



The Art of Christian Leadership

Working Through Others

A Crossroads Leadership Seminar

{OUTLINE}

The Art of Christian Leadership

Working Through Others

Theme: *Why working through others is important and how you can do it successfully.*

1. Working Through Others A Divine Imperative.

“Things that stand the test of time, that are enduring, that outlast us are built by teams not individualists”

2. Working With An Intentional Design.

The Benefits of an Intentional Design for Ministry are:

- a). Having an Intentional Design keeps us focused on the purpose of the ministry.*
- b). Having an Intentional Design gives us our direction & keeps us from being side tracked, pursuing the good things which are not a part of our ministry purpose, goals, or objectives.*
- c). Having an intentional design helps us be frugal with the resources God has granted us.*

An Intentional Design for Ministry contains the following five elements:

- a). A clear and precise vision for your Ministry*
- b). A well thought out plan of where you're going over the next few years with this ministry.*
- c). An intelligent understanding of what you are trying to do.*
- d). A firm grasp of who is your target.*
- e). A clear understanding of what you're looking for in the people you are hoping will help you get to your destination and a clear declaration of what you are expecting of them.*

3. Finding The Right People For The Right Ministry Positions.

How do you find the right people? Three things you as a leader must do to find the right people:

a). To find the right people you have to be the right person to follow. Being the right person to follow entails 4 things:

(1). You have to embody & depict the foundational qualities of a leader.

(a). He leads by example

(b). He understands the essence & purpose of leading

(2). You exhibit a maturity in the faith – in knowledge, character, and lifestyle.

(3). It is evident you are devoted to Christ.

(4). You know where God wants to take these people.

b). You must know what you are looking for.

c). You must be willing to invest in other people's development.

4. The Discipline of Delegating.

The Four Laws Of Delegating

Law #1 -- Before delegating decide how much responsibility to give and when to give it.

Law #2 --Don't give individuals great responsibility without a track record of faithfulness and effectiveness.

Law #3 -- Be willing to challenge your workers to reach for new heights and greater responsibilities.

Law #4 -- Keep the lines of communication flowing freely with your workers.

5. Replicating Yourself – Raising Up New Leaders

The Art of Christian Leadership

Working Through Others

A Leadership Seminar on working through others – why it's important and how you can do it successfully.

We are going to cover 5 principles of the Art of Christian Leadership during this two-day seminar. Those 5 principles are:

1. Working Through Others A Divine Imperative
2. Working With An Intentional Design
3. Finding The Right People For The Right Ministry Positions
4. The Discipline Of Delegation
5. Replicating Yourself – Raising Up New Leaders

1. Working Through Others A Divine Imperative

No matter what position we hold within the church, be that senior pastor, a ministry director, or a departmental leader it is imperative we develop a **team of individuals** around us in order to accomplish the task or vision God has given us.

It is impossible for any of us to actually act as a one man show, whether or not we see it or like to admit it leaders must work with & through others to accomplish God given tasks.

That was true even of Jesus. He is the Messiah, the Atoning sacrifice for our sins; He is the Son of God, the second person of the Trinity yet He chose **12 disciples** through which He would initially work to establish His Church.

He continues to work through others today. He even works through the Holy Spirit as the agent of conviction and the revealer of truth.

And if the Scriptures are any indication none of these original 12 volunteers were easy to work with or keep focused on the task ahead.

This principal of working through others to achieve God's plans is true for the Church as well. The metaphor used the most in the New Testament to describe the Church is the **Body of Christ**.

Calling the Church the Body of Christ vividly reminds **us** of the interconnectivity required in fulfilling God's plans. Like our own bodies it takes **many parts** to make the Church work, to keep it healthy, and enable it to accomplish the extraordinary things God has called it to achieve.

It's a simple truth and yet one that often evades us because of our individualistic natures -- *Things that stand the test of time, that are enduring, that outlast us are built by teams not individualists!*

For example, consider the great cathedrals, castles, and stone bridges of Europe that have endured centuries of wars, traffic, weather, and erosion. These monuments were designed by engineers but built by an army of builders. *An engineer without a builder is only a dreamer!*
Likewise, a visionary pastor without a qualified team of people to work through is only an idealist!

So we come to understand by God's design and intention that we need the help of other people if we hope to accomplish anything worthwhile for Him & His kingdom.

But acknowledging our need of others is only the beginning point of effectively working in God's kingdom.

Next we need to develop an intentional design for each of our ministries.

2. Working With An Intentional Design

Unfortunately, when it comes to our ministries few of us work from the vantage point of an intentional design. This is *especially true when it comes to building our ministry teams.*

Instead of working with clear directives regarding the type of people we need at each level or in each ministry role we tend to grab any warm body that remotely displays any interest or concern for the ministry, anointing them as the person for the job.

Forget whether or not they are qualified or even good at it, let alone possess a spiritual maturity worth emulating, they're willing to serve and seem reasonably sane.

For many pastors and departmental leaders who find themselves under pressure to fill empty ministry spots in the churches' programs, willingness seems to be enough to qualify someone to serve. We only hope they will be good at it.

That's unfortunate because the people we place in leadership roles not only have the primary responsibility of helping us mature others in the faith but they are in a direct position to either lift up our hands or cut our feet out from under us.

Much of what goes on within the church is the result of combining good intentions & haphazard circumstances rather than intentional design.

If we approach finding people to work alongside us in a haphazard manner is it any

wonder we experience constant turnover and ineptitude, particularly with volunteers. ***Yet, God is a God of ultimate design and purpose.*** Therefore we too must work from an intentional design for our ministry, particularly when it comes to something as important as selecting those who will share the burden and responsibility of this ministry.

Precise focus and purposeful direction are the two components of what I call the "*Intentional Design For Ministry*".

