

Leader Development In the Local Church

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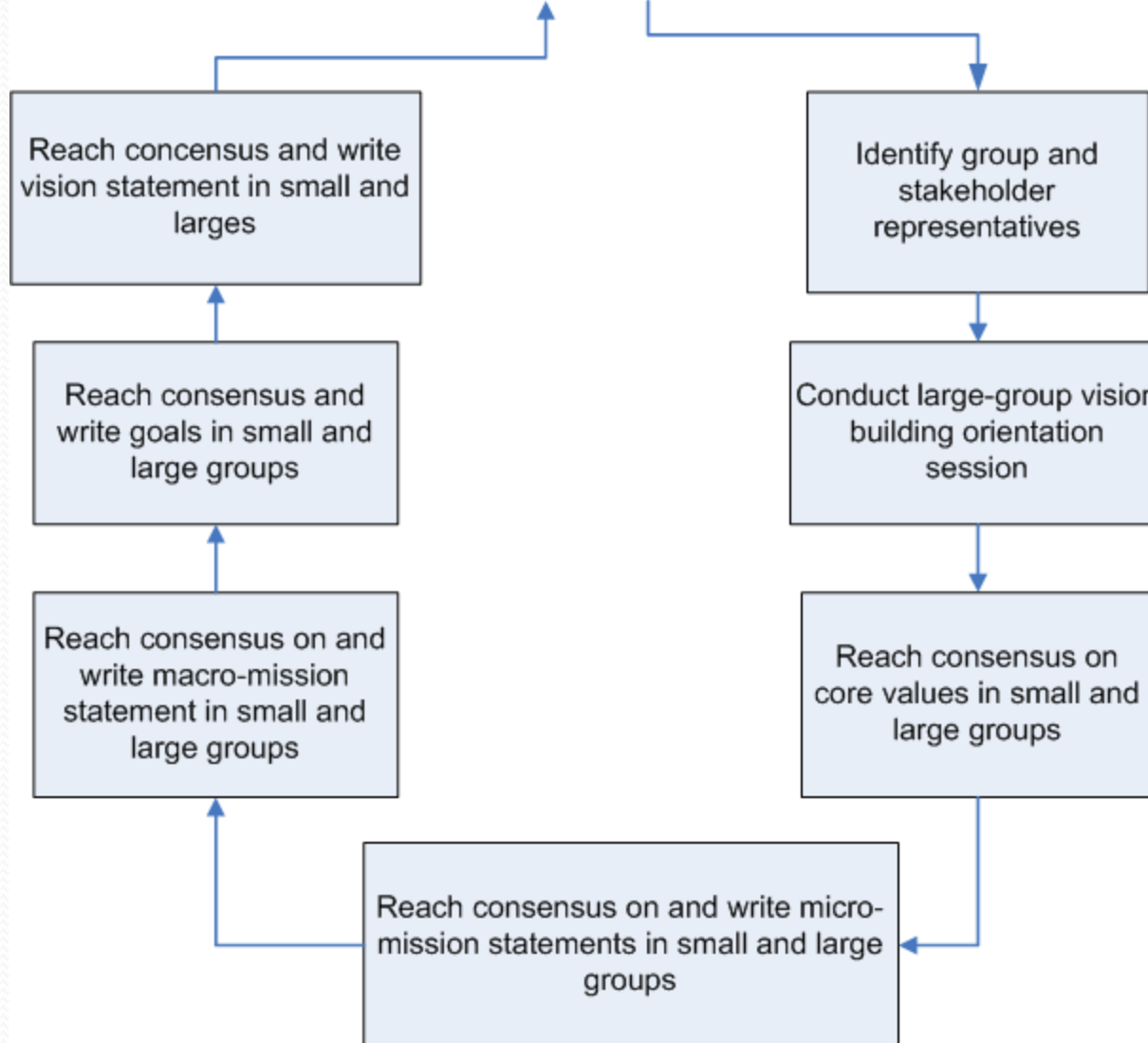
Introductory Observations

- No off the shelf model for leader development
 - Must be integrated into the church culture (Everything man has created) i.e. iPads, iPhones, government, theology, education, schools, internet. *“Christ and Culture” by H. Richard Niebuhr*
- Leader development cannot stand alone but must support the mission, vision , goals of the church. Must be clear what the leader is being developed to do in line with the strategic plan.

