

SERIES



**4 PART
BASIC
LEADERSHIP
ETHICS**

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**ONE GOSPEL
FOR ALL
PEOPLE**



NO BOUNDARIES

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Email: gospeladdictsglobal@gmail.com
Website: gospeladdictsglobal.wordpress.com

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4 Part Basic Leadership Ethics

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Qualities of Leadership

Leading the orchestra means to turn your back on the crowd... Great leaders develop others – **Matthew 28:19–20** – *“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, 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.*

A leader who develops other leaders shows spiritual maturity and does not feel threatened by others. This also ensures that a legacy of real Christian leadership is left for others to follow. Leadership is not about leading people, rather it’s about fashioning leaders...

...modeling what you preach compels others to do what they see in you!

Leaders are not dictators, they don’t order others around, they not the boss of others, they don’t try and correct others mistakes all the time – but they lead by example in doing what they preach...

A leader is a team player; therefore, in order for an individual to win, the least in the team must also win!

1) Great leaders produce results

Matthew 7:20 – *‘Therefore by their fruits you will know them.’*

Leaders must achieve results. This is the vital purpose of leadership and vision. It adds credibility and substance and it brings success, reward, and recognition by Heaven.

Great leaders do not just set the example for others to follow but they also play a big role in achieving the goals they have set for themselves. Through their leadership skills, they maintain a high level of performance and are able to help keep their teams motivated even when faced with a seemingly impossible situation.

2) Great leaders are visionaries

Proverbs 29:18 – *‘Where there is no vision, the people perish.’*

Great spiritual leaders lead by communicating their vision clearly to others. This is a vision which they have received through divine revelation and it is often a strategy for the future based on Biblical principles.

It takes courage, conviction, and commitment to follow a vision. Usually followers of

visionaries accept the leader's vision as their own. They find themselves highly motivated to attain the vision, usually without much consideration for personal gain.

3) Great leaders encourage others

1 Thessalonians 3:2 – *'...and sent Timothy, our brother and minister of God, and our fellow laborer in the Gospel of Christ, to establish you and encourage you concerning your faith.'*

While it is possible to lead without encouraging, good leaders have learned to use this important spiritual tool. Strong leaders are those who, through encouragement, can restore confidence and enthusiasm to a group of people who are discouraged and depressed and remind others that failure is not the end of the world.

Since followers are bound to fail often, the role of the encourager is crucial to the leader's ability to maintain morale. Encouragement coming from a leader often has more impact for good than that coming from others.

4) Great leaders are people of integrity

Psalms 26:11 – *'But as for me, I will walk in my integrity. Redeem me and be merciful to me.'*

Future leaders are not made in organizations, they are groomed in homes. The credibility of a leader plays a significant part in making a person an effective leader. This usually encourages the followers also to feel highly committed and motivated to the common goals. Integrity is a Biblical standard and primarily applicable to spiritual leadership. Integrity means compliance with God's standards of character, conduct, and righteousness.

A spiritual leader's integrity will always come under scrutiny such as dedication to God, application of Godly principles, work and ministry accomplishments, marriage and family life, and the handling of finances.

The Word of God exhorts believers to lead a life of integrity. A great leader has integrity. They have moral soundness in every area of their lives. They are not perfect but they admit to their weaknesses and continually seek to live a life that is above reproach with integrity being a matter of the heart.

Integrity is built through making and keeping promises and commitments. It is consistency of life. God will not use a leader who lacks integrity. People are drawn to strength of character and tend to believe what strong people say. While they may feel sympathetic toward the weak, they tend not to follow them.

A leader's determination and integrity dictate that they maintain consistency even in the face of suffering. It also means that a leader would continue to pursue the right goals and live for God even if no one else follows. Good leaders are not afraid of rejection by others because they are concerned with doing what is right and not by being followed.

5) Great leaders are merciful

Luke 6:36 – *‘Therefore be merciful, just as your Father also is merciful.’*

To have mercy means to have compassion. God is a God of mercy and is the source of mercy. The most important evidence of His mercy is the death of His Son, Jesus Christ, for the sins of mankind. Sometimes a leader may need mercy from someone else and therefore needs to be merciful themselves. Compassion is a great value, because it drives people to be moved from the heart and show mercy on those who lack knowledge.