There are a number of benefits an Intentional Design for Ministry gives us. The three most important are ...

1. ***It keeps us focused on the purpose of the ministry.***
2. ***It gives us our direction & keeps us from being side tracked, pursuing good things but things that are not a part of our ministry purpose, goals, or objectives. "The good is always the enemy of the best".***

In Crossroads we have a saying that helps keep us focused on being focused & purposeful -- "*Busyness is the next best thing to being effective*".

You should not confuse busyness with effectiveness – some of us are simply busy with ministry.

3. ***It helps us be frugal with the resources God has granted us.*** With an intentional design in front of us we are able to shift through the vast supply of Christian resources available today and find those which help me get where I know we must go. This is referred to as financial prudence and shows diligent responsibility for the task entrusted to you.

We need to take seriously, **as part of our primary leadership responsibilities, the development of an Intentional Design** for each ministry we are in charge of or leadership role we serve in.

An Intentional Design for Ministry contains the following five elements:

1. ***A clear and precise vision for your Ministry.*** We need to demystify vision a bit. Recently it has taken on a much more mystical, other world identity than it is meant to. A vision is simply the end product as God sees it; what you believe God wants you to do with the Ministry.

How do you know when you have a vision from God? You know you have a vision when God ignites within your hearts a compelling idea, or heartfelt yearning for something to become a reality or advance within God's

kingdom. You find yourself dreaming of it, thinking about it, praying about it, and even fantasising about what it could potentially be or do. **It answers the “where” question of our planning.**

Let me talk a moment about “shared vision”. Over the years there’s been an avalanche of books written to encourage everyone to get a *“personal vision”*.

Now there is nothing wrong with a personal vision if you are an entrepreneur opening your own business, but you’re not. You are the Body of Christ and therefore *individual “visions” if we are not careful become competing visions and points of divisiveness rather than a commitment to working together under a shared vision for the greater good.*

Within the Church we operate with “shared vision” – that is there is one overarching vision that we each buy into, and though working in separate areas and with different aspects, we work under one leader for a unified purpose for a common goal.

A personal vision is necessary for a department leader or ministry leader to possess for his/her ministry or department. However, ***Your departmental or ministry vision must serve the overarching vision of this church and be seen as part and parcel of that vision!***

When it comes to your developing an Intentional Design for your Ministry you must keep in mind that your design must grow from a shared vision, otherwise it will be a competing one.

Therefore the beginning point is for the senior pastor to write out the overarching vision for the church – what it exists to do, how it specifically achieves that purpose, and where it is going.

Once this overarching vision is in place the pastor must communicate this vision through all available channels to all the people and his ministry team.

Then he must see to it that each ministry team member, in charge of a ministry or department, develops a ministry document called the Intentional Design for Ministry.

This is how we come to share the vision of what God wants to do in this local church, within this local community through those of us He has placed in this church.

2. A **well thought out plan** of where you're going over the next few years with this ministry. In other words, what are your **goals** for this ministry? Goals are the steps you take to making the vision a reality. **It answers the “what” question of our planning.**

In Crossroads we have a saying that helps us remember the importance of knowing where you are going with a ministry – *“if you don't know where you are going any road will take you there”*

3. An **intelligent understanding** of what you are trying to do. In other words, what are your **objectives**? Objectives are the reasons why God called the vision into being. **It answers the “why” question of our planning.**
4. A firm **grasp** of who is your **target**. Who is it you are trying to impact? What do you know about them and their needs and the particular nuances of your target group? **It answers the “who” question of our planning.**
5. A clear **understanding** of the type of people you need to help you accomplish the task and a clear declaration of what you are expecting of them. **It answers the “how” question of our planning.**

Without an Intentional Design for your Ministry you are only busy, not effective. Busy people get under a burden rather than carrying one; busy people burn out. Burned out people tend to turn their disillusionment onto the leader not on themselves.

{Distribute Handout #1 & Appendix A -- Handout #1 – Moving Towards An Intentional Design Appendix A -- examples of Crossroads Ministry Documents on Youth, Mercy Ministry, and Humanitarian Relief & Aid}

Acknowledging our need of others and establishing a intentional design for our ministries are two of the elements that make up “The Art of Christian Leadership” & which enable us to become effective in God's kingdom.

But there is still a third element we will need to add in order to become really effective – we've got to get the right people into the right ministry slots.

3. Finding The Right People For The Right Ministry Positions

Spiritually gifted leaders have a God given capacity to attract people, challenge them to greater heights, and then commits to their development as servants of God. In doing so the leader enables these followers to become greater servants, of infinity greater service to God, than otherwise would have been possible. They assist them in reaching those heights by helping them find their niche in ministry, providing leadership for them, and training to them. In this way the leader enables all to achieve the overarching vision for the church or ministry organization.

Having a ministry team of the wrong people will implode and dispirit a ministry, filling it

with competing whims and personal desires that end in failure for all.

In order to get the right people in the right ministry positions it is important for us to know what we are looking for in our workers, whether they are paid or serve as volunteers (by the way just because someone volunteers does not mean that you are obligated to use him or her).

To help us identify the right people we should have in hand the following items: As a leader you should have ...

1. **Written criteria** of what you are looking for in a worker. Minimally your written criteria should include the following items:
 - a) *What talents should they possess?*
 - b) *What spiritual gifts are needed?*
 - c) *What character and personality should they have to work in this ministry?*
 - d) *What have they done already? - were they any good at it?*

2. A clearly **written**, but **brief**, detailed **description** of the ministry position you are seeking to fill. Your description should contain as a minimum the following items:
 - a) *What they will be doing?*
 - b) *What responsibilities they will have?*
 - c) *What is expected of them?*
 - d) *What hours are you expecting them to devote weekly to this ministry?*

When we don't know the type of people we are looking for we inadvertently select the wrong people to fill important roles within the church. In doing so we unintentionally open Pandora's Box of troubles for ourselves and the church!

