Pastors and Volunteers in Small to Medium Sized Churches:

The Traits that a Pastor Needs for Leading Volunteers

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Abstract

Volunteers perform most of the work in a church. Therefore, a pastor interacts with volunteers constantly and must relate to them in a positive manner in order to encourage their continued support. Discerning the knowledge, skills, abilities and other characteristics (KSAOs) a pastor needs to work with volunteers effectively was the central issue addressed. Two related questions were also important: How does a pastor acquire these KSAOs and how are these KSAOs supported by Scripture? To investigate these questions, grounded theory was utilized. Senior pastors of mid-sized churches were interviewed to learn what they have experienced and what they have seen in Scripture. An introductory list of answers was developed to address these questions.

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Churches rely on volunteers to accomplish a significant portion of the ministry performed by those churches (Clain & Zech, 2008). One pastor stated the following: "If a church is going to be effective, it has to be completely run by volunteers, in the sense that they are the ones who are mobilized to do the work of the ministry" (Pastor 5, personal communication, 2011). Thus volunteers are vital to the work of a church. For this reason, pastors need to be prepared to lead and encourage those who serve in church ministries (Pastor 5, personal communication). It is common knowledge that a pastor and a church may utilize volunteers as Sunday school teachers, youth leaders, groundskeepers, janitors, and worship leaders. Using volunteers provides unique challenges and advantages; one week a Sunday school teacher is not available, and the next week a person volunteering as a groundskeeper has to work longer hours for his employer. However, in another situation, volunteers are remodeling a room in the church, and their work is of a higher quality than what would be expected from a contractor. These scenarios happen within a church, and a pastor must know how to interact with volunteers as they perform the work and ministry of the church (Pastor 5, personal communication). Therefore, there could be specific traits and skills that will greatly aid a pastor in leading, developing, and working along with church volunteers.

There has been research conducted to evaluate the traits associated with church leadership (Cohall & Cooper, 2010; Elson, O'Callaghan, & Walker, 2007; Felton & Reed, 2001; Irwin & Roller, 2000; Knight, 1992; McKenna, Boyd, & Yost, 2007). In that research people have compared church leadership to business leadership (Cohall &

Cooper, 2010; Felton & Reed, 2001; Irwin & Roller, 2000). This research has been beneficial because there are tasks and duties in a church that are similar to those performed in a business. Like other organizations, churches have to manage facilities, finances, and people. However, churches are not identical to businesses and must not be managed and directed as if they were businesses (Bilezikian, 2007). Church leadership needs to consider the characteristics of the church that make it a unique organization. While business theory can often be helpful to churches, it is not a church's authority. The church's authority is God and His Word. The Bible states people in Christian leadership are called to be servants (Mark 10:42-43, ESV). This means church leadership, and all Christians, are called to view others as more important than themselves (Philippians 2:3). While a good business will care about its employees, there are going to be differences between business and church management because the goal of a business is to make a profit while the goal of the church is to follow God's will. Also, as stated above, volunteers drive the church. Most businesses have paid employees. For these reasons, church leadership must be evaluated in the context of Scripture and not business theory alone.

In light of these thoughts, one specific area of church leadership and administration that has not been studied deeply is the task of leading and working with volunteers in the church. Specifically, what knowledge, skills, abilities and other characteristics (KSAOs; Heneman & Judge, 2009) do pastors need to lead the volunteers of a church? Also, how are these KSAOs obtained and how do they relate to Scripture?

Churches may have less than fifty people or they may have several thousand people. Pastors may need a different set of KSAOs depending on the size of their

churches. This study focused on pastors who led churches that have between one hundred and one thousand people in attendance because the majority of the people who attend church in the United States participates at churches which have attendance in this range (Hartford Research, 2006).

The literature review that follows provides background for the study. It shows related research and explains the lack of research specifically addressing this topic. It considers what Scripture has said about pastoral leadership of volunteers. Next, the method section explains how the study was conducted. The results section then reviews what the pastors said during the interviews and compiles a list of KSAOs that were discussed during the interviews. In the conclusion, the hypothesis proposed by this study is developed.

KSAOs Pastors Need for Leading Volunteers

Leading Church Volunteers

The present body of scholarly research lacks information concerning the KSAOs a pastor needs to lead and direct the volunteers that serve in a church. There is research concerning management and business skills needed by pastors (Cohall & Cooper, 2010; Felton & Reed, 2001; Irwin & Roller, 2000), why volunteers choose to volunteer in churches (Clain & Zech, 2008), and how to manage volunteers in other organizations (Handy & Cnaan, 2007). While this research did not directly address the KSAOs that a pastor needs to interact with volunteers, the research did suggest several KSAOs that could be important for pastors to possess. Also, since the Bible is the foundation for the church, it must be studied when considering the church. For this reason, various passages were examined to evaluate what the Bible says about church leadership. Last, both

research articles and the Bible were considered to see how pastors might acquire or develop these KSAOs.