6) Great leaders develop others

Matthew 28:19–20 – *“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, 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.”*

A leader who develops other leaders shows spiritual maturity and does not feel threatened by others. This also ensures that a legacy of real Christian leadership is left for others to follow.

7) Great leaders are people of excellence

Proverbs 18:9 – *‘He who is slothful in his work is a brother to him who is a great destroyer.’*

Romans 2:18-20 – *‘And know His will, and approve the things that are excellent, being instructed out of the law, and are confident that you yourself are a guide to the blind, a light to those who are in darkness, an instructor of the foolish, a teacher of babes, having the form of knowledge and truth in the law.’*

A leader who has the qualities of excellence will not tolerate a lack of commitment from those they lead. God deserves excellence. According to Scripture, God's name and His works are excellent. A spirit of excellence in a leader is a reflection of one of God's attributes.

Excellence is regarded very highly and should be attained through service to Christ.

8) Great leaders are team builders

Strong leaders are effective at bringing others together in a team. Although the responsibilities and roles of a leader may be different, the leader needs to be seen to be part of the team working towards the goal. These kinds of leaders are not afraid to bringing people together and helping them overcome barriers to understanding, personal resentments, jealousies, and prejudice is typical work for leaders. Good leaders often engage in conflict management with peaceful results.

Team-building also means that the leader is a consensus former. The leader is able to persuade more than one person to agree about key values or directions of movement.

Group dynamics take place when leaders and followers pursue a cause single-mindedly as a well-knit team, which ultimately leads to the effectiveness of the leader.

9) Great leaders study God's Word

Joshua 1:8 – *'This Book of the Law shall not depart from your mouth, but you shall meditate in it day and night, that you may observe to do according to all that is written in it. For then you will make your way prosperous, and then you will have good success...'*

An essential characteristic of Christian leadership is the ability to receive truth and wisdom from God's Word. Leaders are readers. Christian leaders are devoted to the study of God's Word. Knowing the Word of God will enable leaders to apply Biblical principles in every situation.

10) Great leaders pray

Acts 6:4 – *'We will devote ourselves to prayer and the ministry of the word.'*

We consciously live in the reality of being more than conquerors through prayer. The weakest link in the life of a spiritual leader is probably prayer. Leaders, by their nature, are activists. They want to get things done and prayer is often seen as an interruption of the work, yet it is the most important part of getting the work done.

The discipline of prayer forms part of the life of leaders. Jesus spent long hours in prayer. He often withdrew from the crowds to a solitary place so that He could seek the Father in prayer. The leaders of the early church made important decisions unanimously after praying.

Christian leaders need to develop a strong and intimate relationship with God through daily prayer if they are going to be successful.

11) Great leaders have compassion

1 Peter 3:8 – *‘Finally, all of you be of one mind, having compassion for one another; love as brothers, be tenderhearted, be courteous.’*

Effective leaders create followers through their genuine, heart-felt concern for the needs, feelings, and inspirations of those they lead. They are able to build effective teams because they care about those whom they are serving as much as they care about the goals they are seeking to achieve.

Goal attainment, in the long term, is achieved if the leader cares about people in such a way that they are encouraged and united in love. Jesus demonstrated this time and again in His work with His disciples.

The true key to success lies not as much with programs and practices as it does with the quality of the relationship the leader develops with his or her followers. A true leader produces fruits / more leaders. Every Christian is called to do the works of God; and therefore, being a doer and not just a hearer of the Word of God, you are called to win the lost, lead and disciple them to also do the same (Matt.28:19). A leader brings solutions to a world filled with troubles – expressing the inner working of God in the human body outwardly – he/she is the mirror of God’s Word!

The Lost Art of Leadership

Integrity, humility, kindness, support and fairness – These are just a few words that describe leadership. An effective leader accomplishes the organizational goals, while developing the people. It produces more leaders and optimal results with minimal frustration. This particular topic given in this volume is through a biblically based model which illustrates how both the people and the organization win. The Lost Art of Leadership explains not only the principles, but also the mechanics and techniques of effective leadership.