But even if I have written criteria regarding the kind of people I need and I have a description of the ministry work to be done how do you go about finding the right people?

Three things you as a leader must do in order to find the right people ...

*1st To find the right people you have to be the right **person to follow**.*

And there are 4 things which qualify whether or not you are the right

person to follow ...

- a). You must embody & depict the foundational qualities of a Christian leader.
- b). That you exhibit a maturity in the faith -- in knowledge, character, and lifestyle
- c). Evidence that you are devoted to Christ
- d). You know where God wants to take these people

Let's look at this first one ... to be the right person to follow...

a). You must embody & depict the foundational qualities of a Christian leader. There are two:

The 1st foundational quality of a Christian leader is He leads primarily by example: He does not stand in some position and dictate to everyone else what he or she needs to do.

Instead, he leads by the example he sets forth. By that I mean that whatever he expects of someone else he begins by expecting twice as much of himself – he is the last to leave the church banquet -- after clean up has been done; he is the first to pick up the broom and sweep the floor, he is the first up in the morning at the Retreat praying for the day's direction and interceding for others; he is the first to give, to sacrifice.

He is the 1st in line of doing and the last in line for receiving
He leads by modelling. We follow because we want to be like him!

Leadership that breeds confidence and devotion within the hearts of followers is leadership by example not by position or by edict!

Positions & titles tend to cloud things creating a hierarchy that is unnatural. These tend to bring the dictator not the servant out of our hearts and attitudes.

In Crossroads we have three principles that guide us. The first two are appropriate here and drive home this ideal: the first is "you cannot ask for what you have not already given". The second principle is "you cannot give what you do not possess".

Look with me at two passages of Scripture, which will more than adequately bring home the point of leadership by example:

Look at Mark 1:29-39 -- after an exhausting day of ministry that stretched well into the early hours of the next morning Jesus gets up early in the morning long before any of the rest are awake and heads off to find a solitary place He can pray and

hear the Father voice of instruction. He knows that without a daily communication with the Father He will not be able to do what He came to do.

Next, look at the words of Jesus in John 13:1-18 {with minor variations this saying, which Jesus used often is found in John 15:20; Matt. 10:24; Lk 6:20}. Have we caught the emphasis Jesus places upon doing, leading by example? And the doing was the doing of the most menial tasks for one another. The leader should be the first to "pick up the towel and washbasin". *By doing so, he earns the right to have followers.*

Over the last 15 years there have been a vast number of books written on the subject of "Leadership" and its twin literary sister "Vision". The majority of these books and seminars have *taught that leadership had to do with direction & vision rather than on being someone.*

This doing rather than being comes naturally to us as people for...

"We'd rather concentrate on working for God than being something for Him."

Although direction and vision are important I will contend that, the essence of Christian leadership has more to do with influencing than with direction or gaining a vision.

This takes us to the 2nd foundational quality of a Christian leader -- he understands the essence & purpose of his leading.

Christian leadership has more to do with influencing others for change than it does with gaining direction.

God calls us into leadership positions for the elevation of others, not ourselves!

Influence is something others give me whether or not I have titles and positions. Influence is something that is granted to us by others over a period of time as they measure our lives, our conduct, our righteousness, our values, and our commitments in numerous situations. Therefore influence is real authority.

{Illustrate this point using Ventura Youth Group}

Without influence it is impossible to lead anyone for change. If a pastor or any of us that have been given the charge of leading people into a fuller life in Christ, does not have influence he is only a public speaker not a pastor.

So we find that being the right person to follow begins with you embodying

& depicting the foundational qualities of a Christian leader which are: you lead by example & you understand the essence & purpose of your leading.

But it also requires...

*b). That you exhibit a maturity in the faith -- in **knowledge, character, and lifestyle** -- in the culture of confusion that ruled in the early Church the Apostle Paul made what on the surface might seem to be a bit of an egoistical statement -- **"Follow my example as I follow the example of Christ"**. {1 Cor. 11:1}*

In other words he was saying - ***"you keep your eyes on me, do what you see me do, live as you see me live, listen to what I say and how I act. Do these things and you'll live a vibrant Christian life that is pleasing to God"***.

This was not the only time the Apostle Paul encouraged others to imitate him. He did it again in **1 Cor. 4:16, Phil. 3:17-19, 1 Thess. 1:5c-7, 2 Thess. 3:6-15**.

The reason Paul said this was that every wind of teaching flowed unopposed throughout the churches, confusing and upsetting people's faith, often supplanting what was a true faith with nothing more than the wild and vain imaginations of those who taught whatever promoted them and their agendas.

In that climate of conflict where one prophet or teacher said one thing and another said something just the opposite Paul pointed to his own life and lifestyle as a reliable marker of true Christianity.

If we are the right person for others to follow then we too should be able to say to them - ***"watch my life very closely what you see me do, do; what you hear me say, say; how you see me act in difficulties or times of trouble, you act the same way when its your turn"***

Author Robert E. Coleman in his book *The Master Plan of Evangelism* got it right when he said, ***"It all started with Jesus calling a few men to follow him... His concern was not with programs to reach the multitudes, but with men whom the multitudes would follow"***.

So we find that being the right person to follow requires that you exhibit a maturity in the faith -- in knowledge, character, and lifestyle.

But it also requires...

*c). Evidence that you are **devoted** to Christ – this devotion to Christ is not measured by the words coming from your mouth but how closely it is perceived, by those who would follow, that you live by His truth.*

{Distribute Handout #2 -- Maxims for Spiritual Leadership – Review}

The last qualifier that identifies you as the right person to follow is ...