TQM

Vision Building Process

Vision



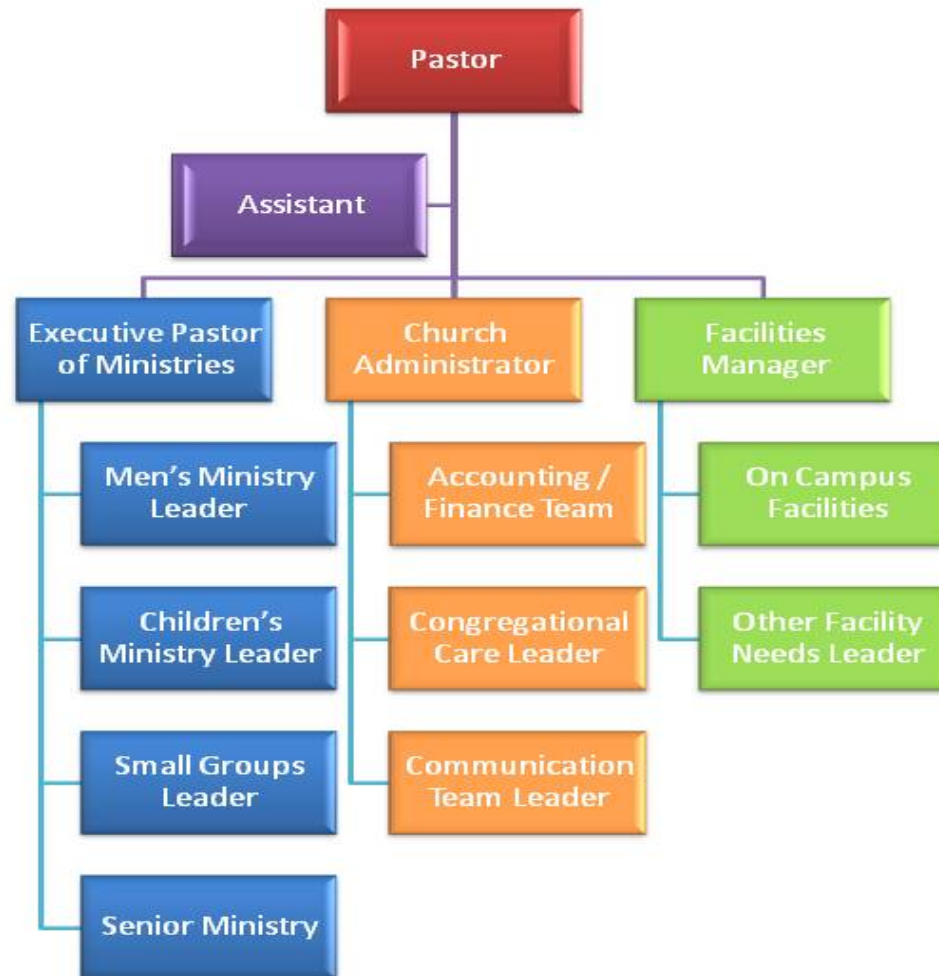
Church Structures:

Functional




Church Structures:

Crossfunctional



Structure Characteristics

- These structures are used to advance church programs
- These structures are familiar to church members
- These structures allow growth by addition but not multiplication
- These structures prohibit leader development for the majority of people. Leadership confined to traditional ministry functions.
- These structures do not raise the expectation that everyone is expected to be a leader.




Each leadership model used by the church has been adopted, in part, because of its practical function within a specific cultural and philosophical framework. For example, the NT church borrowed from Jewish synagogues and extended households the familiar eldership structure.

The contemporary preference in North America for a congregationalist model may be more a reflection of the assumptions of western democracy and individualism than an intentional attempt to model the practice of the early church.

While certain leadership principles are evident, the NT does not prescribe a precise model of leadership, but rather reflects how the church adapted, and continues to adapt, its organizational structures to meet changing needs.

Church Structure Challenges

- Cannot accommodate a large harvest of souls.
- Cannot maintain care of people and contact with them as the church grows large.
- Does not encourage making disciples and multiplication

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- The world has changed but we have not adapted
 - Greatly increased urbanization.
 - Round-the-clock-work schedules.
 - More singles and single-parent homes.
 - More women working outside the home.
 - Profusion of entertainment and activities.
 - Christians used to “going to church” sinners are not

Jesus Leadership Approach

- MATTHEW 28:18-20 NKJ
18 Then Jesus came and spoke to them, saying, "All authority has been given to Me in heaven and on earth.
19 **"Go** therefore and **make disciples** of all the **nations, baptizing** them in the name of the Father and of the Son and of the Holy Spirit,
20 **"teaching them to observe all things that I have commanded you;** and lo, I am with you always, even to the end of the age." Amen.

Jesus Approach continued

- MARK 3:14 NKJ

14 Then He appointed twelve, **that they might be with Him** and that He might send them out to preach,

- MARK 9:30-31 NKJ

30 Then they departed from there and passed through Galilee, and **He did not want anyone to know it.**

31 **For He taught His disciples** and said to them, "The Son of Man is being delivered into the hands of men, and they will kill Him. And after He is killed, He will rise the third day."