Leadership is a delicately balanced combination of developing people and accomplishing goals. Developing the people of the organization is now the new proven path to reaching goals, meeting deadlines and fulfilling dreams in our busy world. Great leaders understand that developing people is the ultimate key to productivity with peace. An investment in the person pays off with every task while investing in the task only pays off one time.

Effective leadership is the result of careful planning, through training and conscious determination and effort. It hinges on understanding and achieving balance between two critical factors: developing people and accomplishing goals. Any organization that fails to develop people neglects its most important resource. At the same time, an organization that fails to accomplish its goals negates its very reason for existing. Developing people and accomplishing goals go hand and hand. What's the purpose of developing people if they have no goals to strive for? Conversely, how can any organization accomplish goals without trained, developed people to do the work? Proper attention to the development of people virtually guarantees the accomplishment of goals because everyone will then be "on the same page" regarding the organization's philosophy and mission. At the same time, when the balance is in place, the need to accomplish goals will drive and guide the creation of an appropriate plan and process for developing people.

The foundation is the most important part of a house. Without a good foundation, a house will fall. It is not a question of if it will fall; it is simply a question of when it will fall. Likewise, the effective leader who will endure time and temptation must build an effective foundation for life, family and profession, whether in business, ministry, political office or any other environment that calls for leadership. Every day leaders everywhere must deal with people who have problems. Life is a training ground and the only real preparation for leadership. Anybody can learn leadership principles, but only those who have developed the character of leadership can apply them effectively. True leadership is a product more of who we are than what we do. When what we do is the product of who we are, it flows out of our heart effortlessly. Whatever is in your heart will come out in your leadership.

If you go to the bookstore and look in the business management section under Leadership, you will find book after book after book listing the skill or skills that a leader must possess in order to be successful. There must be hundreds of books extolling some

virtue or set of virtues as being the definitive answer to the age old question, “What are the skills one must possess to be a good leader.” Well, if one of those books is actually right, then it follows that there are hundreds of others that are wrong. Too bad for those authors!!!

The truth is that there are actually hundreds that are right! These books are lists of skills that have worked for someone, at some time, in some situation. They are all good skills and they are all right. There are hundreds of skills that a leader must have at their disposal in order to handle all the situations they will face. However, any one of those skills can also be wrong depending on the situation, and how and when you use them.

The requirements of a leader are not fixed. By definition, leading means going first and getting others to follow. By going first you are facing new challenges, obstacles, threats and opportunities. It is highly improbable that a fixed set of skills that worked for someone at some time in some situation will work for you in an entirely new situation. It is like a tool box. If you have a tool box with wrenches, a pipe-cutter and soldering equipment which you used for some plumbing work, and you take that tool box to a job where they ask you to repair the roof, you will be ill-equipped to handle the job. The box may be full of good tools, but those tools may not be the right ones for the job you have to do. The same is true with leadership. If you have a specific set of skills, and you try to handle every problem with those skills, you will surely be ill-equipped for some of the challenges you will face.

A leader’s ability to face those challenges and achieve business success or reach greatness with the Kingdom of God lies in the support and motivation of the people he or she is leading. Earning that support and motivating people to achieve the goals and objectives of your vision requires understanding and meeting their needs, within the context of the vision goals and objectives, of course. Those needs will change from one situation to the next. Therefore, it follows that the tool box for leaders needs to be a process, not a specific set of skills. It needs to be a way of thinking. It needs to be a way of looking at situations, determining the needs of your constituents, and determining what actions you need to take and what skills you need to employ to meet those needs.

As a leader though, it really does speak to the fact that we must “walk our own talk” if we expect others to support the changes we are trying to make in an organization. That means that we must believe in all aspects of the change that we are trying to effect. However, at times I think leaders may be too quick to compromise away some of their core beliefs in order to get to an agreement. They seem to do so almost unknowingly... perhaps not recognizing the danger that lies in front of them by doing so. That danger is that at some point they will violate those norms because they do not truly believe in them. When they violate them, they lose all credibility for the change they are trying to make.