*d). You know where **God** wants to take these **people** - You know where you are going, you know how to get there, and you know why you are going there.*

*If you're changing your mind, every few months as to where you're going or what you're doing chances are you haven't any direction from God. You are trying to find your way, while in the way. **It will not happen!***

This kind of behaviour by leaders only breeds confusion and a lack of confidence by the people following. Morale starts to drop and people's attention heads off in other pursuits rather than upon God because the person they are following is not a reliable leader.

The Scripture passage everyone loves to quote in leadership seminars is one familiar to us - *"where there is no revelation, the people cast off restraint"* In it's more popular version it reads like this *"where there is no vision the people perish"*.
(Proverbs 29:18)

However the focus of this Proverb is not on the leaders need to get a "vision" but for him to simply know clearly the "what", "where", and "why" of where he is headed.

When people know a leader understands and is in possession of the answers to the what, where, and why their confidence grows in him.

When they see him leading the way, in all ways, their courage and endurance increases. When these elements are combined with faith in God, the outcome is miraculous.

Confidence in a leader is very important, if we want followers to follow and participate in the ministry. I've listed six common confidence killers that leaders create by their behaviour. I refer to them as "self-inflicted wounds" which hinder, if not all together retard, their ministries effectiveness.

{Distribute Handout #3 -- Seven Confidence Killers for Leaders & Review}

Notice that bad decisions didn't make this list of confidence killers, although multiple bad decisions will erode confidence, it is not one of the primary criteria people use to determine if they will place their confidence in someone as a leader.

Leadership has to do with taking people where they want to be, but don't know how to get there. Ask the majority of Christians what they'd like to be different in their lives and invariably they will say they'd like to be closer to Christ; to be a better

saint.

They know what they want to be true in their life and faith -- in other words they know where they want to go, but they don't know how to get there.

So they fill their lives with busy religious activity surrounding themselves with the trappings and expressions of our faith, creating a religious environment that makes them feel closer, more alive to God.

And the church is right there to help fill their weekly calendar with endless religious activities each promising to provide a more lofty sense of God's presence or approval.

For all our activity are we actually any closer to God, are we more loving to our neighbours, are we more compassionate, more holy?

I doubt very seriously if our host of Bible studies, Sunday School Classes, Cell groups, etc. will actually do the trick.

These can perhaps add some value but until the necessary ingredient is added – that of the leaders direct involvement into that person's life -- chances are that any growth in Christ will be limited and slow.

The third principle of Crossroads is appropriate here -- *"you cannot lead where you have not been".*

There is one major difference between Christian leadership and all other fields of leadership. Christian leadership is about taking people where they desire to be – more like Christ, to know and serve God better, etc. All other leadership focuses on where that leader wants to go!

Most forms of leadership are more driving than leading! The leader who drives his people focuses on marshalling the resources and personnel to get to a destination whereas a Christian leader should focus on waling alongside another in their journey to know God.

It's the leaders' responsibility to know where people need to go & how they get there. His greatest tools in achieving this goal is leadership by example coupled with maturity in the faith, and a recognizable devotion to Christ which others wish to emulate.

We said that to find the right people you first have to be the right person to follow. And we said there were 4 qualifiers in being the right person which were:

- a). You embody & depict the foundational qualities of a Christian leader;*

- b). You exhibit a maturity in the faith – knowledge, character, lifestyle;*
- c). There is evidence you are devoted to Christ;*
- d). You know where God wants to take these people.*

Once it has been decided that you are the right person to follow the second thing you must do to find the right people is...

*2nd You must you must know what you are **looking for**:*

{Distribute Handout #4 – Getting the Right People & Review}

We have said that to find the right people you first have to be the right person to follow & that you must know what you are looking for in a worker.

With these things under our belt then the final thing we must do to find the right people is...

*3rd You must be willing to **invest** in other peoples **development** - spiritually first, next as an individual Christian, then as a friend & brother, and finally by providing training for necessary skills development and investing in the needed resources (the "tools of the trade").*

*Once we have found the right people for our ministry team and we have placed them into the correct ministry positions **we move on to the next aspect of "The Art Of Christian Leadership".***

4. The Discipline of Delegation

After placing the right people in the right ministry spots, we have to make insightful decisions regarding which tasks to do ourselves and which to accomplish through those individuals we have placed into ministry positions.

Naturally, there are certain tasks we never delegate. Peter Drucker, one of this centuries foremost writers on leadership, refers to these as a leader's "unique contribution," what he alone brings to the organization.

Leaders shouldn't **delegate** what they are best **positioned** and **gifted** to **accomplish**.

A senior pastor, for instance, typically is gifted and trained as a teacher. Often his most significant contribution is teaching on Sunday mornings.

So when he gets overloaded, he should focus on message preparation and delegate competing tasks to others. Someone else can type his correspondence, lead singles meetings, or administrate, *but no one else is as entrusted with the spiritual welfare of his people as the pastor is.*

This principal of delegation and refocusing on your own unique contribution to the overarching vision goes back to the N.T. book of Acts – 6:1-7. (Read and Emphasize vs. 2-4).

Just as a footnote did you notice the names of those selected to both oversee and manage this ministry, as well as actually bus tables and clean up?

Notice the names of Stephen, the first martyr of the Church (Acts 6:8-7:60) and Philip (Acts 8:4-8), one of the first evangelists of the Church. It is important to note what quality of men they were before being asked to bus tables in the church.

But how do we determine our own unique contribution? -- We do this by considering our spiritual gifts, our individual passions, our God given talents & abilities, our personal "history" or background, our personality, and finally our temperament mix.