- MATTHEW 4:19 NKJ
19 And He said to them, "Follow Me, and I will make you fishers of men."
- 2 TIMOTHY 2:2 NKJ
2 And the things that you have heard from me among many witnesses, commit these to faithful men who will be able to teach others also.
- Paul followed Jesus' pattern: training disciples, and commissioning them to train others.

- How much of your church structure and church activities are scriptural and how much are only tradition?
- LUKE 5:38 NKJ "New wine must be put into new wineskins, and both are preserved.
- Jesus commanded us to spread His message to the entire world. His method is to multiply disciples -- not just make converts. So, our church structure must encourage, and accommodate, continuing multiplication of disciples.
- We must not limit ourselves to the walls of a church building and our traditions. We must be flexible and embrace Holy Spirit directed change.

The Church Basic Functions

**1) Evangelism, Outreach,
Missions ...**

**Matthew 28:19; 2 Corinthians 5:20;
Mark 16:15**

**2) Fellowship, Encouraging,
Accountability ...**

Hebrews 3:13, 10:24-25; 2 Timothy 4:2

3) Praise, Prayer, Worship ...

Ephesians 5:19-20, 6:18; Psalms 33:1

**4) Equipping, Teaching, Bible
Study ...**

**Matthew 28:20; 2 Timothy 3:14-17; John
14:26**

Church Functions

Church Function Priority	
Recommended Priority	Current Priority
Evangelism, Outreach, Missions	Praise, Prayer, Worship
Fellowship, Encouragement, Accountability	Fellowship, Encouragement, Accountability
Praise, Prayer, Worship	Equipping, Teaching, Bible Study
Equipping, Teaching, Bible Study	Evangelism, Outreach, Missions

Common characteristics of successful small group churches

1. Dependence on Jethro System
2. Cell Ministry viewed as the backbone of the church
3. Cell attendance expected of everyone in the church
4. Cells in homes; training in church
5. Sacraments administered in the celebration service
6. Cell lessons based on pastor's message
7. Offering taken in cell meeting
8. Follow-up through cell ministry

The Jethro structure:

Exodus 18:21

**ZONE PASTORS
&
ASSISTANTS**
(To serve
5 Directors)
1000's

**DIRECTORS &
ASSISTANTS**
(To serve
5 Coaches)
100's

**COACHES
&
ASSISTANTS**
(To serve
5 Cell Leaders) 50's

**CELL LEADERS
&
ASSISTANTS**
(To serve
3-15 Members)
10's
P=Pastor

The father's role compared to others

	FATHER	TEACHER	COACH	BOSS
Duration	Lifelong	School years	Athletic years	Time on job
Acquires	Sires	Assigned	Selects	Hires
Responsibility	Gives life	Gives lessons	Gives training	Gives a job
Committed to	Well-being	The subject	The game	The work
Provides	Home	Classroom	Playing field	Workplace
Life Benefit	Inheritance	Education	Sense of Team	Paycheck
Permanent Results	Heritage	Diploma	Trophy	Retirement

:How Jesus Developed People

- **Jesus Called People Out of the Crowd -**
 - Focus to convert crowd into disciples
 - Response to follow Jesus was a call to come out of crowd and become a disciple
 - Cell church focus on training masses to become cell leaders
 - Focus is not on Sunday attendance but number of groups started.

:How Jesus Developed People

- **Jesus Demonstrated Vital Truths**

- Jesus modeled the behaviors he wanted **Luke 11: 1-4**
 - Give the disciples experiences and allow them to make personal observations **Matt 19:20-26 (Rich Ruler)**
 - Use experiences and observations as a starting point to teach a lesson. **Matt. 17:14-20 (Disciples couldn't heal)**
 - Theory without practical experience will have little lasting value **Mark 6:30-44) Reported what they did and taught & fed 5,000.**
 - People learn best by doing but must be personally supervised **Luke 10:17-20 (Seventy return-provides perspective)**
 - Need a clear well defined training track with practical demonstration and supervision

How Jesus Developed People

- **Jesus Concentrated on Future Leaders**
 - Christ outreach to the world is through people not programs
 - Christ practiced the principle of concentration: group size coincides with the possibility for instruction
 - Christ focused on the few who would eventually lead the multitude. **John 6:16, John 12:19**
 - Christ method is to observe his example: no formal school, no outlined course of study, no seminary, no periodic membership classes. Draw men close for he was his own school and curriculum

How Jesus Developed People

- Jesus Demanded Obedience
 - Willing to follow when they didn't understand **Matt. 16:22, Matt. 9:33-37**
 - Willing to forsake all and follow: teachable attitude and willing to learn **Luke 5:11**
 - Additional knowledge given when present knowledge is understood

