distracted (the overall mission of Christ is to make disciples of non-believers that come to be complete in Christ)
- b Has a clear vision/picture of “what our church(s) should look like” as we fulfil our mission
- c Is able to inspire the leadership team and the congregation to grasp and commit themselves to fulfilling the mission of the church so there is clear direction

2 Organizational leader/active board chair

- a Understands the mission and helps the directional leader succeed
- b Is able to see how the inspirational mission and vision could be put into practice
- c Is committed to deploying the church’s resources (assets and people) to the maximum

3 Evangelist

- a Communicates the good news to those outside of Christ
- b Does it with freedom and effectiveness
- c Attracts others to do the same

4 Shepherd

- a Cares for the flock/the people; comforting, feeding, protecting and healing
- b Is hospitable, connects with new comers, provides for the needy

5 Teacher

- a Teaches the whole counsel/revelation of God
- b So that people are built up, mature and fruitful
- c Prepares them for ministry deployment

6 Prophet

- a Speaks for God, understands his character
- b What does he require of us as his people at any particular place and time? How should we live?

7 Appoint one of each of the above to serve on the church leadership team.

Together these are the primary leaders of the church. Some churches, especially smaller churches may temporarily combine more than one role

- a All of them are servants, all are needed and none may entertain the luxury of the dangerous temptation which says, “which of us is the greatest”?
 - i The Directional leader leads in matters relating to overall direction, mission, vision, values and strategy
 - ii The Organizational leader leads in matters related to overall structure, management, sharing of material and people resources
 - iii Each one of them leads when their items are “on the table” and in their sphere of ministry, recruiting those who can best assist them in accomplishing their ministries.
- b Each member should be fully conscious of what kind of leader they are and what kind of leaders their colleagues are. We will see almost everything from a different perspective. It may help to have each member wear a “gift tag” while in meetings so that all are aware of their God given diversity



D Other considerations

- 1 All members should spend 75% of their time, doing what they are gifted to do. The remainder of their time, may be spent in collaborative prayer and planning their gatherings and ministry initiatives based on what is needed to advance and accomplish their collective mission at any given time
- 2 They are subject to one another, accountable to God and to His people
- 3 If structures are in place that do not reflect these realities they should be rebuilt along these lines
- 4 Cultivate these leadership roles with the congregation, from top to bottom or...from bottom to top

II Functioning as a Diverse Team

A Terms of office

- 1 How are primary leaders appointed in our church?
 - a Pastors (financially supported or part-time or full time volunteer pastors)
 - b Leadership Team Members (elders)
 - c Leaders of Primary Ministries (deacons)
- 2 How long will they be in their positions?
- 3 What are their terms of accountability? How may they be removed? (Really!)

[A Church Governance Template](#) (a complete set of sample documents, is available on VMC website)

B Understanding compromise

1 When is it good?

- a When it is an expression of humility and grace
- b When it expresses trust in God and in my brothers or sisters
- c When it enables unity to flow though my preferred outcome was lost
- d When it allows decisions to be made even though I didn't get what "God and I wanted"
- e When I feel torn but not cheated or victimized

2 When is it not good?

- a When the good of others is sacrificed for the sake of our "success"
- b When decisions are emotionally motivated; guilt, fear, anger, depression
- c When what is straightforward or honest truth-telling is "shaded"
- d When our core beliefs or commitments are sacrificed

3 Supporting decisions we don't prefer

- a Get used to it. It's a common experience for non-hermits!
- b You are entitled to your own opinions but to not create division or rebellion
- c For the sake of a high calling and the unity of the body of Christ we will support decisions that are different from what we preferred
- d If you feel your values are compromised too much; leave....before things become ugly

C Understanding size

1 Popularly Perceived Growth Barriers

- a From more than one - to forty-nine
- b Two hundred – or more accurately, between 50 and 350
- c Four hundred – or more accurately, between 350 and 600
- d Eight hundred – or more accurately, between 600 and 1200
 - i See *How to Break Growth Barriers* by Carl George – chapter nine
 - ii George makes specific recommendations about overcoming growth barriers for each size of congregation, some of which relate to leadership and governance issues.

2 The nature of governance changes with size

- a The smaller the church, the more people involved in decision making. The larger the church the greater the need for representative leadership.
- b Moving from one stage of governance to another because of size is often painful
- c As the church becomes larger and more complex, leadership roles become increasingly complex and demanding. Leaders who served well in a church of two hundred may not serve well in a church of four or six or eight hundred.

3 The role of the Leadership Team/Elders changes with size

- a In a small church, Leadership Team/Elders members wear more hats; they are the primary doers of everything. They also supervise others who serve.
- b As the church grows, Leadership Team/Elders members delegate more, to other volunteers, to staff etc.
- c As it continues to grow Leadership Team/Elders members become responsible for supervising others in a manner that requires new skills
- d If it continues to grow larger (by whatever means), Leadership Team/Elders members will have to limit themselves to an increasingly specialized role, a very challenging process!