Given these insights, we can then decide how we can best fulfil the requirements of our particular role and if we are serving the overarching vision of this church in the best function and ways.

We need to answer the question: Who did God make me to be? What has he called me to do? The best hours of my day should be given to make that happen.

{Distribute Handout #5 – Determining My Unique Contribution}

After I determine what I should be giving my time to, I need to look at the remaining tasks and ask, "Who can I find to help me?"

One of the most important keys is to find people who feel as passionate about what they do best as you do about what you do best.

As we do this we need to keep in mind the Four Laws of Delegating:

Law #1 -- Before delegating, decide how much responsibility to give and when to give it. A good practice to follow is this -- Faithful with little, faithful

with much. Start by giving people a small task or responsibility, and as they prove faithful in that, give them more.

Illustrate with Mahendra joining Crossroads: When Mahendra 1st joined Crossroads I knew very little about him, even less about his abilities, talents, spiritual gifts, etc. So the 1st responsibility I gave him was to carry out a lot of administrative tasks.

This required him to leave Toti at 5 pm 3 nights a week drive to Hillcrest and work till 11 pm. As we spent time together, sharing our lives, and I sharing leadership opportunities with him I became more aware of his unique gifts, talents, personality.

Then I was able to begin grooming him for leadership and today he is the Director of the South African office for Crossroads.

Law #2 -- Don't give individuals great responsibility without a track record of faithfulness and effectiveness. If you do you probably will end up with leaders that are driven and guided by an agenda other than serving.

Law #3 -- Be willing to challenge your workers to reach for new heights and greater responsibilities. While it's important you don't give too much responsibility too soon, it's also important to challenge those through whom we work. In fact, it may be more damaging to expect too little of our workers than too much.

To give them too meager a task, to expect too little, or to fail to increase their responsibility at the proper time is an insult. Competent people generally want to grow into positions of greater responsibility.

Law #4 -- Keep the lines of communication flowing freely with your workers. Don't dump a challenge on them and disappear. If you fail to communicate with your workers and to check in regarding their progress, you're not challenging them; you're losing them.

5. Replicating Yourself – Raising Up New Leaders

Finally, a Christian leader must create an environment within the church or organization in which future leaders can arise naturally.

In typical organizations strong, gifted leaders feeling threatened by the emerging young leader do things, take stands, or withhold certain things to ensure that emerging leaders cannot threaten their positions or right or leadership.

The opposite is true in Christian leaders. One of the greatest thrills a leader can have is to see those he has invested himself into for spiritual growth going further than he himself was able to go. The goal of a Christian leader should be to work to see those under him excelling in greater ways than he ever could have and becoming greater

than they could have ever been if they hadn't been under his leadership. My goal simply stated is that if you cannot be greater than me after our time together then I have failed as a leader.

For this to happen the Christian leader must be secure in Christ Jesus. He must know his strengths and accept his weakness. He must understand and be contented with his own field assignment assigned to him by Christ and he must be willing to accept the opportunities and limitations that assignment holds for him.

Closing Remarks of Seminar:

We've come to the close of our seminar *"The Art Of Christian Leadership – Working through others, why it is important and how to do it successfully"*.

As a way of reinforcing the 5 Principals we have covered I'll simply close by reiterating them to you:

The first principal was ... Working Through Others A Divine Imperative.

The second principal was ... Working With An Intentional Design for our Ministry.

The third principal was ... Finding The Right People For The Right Ministry Positions.

The fourth principal was ... The Discipline Of Delegating – deciding what things you must do and what should be done by others.

The fifth principal was ... Replicating Yourself – Raising Up New Leaders

Appendix A

Examples of Crossroads Ministry Documents on Youth, Medical Missions, and Humanitarian Relief & Aid. These examples show you how to write a ministry document for your own ministry.

{Handout copies} (Review only)

Crossroads International Humanitarian Ministries

Mission Statement

Crossroads Humanitarian Ministries exist to demonstrate the compassion of Christ through the commitment of Christians to care for those less fortunate and to work to elevate human suffering brought about through poverty.

Major Objectives of Crossroads Humanitarian Ministries

The *first objective* of the *Crossroads Humanitarian Ministries (CHM)* is to act as an expression of the very nature of God who is loving, caring, and compassionate as reflected in the following passages of Scriptures --

"The Lord is gracious, and full of compassion; slow to anger and of great mercy" Psalm 145:8 (JKV)

"When he saw the multitudes, he was moved with compassion on them, because they fainted, and were scattered abroad, as sheep having no shepherd". Matthew 9:36 (JKV)

"Then Jesus called his disciples unto him, and said, 'I have compassion on the multitude, because they continue with me now three days, and have nothing to eat: and I will not send them away fasting, lest they faint in the way'." Matthew 15:32 (JKV)

"For he said to Moses, 'I will have mercy on whom I will have mercy, and I will have compassion on whom I will have compassion'." Romans 9:15 (JKV)

"If anyone has material possessions and sees his brother in need but has no pity on him, how can the love of God be in him?" 1 John 3:17 (NIV)

"What good is it, my brothers, if a man claims to have faith but has no deeds? Can such faith save him? Suppose a brother or sister is without clothes and daily food. If one of you says to him, "Go, I wish you well; keep warm and well fed," but does nothing about his physical needs, what good is it? In the same way, faith by itself, if it is not accompanied by action, is dead". James 2:14-15 (NIV)

"and if anyone gives even a cup of cold water to one of these little ones...I tell you the truth, he will certainly not lose his reward!" Matt. 10:42 (NIV)

The *second objective* of the *Crossroads Humanitarian Ministries* is to help us as Christians fulfil, in a practical manner, our responsibilities to our fellow man (Luke 10:30-37). We accomplish this objective through under girding the food distribution and feeding programs of local churches. Since evangelism is a part of *CHM* local ministries which Crossroads partners with must have an active evangelism program in place as part of their on going feeding or food distribution program.