The Importance of KSAOs

The KSAOs were analyzed and separated into individual types: knowledge, skills, abilities, and other characteristics. Analyzing a person and a position in relation to KSAOs is beneficial because a person having the necessary KSAOs for a position helps create a person-job match. When a successful person-job match occurs, the person in the position has an increased likelihood of performing well and being satisfied with the position (Heneman & Judge, 2009).

Knowledge

Knowledge refers to information that is necessary or beneficial to have when performing the tasks of a job (Heneman & Judge, 2009). Two areas of knowledge in which a pastor needs to have understanding are Biblical knowledge and knowledge of how to apply effective business principles.

Scripture requires that leaders in the church are able to teach the Bible accurately (Titus 1:9). To be able to teach Scripture correctly, a pastor must know what is true. Having this understanding of truth comes from Scripture (2 Timothy 3:16). Jesus described some teachers as being blind. In that discussion, he said, “if the blind lead the blind, both will fall into the pit” (Matthew 15:14). Jesus was explaining that those teachers could not guide people because they themselves did not have knowledge. This means a pastor cannot teach anything that he himself does not know. A pastor must live in a way consistent with his teaching in order to encourage those around him to live in a

similar manner. Therefore, if pastor is trying to lead volunteers in the truth, he must have an accurate understanding of it.

Business knowledge is helpful for pastors. This knowledge includes understanding organizational structures and administration duties associated with church operations. A pastor is often responsible for administration duties in a church because there is no one else available to perform those responsibilities (Irwin & Roller, 2000). Marketing concepts are also helpful to a church because a person seeks to understand people and how to attract them effectively when using marketing techniques (Felton & Reed, 2001). Having an understanding of accounting and finance practices is important for churches, but in many cases the pastor is not directly responsible for overseeing a church's finances (Elson et al, 2007). Churches need to be aware of legal regulations such as Title VII of the Civil Rights of 1964, Americans with Disabilities Act of 1990, and Age Discrimination in Employment Act of 1967. While the ministerial exception of Title VII does allow churches to hire specifically people who agree with their beliefs and doctrine, churches are not exempt from following the regulations of employment laws (EEO: May a religious institution, 2012).

Skills

Skills are traits which are learned and developed that result in a person being able to perform effectively job-related tasks (Heneman & Judge, 2009). Important skills for a pastor include management and delegation, teaching, performance management, conflict resolution, listening, recruitment, and selection.

A pastor needs to have management skills since he is usually the person directing the church. These skills include guiding people to perform tasks and encouraging them to

complete those tasks (O*Net First-Line Supervisors, 2010). Delegating is another valuable skill for pastors. Failure to delegate can result in pastors not having enough time to perform their job duties (Irwin & Roller, 2000). The early church recognized the need for spreading work to different people. The church was failing to minister to some of the widows. For this reason, the apostles appointed additional leaders and gave the ministry to them (Acts 6).

Pastors need to be able to teach well (2 Timothy 2:24). They may do so from the pulpit, in a classroom, or individually. Teaching is a skill that is part of a leader's duties in the church (Knight, 1992). Teaching referred both to truthfully encouraging people in the Bible and correcting them when necessary (Towner, 2006). This means pastors should be able to admonish people if their beliefs are at variance with what is in the Bible. Also, pastors need to be able to correct people when their actions are inconsistent with the Christian manner of life.

Performance management is a skill that is closely connected with teaching. As a business term, performance management refers to using training and feedback to help employees improve their talents and job performance (HR terms glossary P, 2012). In the context of church volunteers, a pastor would use performance management to review the effectiveness of volunteers while they are serving and to consider how to help them grow and improve in their roles and ministries.

Conflict resolution is another essential skill for a pastor to have (McKenna et al, 2007). A pastor needs to avoid debates of no value (2 Timothy 2:23). These foolish debates only cause problems (Towner, 2006). Instead, a pastor must be able to correct his opponents gently (2 Timothy 2:25). The Greek word translated *gentleness* can mean

gentleness, meekness, and humility. It is often used in opposition to words meaning *bad temper* or *sudden anger* (Knight, 1992). Matthew 18:15-20 provides the outline for how conflict resolution should occur in the church. Confrontation should occur individually, then in a small group, and then in the church.