God has a master plan for reaching and transforming a lost world. Jesus came with the purpose of reclaiming the world with the Gospel. His plan is simple and profound – take twelve ordinary men, give them three years of training through association with Him,

observing and obeying and send them out equipped with the Word, prayer and the Holy Spirit to reproduce disciples. That is the Lord's program, and it is reaching the world today. Jesus could have made a play for the masses and sought to usher in the Kingdom by popular acclaim. The early days of His ministry sought great multitudes drawn to Him. (**Mark 1:28,33,45,4:1**) Yet He discouraged mass movements, downplayed Himself publicly, revealing Himself to His disciples and those who believed instead of the religious leaders, political powers and the masses of the curious. Those who had messianic expectations were disappointed – He made no effort to raise up a following, seize power, overthrow Rome. In fact He made demands in His preaching that turned away many and alienated the establishment. His plan tested on the few men He had chosen.

The Lord knew that quality of discipleship and not quantity of disciples was more important. Before the masses could be reached and taught and ministered there must be leadership to minister. One man cannot carry the load of the whole world – first a foundation must be laid. Jesus concentrated on His disciples for good reasons. Disciples – not converts – was His goal. The wisdom and strength of His methodology stands out. He chose those who were teachable, and devoted Himself to them. He established a relationship based on commitment to Him on their parts, and His commitment to them on His part. He showed them how, then sent them out to learn by doing, using their successes and failures to make them into men able to do what He was doing with them – reproducing. The New Testament reveals that these principles became the pattern for the early church. We find Paul using them in His missionary work – residing in a city just long enough to reproduce leadership for a new church, then returning periodically. He urges Timothy to make disciplers (**2 Tim 2:2**). There is Apollos, mighty in the church, disciplined by Aquila and Priscilla, disciples of the disciple of Barnabas: Paul. There is Mark whom Paul gave up on, whom Peter succeeded with – the author of the first of the Gospels to be written. Titus, Luke, etc – the New Testament abounds with the evidence that Jesus' program of discipleship has been passed on to the church.

In conclusion, effective leadership hangs on the twin pillars of synchronicity – everyone working together in smooth, clock-like fashion – and shared vision – everyone working for the same goal. Successful leaders know how to achieve both. As leaders we have the opportunity to touch many people... to effect the lives of many. It is a responsibility that must be taken seriously. How we manage our own behavior... our own actions... often effect people in ways that we cannot even begin to imagine. It is important that we not be careless in making those choices.

We must be wired for success, not programmed for failure!

Effective Christian Leadership

Introduction:

'We are God's workmanship, created in Christ Jesus to do good works, which God prepared in advance for us to do.' (**Ephesians 2: 10**)

God can use people with or without the natural ability and proper background. God can, and often chooses to, work with raw material. God prepares and empowers those He chooses to do His work so He does not need to call people into leadership who have the natural drive, training, or good models of leadership in their background. He does not need to use people who took the part or who are already popular. *"Brothers, think of what you were when you were called. Not many of you were wise by human standards; not many were influential; not many were of noble birth. But God chose the foolish things of the world to shame the wise; God chose the weak things of the world to shame the strong."* (**1 Corinthians 1: 26 – 27**) The disciples, who went on to be founding leaders of the church, were fishermen and tax-collectors by trade. They were not highly educated or from influential families. Some had strong driven personalities, but others did not.

Be careful not to limit God. Take Him at His word when He says, *"My grace is sufficient for you, for my power is made perfect in weakness"* (**2 Corinthians 12: 9**). God prepares those He calls. The disciples spent three years with Jesus to prepare them to be the early leaders of the church but even still, before they were to go out on their own, they had to wait for the Holy Spirit to come upon them in power. God uses life experiences to mold and shape leaders. God uses life experiences to develop perspectives and passions essential to the capacity of leadership to which He calls. However, unlike the disciples who had to wait for the Holy Spirit to fill them, today we can be filled when we believe and confess; so the works and appointments of leaders many times take place quicker.

Be careful not to short-circuit this preparation time due to impatience. God's ways and timing are best.