The *third objective* of the *Crossroads Humanitarian Ministries* is evangelism. To the non-Christian community the *Crossroads Humanitarian Ministries* expresses the loving concern God and His people have for all people everywhere, in all economic and social situations of life, providing many open doors in which to share the gospel of Christ. It makes real, tangible, and substantive God's love and interest in the personal affairs of men and women. It also acts as part of our witness and testimony to a lost and

hurting world echoing the words of Jesus our Master -- "*Let your light shine before men that they see your good deeds & praise your Father in heaven*" (Matt. 5:16).

The *fourth objective* of the *Crossroads Humanitarian Ministries* is to build the local church by collaborating with local church pastors in their efforts to reach out to the needy in their communities.

Methodology of Crossroads Humanitarian Ministries

Crossroads Humanitarian Ministries ships a number of containers filled with humanitarian goods (food, clothing, blankets, medical supplies, vitamins to name a few) annually. Once the container arrives in South Africa its contents are distributed through a number of local churches, and missions' agencies as well as being used in a number of *Crossroads Outreach* efforts. Evangelistic efforts are done in conjunction with local churches and their pastoral staff to insure proper and continuous follow up for the sharing of the gospel of Christ. In this way, the *Crossroads Humanitarian Ministries* is helping to build the local church, strengthening its hands in reaching out meaningfully to their neighbours with the compassion of Christ as well as the message of Christ.

Inhibitors of Crossroads Humanitarian Ministries

The following inhibitors exist for the *Crossroads Humanitarian Ministries*:

- a. The lack of fulltime staff members for the *Crossroads Humanitarian Ministries* who display the necessary spiritual gifts {mercy, helps/service, personal soul winner, with good administration and organizational skills} and temperament mix {Choleric/Sanguine/Phlegmatic} for successful involvement in this type of ministry.
- b. Insufficient financial resources needed for the shipping of containers and warehousing of goods once they arrive in South Africa.

Expectations of Crossroads Humanitarian Ministries

The following are the expected by-products of *Crossroads Humanitarian Ministries*:

- a. A means of tangibly expressing the compassion of Christ, touching the "felt needs" of the needy and often neglected portions of our society while significantly teaching the claims of the Gospel of Christ.
- b. The evangelizing of the lost.
- c. The alleviating of human suffering.

Critical Success Factors of Crossroads Humanitarian Ministries

The following elements are essential to the creation and development of the *Crossroads Humanitarian Ministries*:

- a. The securing of competent, committed, and a highly motivated staff willing to give their time, finances, and hearts to this ministry.
- b. The creation of substantial financial resources necessary to meet the financial costs of shipping containers, warehousing, and distributing the humanitarian goods.

Crossroads International Youth Ministries

Mission Statement

To reach young people with the gospel of Jesus Christ. To call young people to Christian maturity. To mobilize, challenge, and equip young people to serve Christ and His Church with their lives. To facilitate fellowship among young people of diverse backgrounds for the unity of the Body of Christ and the future development of the Church.

Major Objectives

The first objective of the Crossroads Youth Ministries is the evangelism of the Youth of all nations.

The second objective of the Crossroads Youth Ministries is to make disciples.

The third objective of the Crossroads Youth Ministries is to involve young people in service opportunities. Crossroads Youth Ministries shall establish Youth Evangelism Teams and Short Term Missions Teams that will be involved in contemporary mission endeavours.

Methodology of the Crossroads Youth Ministries

In reaching the Youth of our world with the gospel *Crossroads Youth Ministries* (CYM) shall be instrumental in promoting, organizing, and running a variety of outreaches as a means of Youth evangelism. These evangelistic outreaches will involve the use of various rallies, revivals, and camps each designed to challenge young people with the claims of Jesus Christ as found in the gospel - His Lordship, His Redemption, His divinity, and His call to radical discipleship.

Using Youth Bible studies, specifically designed Youth workshops/seminars, and Discipleship Camps CYM shall assist young people to see the relevance of Christ in their daily lives, nurturing them to come to Christian maturity as defined in the Crossroads International Document "*Profile of a Discipled Student*".

CYM shall assist young people in discovering their spiritual gifts and creating outreach/missions opportunities where they can use these gifts, talents, and abilities in the service of our Lord and Saviour Jesus Christ. Each participant in a CYM outreach/missions endeavour must be an active member in his/her home church, be willing to make sacrifices, attend all prescribed training sessions, and be willing to make a personal financial commitment to the outreach/mission.

Inhibitors to the Crossroads Youth Ministries

- 1). Securing and training a team of committed individuals zealous to reach young people with the gospel of Christ.
- 2). The reluctance of local pastors to encourage, release, and facilitate the involvement of their young people in a Youth Program that may not directly benefit their local church.
- 3). Lack of vehicles for transportation of teams to outreach/missions location.

- 4). Funding: limitations of present financial resources.
- 5). Commitment of students to schooling activities.
- 6). Commitment to and involvement in local church programmes.

Expectations of the Crossroads Youth Ministries

- 1). All participants in a CYM outreach/missions teams must be born again Christians displaying vibrancy in their Christian faith and a zealous desire to share their faith.
- 2). To establish "*Youth Evangelism Teams*" in various parts of the country.
- 3). To establish CYM Youth Programs in high schools, Technicons, and Universities.

Critical Success Factors

- 1). All young people participating in a CYM outreach/mission must be Christians.
- 2). Willingness of young people from various churches to participate in a non-denominational Youth Programme.
- 3). Securing the support of local churches and their pastors to release their young people to participate in a "Regional" Youth Program run by Crossroads.
- 4). A well established financial base to underwrite the costs of funding a Youth Ministries Programme.