D Understanding process

1 The role of the Leadership Team/Elders as it relates to decision making – from Robert C. Andringa Good (author of Governance for Nonprofits: Developing Principles and Policies for an Effective Board)

- a As circumstances change, the Leadership Team/Elders/Board may have to adopt a different role for itself, a process that most boards find difficult.
- b Leadership Team/Elders must be spiritually mature, exemplary people, committed to prayer, vision, direction and the well being of the congregation.

2 But what kind of Leadership Team/Elders will we be? It may depend on size, gift and talent pool, availability, tradition or on historical development of the church.

- a Hands On, highly participatory Leadership Team/Elders
 - i They establish the theology, values, mission, vision, strategy of the church
 - ii They approve the major goals and desired results
 - iii They establish and maintain policies on all aspects of governance
 - iv They do a lot of the work themselves although they may have part-time staff
- b Delegation Oriented Leadership Team/Elders
 - i They establish the theology, values, mission and vision of the church
 - ii They work out the strategy with their pastor who implements their decisions
 - iii The pastor advances the work of the Leadership Team so that they can be efficient in their meetings because the pastor does a lot of the homework
 - iv Other staff or key volunteers are accountable to the Pastor
- c Policy/Governance Board of Elders (best for larger multi staff churches – 6-800 or more)
 - i They establish the theology, values and mission of the church
 - ii Board of Elders makes the broad philosophical decisions
 - iii They ensure financial solvency and integrity, requiring periodic external audits as needed
 - iv Implementation of ministry strategy is delegated to a Lead Pastor
 - v Staff report to and are accountable to the Lead Pastor
 - The board encourages/nurtures staff
 - vi The board evaluates and improves itself as a governing group.

3 Three hats board members wear

- a Governance hat – the only one that carries authority – adapted from Robert C. Andringa
 - i Worn only when in a properly called meeting with a quorum
 - ii Decisions made only as part of the group wearing this hat
 - iii Never worn when working alone
 - iv Senior staff: accountable only to decisions made by the full board
- b Volunteer hat – carries no inherent authority
 - i Goes on when leaving a board or committee meeting
 - ii Worn when advising staff
 - iii Worn when helping staff or others
- c Project hat – carries limited authority
 - i Worn when delegated to do a particular project or ministry by the board
 - ii Hat is removed when the task is done

4 Planning for Positive Meetings

a The Chair of the Leadership Team/Elder Team

- i The group should appoint the person to this role who they believe is most qualified to fulfill the function. Do not take turns or rotate the chairmanship. It is preferable for someone other than the lead or senior pastor to be the chairman.
- ii The appointment should be for one year, reviewed annually by the elders' group and may be renewable.
- iii Calls the meeting to order and asks for approval of the minutes of the last meeting
 - Establishes any additions to be added to the agenda with the Leadership Team/Elders
 - Presents agenda items and invites suitable contributions from all members of the Leadership Team/Elders
- iv Helps them stay focused on the agenda item being discussed. (Avoid unnecessary rabbit trails and spontaneous new agenda items)
- v At the right time he must call for a decision which may be unanimous, by consensus or by an agreed upon process
 - When there is a lack of unity regarding any item he helps the Leadership Team/Elders decide its next course of action regarding that item.
- vi Proposes adjournment of the meeting and reminds everyone of the next meeting date

b Agendas

- i Should be produced by the lead pastor or the chairman or done together. Each agenda item should clearly propose an action or ask a question the group has the capacity to answer. Board members must have adequate information to make the required decisions prior to the meeting.
- ii Any member may suggest additional items (the group should decide on whether to add the item to the current meeting's agenda or to a future agenda)
- iii Staff members or members of the congregation may also submit items to any board member for consideration on the agenda. The board will decide whether to add it or not and how to communicate the response.
- iv Consider this format:
 - Reports
 - Numerous short issues
 - Prayer
 - One or two more challenging issues

c Minutes

- i The group must annually appoint someone to take the official minutes of the team
- ii Include; date of meeting, a record of those present, record of decisions made, who is responsible to carry it forward and when it is to be completed – along with enough detail so that the resulting decisions are clearly understood
- iii Each board member must receive a copy of the minutes and they must be approved at the subsequent meeting of the board.
- iv The minutes must include all items being carried forward

d Policy Manual

- i Policies of **the Leadership Team/ Elders/Board** must be properly gathered, maintained and they must be accessible
- ii It is the duty of the chairman (or other acknowledged person) to make sure that the policies of the board are practiced.
- iii New board members must be oriented to those policies before joining the board
- iv Employment procedures and agreements must be established and maintained

e Frequency and length of meetings

- i As frequently and as long as it takes to get the work done – meetings should not be longer than two hours or three hours at most. (the quality of the discussion does not necessarily sustain its value over increased time)
- ii Many leadership teams meet twice per month
- iii Larger congregations that delegate more substantively might meet less frequently