God equips those He calls. God will use the way He designed people and their spiritual gifting to steer them into what type of leader they should be; and at the same time, God will appoint and train leaders, even when others think they are not fit.

What is leadership?

Leadership is exercising true authority (in Christ)

Expertise, facility, capacity – insight in to the things of God; for only God knows the

hearts of all men... A consequence of obedience and integrity Used to build people up, to mend them, to serve them What are the characteristics of Christian leadership? Although this is in many times only noticable to a leader, the confiction thereof should change the way he/she do things.

Intimacy with Christ

The first and most important thing Christian leaders need to do is develop a strong and intimate relationship with God. Developing this intimate relationship with God through daily prayer and reflective Bible study is vital if Christian leaders are going to be all they can be in God.

We see that Jesus modeled this drawing away to a solitary place to connect with His heavenly Father in prayer. In **Mark 1:35** we see that He did this alone and in Mark 6:35 he called the disciples to draw away from the pressing crowds. As Christian leaders we need to follow Jesus example to make sure we come aside from the business of life and ministry to make our connection with the Father. As we do, we find that our relationship with God grows and we allow Him to speak to us. We can also learn from Scripture and receive guidance on how He wants us to lead the people we are overseeing. I believe this time alone with God is vital for our growth, seeking direction and for our long term survival of the pressures which ministry can brings.

Spirit-Driven and Passionate

Jesus lived His life and did everything He did with a clear sense of purpose and thus was Spirit-driven (**Mark 1: 35-39; Luke 4: 43; 5: 32**). He was preoccupied with the purpose with which His Father had sent Him into the world – that was His passion or top priority (**John 4: 31-34**). His vision was sharp (not blurred), His goal was clear and He never allowed anything to distract Him from the goal (**Luke 12: 13-14; 13: 31-32**). He was very clear in communicating the purpose with which He chose His disciples (**Matt. 4: 18-19; Mark 1: 16-17; 3: 13-14**). He reiterated His purpose even before He ascended into heaven after His resurrection (**Matt. 28: 16-20; Acts 1: 7-8**). When they received the Holy Spirit and began their ministry, we notice that they followed the example of their Master and lived a focused and Spirit-driven life. They did not allow anything, including the good things in the ministry to distract them from the main thing, which was their top priority (see **Acts 2: 32-41, 47b; 3: 11-16 and 19-20; 4: 1-12; 5: 41-6: 7**). The apostles did not deviate from their priorities – they learnt from their Master the principle of keeping the main things, the main things. Paul also demonstrates for us that this is a key ingredient in successful Christian leadership. He was very sharply focused, was driven by a clear sense of purpose, both in life and ministry, pursued his goal with perseverance, and finished his race (**1 Cor. 9: 15-27; Gal. 2: 1-10; Phil. 3: 7-14; 2 Tim. 3: 10-11; 4: 1-8**). This is the pattern we should follow and inspire others to emulate us.

Servant-Leaders

To learn of what truly is servant leadership, it is important that we follow Christ's command and example. In **Matthew 20 and 23**, Jesus tells us that we need, first of all, to lead in an attitude of servant hood.

Matt 20:26-28 Yet it shall be not so among you, but whoever desires to become great among you, let him be your servant. And whoever desire to be first among you, let him be your servant, just as the Son of Man did not come to be served, but to serve, and to give His life a ransom for many.

Matt 23:11 But he who is greatest among you shall be your servant.. In the Gospels, we notice that Jesus' disciples were involved in dispute over who would be the greatest among them (**Luke 9: 46-50; 22: 24-30; Mark 9: 33-37; 10: 35-45; Matt. 20: 20-28**). They were preoccupied with themselves and their positions of power and authority. They were measuring greatness in positional terms and that led to a sort of 'power struggle'. However, Jesus teaches them that they should not be like the leaders of the Gentiles who lord it over them, but be like Himself and learn to lead by serving (**1 Peter 5: 1-4**). This is what is called 'servant leadership'. Jesus offers Himself as a paradigm or model for them to follow. It is in this context that we should consider the example of Jesus washing His disciples' feet (**John 13: 1-17**). In a Jewish household, this was the job of the lowest servant and so none of Jesus' disciples wanted to do that. Thus, they came in with dusty and dirty feet. It was then that Jesus, who knew Who He was in God, got up and began to wash their feet, giving them a practical demonstration of 'servant leadership'. It has, of late, become fashionable to talk or teach about this. However, what we need now is not just more teaching, but more leaders that practice this style of leadership.