Crossroads International Mercy Ministries

Mission Statement

The Crossroads Mercy Ministries exist to serve as a tangible expression of the compassion of our Lord and Saviour Jesus Christ for all people. To act as a catalyst for change in the spiritual, physical, and environmental living of people caught in the grip of poverty. To call Christians everywhere, on all levels of society, to recognize their biblical responsibility and respond in measurable and tangible ways to the poor and needy of our world.

Major Objectives

Crossroads *Mercy Ministries* were established in response to the growing number of poor and needy in Southern Africa. The *Mercy Ministries* of Crossroads work locally, within South Africa, and internationally, beyond its borders.

The first objective of the Crossroads *Mercy Ministries* is to express the compassion of Jesus Christ in meaningful and tangible ways. Crossroads *Mercy Ministries* seek to develop appropriate evangelistic ministries, which meet the "felt needs" of the poor and needy, such as food and clothing, while addressing their spiritual need of salvation. In this way, the *Mercy Ministries* of Crossroads fulfils its unique two-handed approach to evangelism. We believe we are called to both announce the "Good News" and to make tangible the compassion of Christ for all people.

In fulfilment of this objective of the Crossroads *Mercy Ministries* have developed two new ministries, the "*Crossroads International Medical Missions*" (CIMM) and the "*Widows Mite Ministry*". For a fuller explanation of these ministries see their accompanying ministry documents (attached).

The second objective of the Crossroads *Mercy Ministries* is to bring economic upliftment, change, and release from the plight of poverty through Crossroads sponsored skills development programs providing various training workshops for the underprivileged and the sponsoring of Micro-enterprising endeavours.

Methodology of the Crossroads Mercy Ministries

Crossroads *Mercy Ministries* has adopted as its guiding principle a two-handed approach to evangelism. With one hand we reach out to the lost in ways, which demonstrate the compassion of Christ while with the other hand we extend to them the gospel of Christ.

Whether organizing and launching a Christian humanitarian relief effort to a neighbouring country or pioneering Medical Missions teams into the growing squatter camps of South Africa, or in establishing Micro-enterprising Projects as a means by which individuals can lift

themselves and their families out of the wretchedness of poverty Crossroads *Mercy Ministries* seeks to fulfil this unique two-handed approach to evangelism.

Inhibitors to the Crossroads Mercy Ministries

The following inhibitors exist:

- a. The lack of available medical professionals (for *CI Medical Missions Outreaches*).
- b. The financial cost of the *Mercy Ministries* (both for *CIMM Outreaches & Micro-enterprising Projects*).
- c. Lack of staff personnel to direct, facilitate, manage, and run the *Mercy Ministries*.
- d. The present impoverished thinking among South African Christians that they cannot afford to give sacrificially of themselves, their funds, or their time to missions.

Expectations of the Crossroads Mercy Ministries

The following are seen as the by products of the Crossroads *Mercy Ministries*:

- a. The creation of a number of ministries tangibly expressing the compassion of Christ and touching the "felt needs" of people while significantly challenging them with claims of the gospel of Christ.
- b. The creation of a *Crossroads International Medical Missions (CIMM) Ministry* working both within South Africa and internationally beyond its borders.
- c. The implementation of the *Widows Mite Ministry* to help alleviate human suffering caused by adverse financial conditions due to the death of a spouse or loss of a job.
- d. The creation of the *Crossroads International Micro-enterprising Ministry (CIMEM)* for the economic upliftment of Christian brothers and sisters caught in the grip of poverty.

Critical Success Factors

The following elements are vital to the creation and development of the Crossroads *Mercy Ministries*:

- a. Adequate funding for the various endeavours of the Crossroads *Mercy Ministries* such as feeding schemes, community upliftment programs, vocational skills training programs, Micro-enterprising programs, and Medical Missions Outreaches.
- b. Additional Crossroads staff personnel who will carry the burden of ministering the compassion and gospel of Jesus Christ to the poor and needy of our world.

Moving Towards An Intentional Design

In summary an intentional design for your ministry contains the following elements:

- A well thought out plan of where you're going over the next few years with this ministry. In other words, what are your goals for this ministry?
- An intelligent understanding of what you are trying to do. In other words, what are your objectives?
- A firm grasp of who is your target. Who is it we are trying to impact? What do we know about them and their needs and particular nuances?
- A clear understanding of what you're looking for in the people you are hoping will help you get to your destination and a clear declaration of what you are expecting of them. In other words, what kind of people do you need to reach your goals and what is it you want them to do in the programme?

By taking the time to thoughtfully develop answers to the following questions you will develop an intentional design for your ministry:

1. What do you want this ministry to look like in 2 years? To answer this questions begin by answering these additional questions:
 - a) Describe what you want to see happening in the lives of people participating in this ministry programme?
 - b) List what you believe it will take to see this happen
{i.e. resources, personnel, change of focus & strategy, a complete ministry programme overhaul}.

c) What things are you doing now that will take you where you want to go? What changes or improvements need to be made to what you are doing to insure you get there?

d) What will need to be added to your existing ministry programme to get where you want to be?

2. Who is it you are trying to reach with the goals & objectives of this programme?

What are they like, what unique characteristics of this people group or age group do I need to be aware of and take into consideration in my programming development?

What is it I can do to gain a better and clearer comprehension of this group?

3. Who do I know that can help me get this ministry to where it needs to go?

Why do I believe they can help me get there?

Do they have an understanding of the group this ministry is working to reach with the claims of Christ? How do I know this?

What is it specifically that I want them to do?

How can I get them to pick up this burden and have a passion for this ministry?