5 Making decisions

- a Unanimous decision making: when everyone wholeheartedly endorses a plan
- b Decision by consensus: when the majority opinion is obvious and those who are less enthusiastic do not have serious reservations
- c Decisions by a pre-determined process that respects majority, takes time to wait and allows dissenting members to say no but will proceed with everyone else (handout)
 - i Delays may be helpful in maintaining harmony as long as they are agreed upon delays
 - ii Complex or controversial decisions must be agreed on in writing and communicated as written
 - iii Promotes healthy debate and helps avoid the pitfalls of “group think”
- d Understanding fear
 - i Fear, Caution and Faith
 - ii Trusting others
 - iii Realistic assessment of the risks inherent in making important decisions
 - iv Destructive manifestations of fear; avoidance and dominance

III Effective Team Ministry Planning (see chart on page 12)

A Leadership Team (elders)

1 Establish Essentials

- a Theology (Infrequent change)
 - i Write for your audience
 - ii More inclusive than exclusive
 - iii But not so inclusive that its meaningless
- b Values (Infrequent change)
 - i Ministry essentials that matter a lot to us
 - Examples: We are a planting church, a training church, a discipling church, a missional church, we value inside out transformation vs. conforming to standards, about quality not quantity, practice weekly communion, etc.
 - ii Ministry preferences that are not from the Bible – but they resolve some issues
 - Examples: We are relevant/contemporary, a church that values excellence, we are conservative in taste, we involve as many people as possible in public etc.
- c Mission (Infrequent change)
 - i The main Biblical purposes – see chart on the following page
 - ii Keep the main things the main thing
- d Vision (may change from year to year)
 - i Inspiring, Quantifiable Picture of what we want to become
 - ii Bible characters who had visions saw: a potter, four horses, a plumb line, someone saying come and help us
 - iii There were vivid concrete pictures that captivated sight, minds and hearts of those who saw them
 - iv Easily communicated, inspiring
- e Strategy (Will change as circumstances or the leading of the Spirit require)
 - i What needs to be done?
 - ii Who will do it?
 - iii How will it be done?
 - iv What resources are needed?
 - v Where will we find them?
 - vi When should this be done?

2 Delegate second tier of leaders (deacons, individuals who serve, not a second board)

- a Community Mission
- b Glocal Activities
- c Main Gathering
- d Training and Equipping
- e Support Systems
- f Other

3 Principles of Delegation

- a To empower another, is to believe with and for another person that they will be able to do a task or duty successfully, even if they have doubts or have not done it before. It means giving them the freedom, direction and support needed to accomplish it – and then letting go, not hovering over them.
 - i Can we do this for everyone?
 - Directly or indirectly, this should be our objective
 - We delegate to some who delegate to others who delegate to still others
 - Delegate to individuals, not groups – can we chart our lines of accountability?
 - Don't have more than five people reporting to you directly if you are in full time ministry. If you are a volunteer, the number should be lower.
 - ii Every believer in our fellowship should have the opportunity to minister fruitfully among us

b Levels of delegation

- i Level One: Initial one time requests for highly specific tasks.
 - See how they do, provide encouraging and constructive feedback.
 - Repeat as is suitable.
 - For some people these individual tasks are their best form of participation
- ii Level Two: Ongoing responsibility, but always for a period of time with a definite conclusion.
 - Indicate to whom they are responsible
 - Make sure that the person to whom they are accountable provides encouraging and constructive feedback.
- iii Level Three: Leadership roles
 - Be clear about what the expectations for this role are
 - How long? All/most appointments should have a concluding time.
 - Accountable to whom?
 - Make sure that these people get encouraging and constructive feed-back
- c If we don't empower people well, we squander the people resources God has given

4 Help Them Maintain Reasonable Harmony and Alignment

a Alignment isn't natural. OK. So how.....?

- i It is very easy for different ministries in the church to take on a life of their own so that leaders of those ministries forget that all the ministries should be working together to accomplish a large and clear objective
- ii What is the large and clear objective? Can we draw a picture of how our ministries are contributing toward it?
- iii The primary leaders must make suitable progress reports on that objective
- iv Show the leaders of ministries how they are contributing to that over-arching large objective
 - Bring them together from time to time to talk about the progress we are making or not making
 - Celebrate and pray together
- v Ensure that the needed resources are available

b Harmony isn't natural. How can we help our brothers and sisters learn?

- i Celebrate what is going well
- ii Acknowledge what is not going so well
- iii Communicate, problem solve and address conflicts before they contaminate
- iv Practice grace and patience
- v Confront sin kindly and firmly

B Congregational Leadership

- 1 Communicate Vision
 - a Done by the directional leader
 - b Supported by organizational and pastoral leaders
- 2 Communication Channels
 - a Done by the organizational and pastoral leaders
- 3 Report regularly, positively and honestly
- 4 Issues that require congregational engagement or approval
 - a Major capital expenditures or borrowing
 - b Annual budget
 - c Primary leaders
 - d Major shifts in ministry direction
- 5 Do what you said you would do, lead by example