True servant leaders know their strengths and weaknesses and surround themselves with those who have complementary abilities and can offset their weaknesses. Servant leaders invest themselves in enabling others to do their best, allowing teamwork to move their ministry. A true servant leader allows those alongside to grow into a great servant leader as well. True servant leaders invest in their team, empowering them to serve others in the same humility they display to others. They are committed to serving with humility and concern, having a forgiving and giving heart. They are willing to sacrifice personally for the well being of others. They are willing to do humble tasks, but as their leader, they always have in mind a larger vision. Also to produce fruit after their own kind.

A serving attitude does not imply willingness to be abused by others or the toleration of exploitation. Servant leaders are not enablers to those who should be helping themselves. A true servant leader is disciplined in all areas of life, knowing their first responsibility is to serve God and then to others. Servant leaders must first of all please God; they are not moved solely by the need to please others.

Character and Integrity

One of the keys to successful long Christian leadership is the desire to live with character and integrity. In **1 Timothy 3:8-12** and **Titus 1:5-9** it lists 24 characteristics that should be seen in Christian leadership. Some of these include being of good behavior, not greedy for money, not given to excessive drinking, not quick tempered, but being self controlled, a responsible steward, one that holds fast to the Word of God and has a good reputation outside the church. It tells us that these qualities should be evident in the lives of those who are called to Christian leadership. In saying this though, it does not say that one has to be perfect to be in Christian leadership. That is not possible as we are all human and fall short at times. However, it is saying that these things must be evident most of the time.

Integrity is “the quality or state of being of sound moral principle, uprightness, honesty, and sincerity.” In the world today, ‘integrity’ is not valued as the most important thing in life and business. Paul says that saying, “Yes, yes” and “No, no” in the same breath is the world’s way (**2 Cor. 1: 17**). In saying this, Paul is following the teaching of Jesus Himself, who says, “Simply let your ‘Yes’ be ‘Yes,’ and your ‘No,’ ‘No’; anything beyond this comes from the evil one” (**Matt. 5: 37**). We have to be like this, because our God is like this. We all know this theoretically. However, in practice it appears that Christians and Christian leaders are no different from others at times. It is very painfully true of many top leaders even in the Church today. We cannot be sure if what a Christian leader is saying is true or not and so we cannot trust them. They are not proving to be people of their word who can be taken at their word. What they say and what they have inside and what they say and what they do, do not match often times. This lack of integrity in a leader breeds mistrust, pretence or even hypocrisy among the people and such a leader does not enjoy respect and ceases to lead in a Christian manner. Jesus spoke very harshly against ‘the Pharisaical piety,’ which lacked integrity and warned his disciples to be on guard against the yeast of the Pharisees, which is hypocrisy (**Luke 11: 37-43; 12: 1-3**). Jesus highlighted the lack of integrity between their teaching or preaching and practice, when He said, “*So you must obey them and do everything they tell you. But do not do what they do, for they do not practice what they preach*” (**Matt. 23: 1-3**). Even Paul exhorts Titus, a young leader saying, “*In your teaching show integrity . . .*” (**Titus 2: 6-8**). When a leader’s character is marked by integrity, then respect and cooperation follow and he or she has a positive godly influence on others and this is real leadership.

I firmly believe that as Christian leaders we need to have this same commitment to living with character and integrity the Bible talks about. We need to have a good testimony both in and outside the church and before God and man.

Risk-Takers

The concept of risk is a challenging one for many Christian leaders. On the one hand, many churches and Christian organizations are conservative in their target setting. Leaders may feel that if their church or organization doesn't hit the targets of vision that it has set itself, then the church has not only failed, but that God is not blessing them. This is a dangerous paradigm to take.