How Jesus Developed People

- **Jesus Expected Disciples to Reproduce:** produce in their own disciples the same principles he produced in them. Matt. 28:19-20





Leader Development Models

1. **Intellectual Construct-based: Curriculum is based on a set of concepts**
 - A. **What leaders need to know (knowledge and ideas)**
 - Strategic thinking and planning
 - Target setting
 - Performance measurement and control
 - Organizing the work of others
 - Systems thinking
 - Change management
 - Emotional intelligence (self mastery and relationship skills)

Leadership Development Models-Continued

B. What skills leaders need to practice (behaviors)

Decision making and problem solving

Negotiation

Motivating others

Presentation techniques

Time management

Cross-cultural sensitivity and communication

Effective meeting leadership

Leadership Development Models-Continued

C. Leadership influences

Managers vs. leaders

Transactional vs. transformational leaders

Situational/contingency

Personality psychology topologies

Company/church-specific norms

Implementation:

1. Master a body of knowledge/acquire common skills
2. Assess future leaders against a standard
3. Develop a curriculum/development plan to close gaps

Leadership Development Models-Continued

2. *Learning-lab-based:* *Simulations of ministry/vocational leadership situations in a controlled setting*

Allow for experimentation with new behaviors

Put participants in touch with personal passions and power

Feedback-rich opportunities for awareness and reflection

Team-oriented

Leadership Development Models-Continued

3. *Ministry issue-based*

Identify broad issues of general concern to leaders

Construct programs to deliver a specific benefit

- Leading corporate renewal
 - Mobilizing people
 - Managing the innovation process: from idea and technology to market

Provide updates on latest-thinking

Leadership Development Models-Continued

4. Strategy-based

Curriculum content is mirror image of strategic plan

Very company-specific

Curriculum development is integrated into strategic

Planning

Leadership Development Models-Continued

5. *Career stage-based*

Some leadership skills are stage-specific

Movement from stage-to-stage requires acquisition of some new skills and unlearning of some old ones

Two models of career stages:

Individual roles

- Stage 1: Apprentice: dependent learner
- Stage 2: Individual contributor: independent specialist
- Stage 3: Manager (or Senior Professional): assumes responsibility for others and expands breadth of skills
- Stage 4: Director (or Guru/Recognized Thought Leader) exercises power to shape the direction of the organization sponsors future leaders

Leadership Development Models-Continued

- **6. "Leaders-developing-leaders":** *Two premises:*
 1. Leadership is best learned through coaching, mentorship and modeling from recognized leaders. This learning happens through the process of "identification" with a role model
 2. . Leadership is best expressed in the act of transmitting its essence to future leaders - sign that you know it is that you can teach it

Three components of what is to be transmitted:

- Beliefs, values, philosophy, tactics, mindset, techniques (explicit)
- Tacit know-how and behaviors (implicit)
- Theory and concepts have more credibility when taught by practitioners

Leadership Defined

- Three Common Leadership Elements
 - the characteristics of the leader,
 - the relationship between the leader and the follower,
 - the accomplishment of organizational goals (achieving results).

Leadership potential Indicators

- **High-potential Leaders Seek Information and See the Broader View:** Exhibit a conceptual ability to rise above the details, to see a broader context than their peers, and to place themselves and their immediate accomplishments within that broader context.
- **High-potential Leaders Exhibit Drive and Aggression:** common criteria for identifying leaders and easy to observe even in the very young.
- **High-potential Leaders Put Their Organization on the Offensive:** Be able to sort out what is important, make a decision, and act on it. Find clarity and act decisively despite the uncertainty and ambiguity that stymies others.
- **High-potential Leaders Passionately Pursue Learning and Growth**

Leadership Potential Indicators


- **High-potential Leaders Are Intellectually Honest and Dissatisfied With the Status Quo:** Dissatisfied with incremental progress and the status quo. Continually search for new ideas and different ways of seeing things.
- **High-potential Leaders Have Integrity and Tell the Truth:** When confronted with a moral or legal quandary, they must always choose the ethical course of action.

Biblical Indicators

- A hunger for God
- A teachable spirit
- Honesty and a willingness to learn
- Seeking someone to lead them to salvation
- Bring your God given potential
- Faithful
- Filled with the Spirit

Summary

- Revisit guiding principles – basis for everything
- Revisit mission and vision statements – are they in line with the guiding principles
- Insure the mission statement includes your approach to leader development
- Determine the best structure to accomplish your mission
- Document what competencies/skills/knowledge base your leaders will need to be successful
- Establish criteria for selecting persons for leader development selection, training/experiences
- Acknowledge continuous improvement requires everyone
receive some form of training/development

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- Leader development strategies generally must weigh heavily on obtaining relevant leadership **experiences.**
 - Seek counsel throughout the process to avoid implementation pitfalls if structural change is determined.