MAXIMS FOR SPIRITUAL LEADERSHIP

FROM I TIMOTHY 4:11-16

My Life

1. To know God intimately
2. To live a life of dependency upon God
3. To obey God's instructions as the wisdom of life
4. To own responsibility — to act responsibly & to take responsibility
5. To serve as a model of Christ worthy of emulating
6. To pursue integrity
7. To seek His holiness as a way of life
8. To pursue God's purposes for my life

My Task

1. To make Him known
2. To help others live their faith to its fullest potential
3. To share generously with others all God has given me
4. To love people as God's agent
5. To serve people for their betterment
6. To show appreciation to all
7. To require excellence, from myself first, then from others
8. To afflict the comfortable, comfort the afflicted
9. To model Servanthood, not in words alone but in deeds

Seven Confidence Killers in Leaders

1. People feel or are under the impression that the leader is unapproachable.
2. People feel the leader is insincere, not genuinely interested in their personal needs or well-being. They get this impression from the behavioural attitudes and body language of the leader.
3. People believe the leader has another agenda other than their welfare or that of serving Christ.
4. People don't believe leaders seek the Lord's will or instruction in a given situation.
5. Bad attitudes displayed by the leader in difficult or exasperating situations. By your actions and comments you've communicated that everyone else exists to serve you.
6. Lacking in confidentiality – people hear you speak about things that they intuitively know is wrong for you to be sharing. Their thought then is if you tell me what you shouldn't about someone else or something else I wonder what your telling others about me that you shouldn't.
7. The leader is "driving" the people rather than leading them. People will only for so long submit to being "driven" rather than lead. A leader who is driving his people has gathered them together to head in a direction he wants to go, a destination he wants to achieve, the people are necessary for the getting there; the leader who leads understands where the people need to go, how to get there, and in a sense joins them in their journey in order to help them arrive at their destination.

Notice that bad decisions didn't make this list of confidence killers, although multiple bad decisions will erode confidence, it is not one of the primary criteria people use to determine if they will place confidence will.

Getting the Right People

Knowing who you are looking for is critical in putting together a ministry team. The following questions will help you decide the type of person you are looking for to join your ministry team.

We begin by determining as clearly as possible what our Ministry's needs are first and then we determine the kind of person who best fills that need. You will only be able to fill out Questions 1 – 4 today. Once you have identified individuals that you feel are interested in this ministry you will need to interview them and answer Questions 5 – 6.

- 1. Write out a Ministry Description for your Ministry** – a Ministry description lists the various things a prospective ministry team member will be involved in, the responsibilities they will carry, and the purpose of their involvement. Be sure to include the anticipated of time required weekly of their involvement.

Before writing your Ministry Description there are 2 additional steps that must be taken. If you don't take the time to do these 2 steps chances are you won't get the right people in the correct ministry roles and you probably will seriously hinder the effectiveness of your ministry. Those 2 steps are:

- a. You've got to know where the "holes" are in your programme and build to fill them.** Building a team around you is in order to make the ministry stronger, not to lift your burden and weight.

What are the "holes" in this Ministry and its various programmes?

Ministry or Programme	"Holes" {problems, missing ingredients for effectiveness, etc.}	What am I going to do?

b. You've got to know your own strengths & weaknesses as a leader -- Select people who have talents & abilities in areas you do not and devote a lot of your time working to make them even better at it.

You always build to your weaknesses not your strengths! In doing so you make the ministry team stronger and raise seriously the potential that the goals & objectives of your ministry are achieved as each brings their strengths to bear on reaching those goals. See the handout **Determining Our Own Unique Contribution**, fill it out and place your strengths here below.

1. _____ 2. _____ 3. _____

2. What talents & abilities should the individual possess?

3. Are certain personality traits & characteristics important in the individual for the sake of the Team or due to the role of ministry they would perform? If so what are those traits & characteristics? Doesn't sound so spiritual does it? However, problems between people and power struggles as well as fallouts are not the result of people exercising their "spiritual gifts" but the clash of personalities. Bitterness, envy, jealousy, strife, argumentative, hot tempered, an unteachable attitude are not problems arising from our spiritual gifts but poor character & immature personality issues.

4. What spiritual gifts are required? Why? What gifts are desirable but not mandatory?

5. Do they have a passion for this Ministry or the role they will play?

a. Why do they want to get involved?

b. Are they willing to devote the time required?

c. Are they teachable – are they eager to prove or eager to learn? How do you know that?

6. Were they successful in their previous ministry work endeavors? What did they learn in their previous ministry work that they believe will help them in this ministry?

Determining Our Own Unique Contribution

1. What spiritual gifts do I have? *{Place in order from the strongest to the least}*

a). _____

b). _____

c). _____

d). _____

How have these spiritual gifts been verified by others? *{Be specific}*

2. What are my strengths? My weaknesses?

Strengths:

-
-
-
-
-

Weaknesses:

-
-
-
-
-

3. What do I have a passion to do for God? (Be as specific as you can)

4. What talents or abilities do I possess?

5. What is my temperament mix? What is my personality type?

Temperament mix:

Do I understand how my temperament both contributes to and detracts from my carrying out God's purposes for my life? Explain.

Personality type:

Do I understand how my personality both contributes to and detracts from my carrying out God's purposes for my life? Explain.

6. My personal "history" & background – what experiences, events, and happenings from my past has God used to shape my interests, form my abilities, and determine my passion?

7. Do I know the "vision" of the ministry you're working with? {If you don't, find out} State what is it?

8. Explain how your "vision" for a specific ministry compliments the overall vision of the parent ministry and helps it achieve that vision.

9. Understanding my “full” gifting from God where best can I serve God and His people and in what capacity?