On the other hand, God is a God who understands and uses weakness to achieve His purpose. Achieving the salvation of the world through the crucifixion of Jesus Christ was the ultimate in using weakness. It was also risky. The very heart of the sacrifice of the cross was that Jesus chose to go through with it. In the garden of Gethsemane, Jesus prayed "*Yet not what I will, but what you will.*" (**Mark 14:36**). It had to be a real choice, with the inherent risk that Jesus could not go through with it. If there was no choice, there was no sacrifice. The Father chose to make Christ fully human, with the risk that He could be fall to the temptation of Satan, that He could succumb to the corrupting influence of power, or that he could sidestep the ultimate sacrifice. The fact that Jesus resisted all temptation, maintained His integrity with the spiritual power with which He was entrusted, and surrendered Himself to the cross does not take away any of that risk.

In the selection of His twelve disciples, Jesus also took significant risk as a man, but it was always guided by the Spirit. Those who have hired people to fulfill roles where the job will expand significantly know the difficulty of selecting people who will make the transition successfully. Jesus took the risk of calling a group that would probably not make the short list of most current-day executive search teams. Setting too simple a goal can severely limit the organization's ability to achieve great things for the Kingdom of God.

Team-Worker

Jesus could have for sure done a lot more and better, if he had not had his disciples with him. However, He chose to work together with them and to build the team of his disciples, the first leaders of the Church; for the purpose of the salvation of many. He taught them, gave them on the job training, heard their reports, prayed with them, corrected them, gave them opportunities to see Him in action, and ended up investing most of his time and effort on them. This is what we find in the Gospels and **Acts 1: 1-8**. From Jesus' teaching and model, we learn that there is no place for 'lone rangers' in the Kingdom of God. Therefore, I believe, all Christian leaders would be team players, team builders that are committed to the discipline of working with and for a team and make themselves accountable to others in the team. Without neglecting their personal tasks and goals, they give adequate attention and priority to the collective tasks and goals and invest in empowering others. Otherwise, Christian leaders become carnal, worldly, and selfish and cease to be Christian leaders.

Committed to Making Disciples

The last words of Christ before returning to Heaven are recorded in **Matthew** chapter **28:19-20**. It says, *“Therefore, go and make disciples of all the nations, baptizing them in the name of the Father and the Son and the Holy Spirit. Teach these new disciples to obey all the commands I have given you”*. This verse is a clear command to reach people with the love and saving message of Jesus and to teach them how to follow Jesus and His teachings.

As Christian leaders, I believe the core of what we do is to love God, love people and to make disciples. We need to focus our energies on loving and bringing people into the Kingdom and teaching them how to continue to grow in their faith and service of God. The early church understood this and as a result many thousands of people came to faith in a short time. In **Acts** chapter **2:42** we see that, *“All the believers devoted themselves to the apostles’ teaching, and to fellowship, and to sharing in meals (including the Lord’s Supper), and to prayer”*. In committing themselves to these things, the early church members were able to grow to maturity and be sent out in their community to reach others for Christ.

Conclusion:

Christian leadership begins with God’s calling, and that call comes in two parts. First, He gives you a desire to serve Him, and second, the church recognizes in you those elements of character and those gifts which qualify you to serve in leadership. In those qualifications, character is much more prominent than gifts. The first qualification for Christian leadership is Christ-like character. If we are to lead Christ’s people in Christ’s way, we must ourselves be men who have walked with Christ – on the Calvary road. May God help us to be such men as we lead His church – Amen!

The Root of Ministry Effectiveness

What every church leader should know about organizational culture

Organizational culture impacts productivity, customer service, operational efficiency, team effectiveness, openness to change, creative flow, and employee fit, satisfaction, and retention. In other words, it's critical to almost every area of organizational effectiveness. What the congregation see in leadership is just a tip of the iceberg, the real magnitude of leadership lays hidden; and sometimes sadly it remains hidden below the surface. It is important to find a balance as a leaders in when to surface the right qualities form within.

A church's organizational culture might be described as the church's DNA, personality, or simply "the way we do things around here." It's a combination of the visible symbols and the invisible values and expectations that are shared by the people within a congregation; but most importantly, 'the way we do things' must line up with the vision the Lord had given the church; and more so the Word of God.

In ministry we often talk about culture in an external sense: the culture "out there" in which we live. But culture is also present within every size and type of organization, including the church. And the culture within organizations is just as powerful as the culture outside of them. These are forces pulling in two opposite directions; so we must be careful to build a culture of the Word of God, instead of adpoting and mixing cultures to our likings.

Three Levels of Organizational Culture

The best way to think of organizational culture is to picture a triangle, representing an iceberg. At the top of the iceberg of church organizational culture are artifacts. The middle layer consists of espoused values. At the base of the triangle, hidden below the waterline, are the underlying assumptions.

Artifacts

Artifacts are anything that are externally visible about a church: its architecture, where visitors and staff are supposed to park, the type of music, the location of the pulpit, the style of dress, the bulletin and other printed materials, and more. Basically, it's anything someone can see, hear, taste, smell, or touch when they visit your church or ministry.

Artifacts give us clues about a church's organizational culture. The difficult thing about artifacts, however, is that while they're easy to see, they can be hard to interpret because we bring our own assumptions into the interpretation. For example, someone from a traditional Middle Estern and Eastern church might view wearing jeans in church as highly disrespectful, while to a churchgoer in Western parts of the world it's a culturally

accepted norm without moral value.

Espoused Values

The second level of church organizational culture is espoused values. As the name implies, these are values that are stated verbally or in writing. Examples include mission statements, lists of core values, and goals. Preachers share espoused values all the time from the pulpit.

There are two things that are important to note about espoused values. One is that they may not reflect a church's actual values. For example, a church may have the espoused value that staff must demonstrate "proven character and proven ministry," when in reality talented staff members are allowed to run over people emotionally as long as the job gets done. This is just an example...

The second thing to know about espoused values is that there are actually two kinds: missional values and operational values. Missional values refer, not surprisingly, to the church's mission or purpose. Almost every church espouses similar missional values; with only slight variation in wording, they typically include worship, fellowship, discipleship, social concern, evangelism, and sacrament.

However, a church's culture also includes operational values, which are how a church approaches its missional values. Operational values can advance or thwart progress toward missional values. Examples of operational values include how a church handles conflict, how much loyalty is expected from the congregation, how open the church is to outsiders, how much innovation is valued, and whether staff members intentionally empower others to lead. A single church can have dozens of operational values.

Two churches in the same neighborhood could share the espoused, missional value of outreach. But if one church has the hidden operational value of fearing outsiders, the two churches will treat newcomers very differently. This hidden value may come out in unclear signage to help new people navigate the church or in no one welcoming them as they enter the building. Regardless, the message will be clear to visitors.

Underlying Assumptions

At the deepest level of church organizational culture, below the waterline, lie underlying assumptions. These are the real values, and they are linked to very strong emotions. In fact, these assumptions are so deeply rooted and so deeply held, that to act in a way contrary to them seems unthinkable. Because they are assumed at such a deep level, however, they are rarely articulated.

We most commonly see this clashing of assumptions when two families are joined by marriage. In the movie *Father of the Bride*, the bride and groom come from two very different family backgrounds, values, and assumptions. We laugh at the ensuing conflict, but when it's our own assumptions running into those of another person or group, it's not as funny.

In a church context, underlying assumptions and their connected emotions gain even more power, because we tend to spiritualize or theologize our own assumptions. That is, we think of them as morally and biblically right or wrong, even when they may just be reflective of different cultural values.

Clearly, church organizational culture is very complex. It is also both adaptive and resilient, able to mutate over time, yet resistant to quick change. Adding even greater complication is the fact that organizations have both a dominant culture and any number of subcultures, each with their own artifacts, values, and assumptions. Youth ministries are the most obvious example of subcultures within the church, but there are also less visible subcultures that develop in groups and ministries, often out of frustrations with the overall system.

Because organizational culture is so important ministry effectiveness, one of the key roles of church leaders is to create, manage, maintain, and change the culture. As you can imagine, that's not always easy to do. It is vital that church leaders be in agreement and also in unison vision – working towards the same goal daily.



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