Being a good listener is imperative for a pastor. In his ministry, he devotes time to counseling and serving people. To perform these responsibilities well, a pastor must listen carefully to what people tell him (O*Net Clergy, 2010). The importance of listening when in church leadership is shown in Acts 15. In this story, the Apostle Paul came before the leaders of the church to argue that obedience to a certain aspect of the Old Testament Law was not required for salvation. Paul explained how God had clearly shown Himself in the lives of many believers who had not kept the Old Testament practice. The church leaders listened patiently and although they grew up with the Old Testament Law, they discerned the truth in Paul's argument. Thus being willing to listen allowed the church leaders to make the correct decision.

Since volunteers are vital to church ministry, those volunteers need to be recruited. Personally asking for volunteer service leads to an increased probability of a person volunteering (Clain & Zech, 2008; Handy & Cnaan, 2007). Therefore, pastors need to communicate the need for volunteer help to church members. Having a person/job and person/organization match impacts the ability to attract a person to a position (Heneman & Judge, 2009). For this reason, a pastor should seek to align potential volunteers with activities that they are interested in and positions they can perform well when he recruits them.

Pastors must be capable of selecting people for volunteer roles who are qualified for those roles. This requires discernment. In selecting volunteers, pastors should understand the qualifications needed to work in positions. Two of the passages in Scripture that outline the qualifications for church leadership are 1 Timothy 3:1-13 and Titus 1:5-9. These passages should be studied when selecting church leadership. Also, when selecting people for roles, church leadership must consider how Jesus and the early church leaders chose people for ministry; they prayed about those decisions (Luke 6:12-16; Acts 6:4-6).

Abilities

Abilities are traits that are not as readily learned as skills and are closely related to a person's natural tendencies (Heneman & Judge, 2009). Communication, leadership and vision, and discernment are valuable abilities for a pastor to posses.

The ability to communicate well is required for pastors since one of their most well-known job duties is giving sermons. However, there are several pastoral tasks, duties, and responsibilities that require pastors to communicate well. Therefore, pastors need to be able to communicate effectively. Both oral communication and written communication are important. For example, a pastor needs to speak clearly and be able to hear what others say to him. Next, he needs to present understandable messages through both written and spoken language. Along with presenting messages, he needs to process and comprehend oral and written communication when he receives it. Last, a pastor should be creative in his use of communication (O*Net Clergy, 2010).

A second key ability is leadership. Leadership ability is different from management skills in a few ways. One is that leaders have long-term focus while

management focuses more on the short term. This means a leader has a sense of vision and direction for what he is leading and directing (Maxwell, 1993). Vision is key because it motivates people working toward a goal since it shows them that what they are doing is worth their time and effort and it gives them direction (Lawson & Eguizabal, 2009). Another facet of leadership is seeking ways to improve how tasks and responsibilities are performed (Maxwell).

Discernment is a key ability for pastor. A pastor needs the ability to discern what motivates the people who volunteer. Volunteers may volunteer because they expect a spiritual benefit from serving. Also, they are more likely to volunteer if someone asks them to serve (Clain & Zech, 2008). People who attend church regularly are more likely to volunteer (Hoge, Zech, McNamara, & Donahue, 1998). Thus finding ways to increase commitment is beneficial. One way to increase commitment to the church is to increase participation in small groups (Bond, 2001). People who are more closely tied to Christian friends are more likely to volunteer (Park & Smith, 2000) Volunteers cannot be expected to perform in the same manner as a paid work force (McGonigle, 2002). Having this understanding can help in recruiting and retaining these volunteers (Dolnicar & Randle, 2007).

A pastor needs to have discernment because having the right people involved will greatly aid a church. In writing to Titus, Paul told him that Titus needed to appoint leaders for the church in Crete. Paul then proceeded to give Titus a list of qualifications that these leaders needed to possess (Titus 1:5-9). Next, Paul said that one of the problems with the church in Crete was there were many people who tried to deceive people in the church (Titus 1:10-16). For this, Titus needed to discern people's character

and to prevent misguided or evil people from having an opportunity to injure the church. Discernment is essential when a pastor is communicating. James followed a verse discussing leaders in the church with several verses explaining how dangerous words can be and how hard it is to control what one says. However, having discipline in what one says is required for those in leadership (James 3:1-12).

Other Characteristics

Other characteristics include any traits or qualifications that are not part of the other three categories (Heneman & Judge, 2009). Important other characteristics include having a strong relationship with God, being able to develop relationships with people, having certain morals and character traits, and being able to respond properly to stress.

Having a strong relationship with Christ is vital for church leaders. During the night before His Crucifixion, Jesus said these words to His followers, the ones who would become the leaders of the church: "I am the vine; you are the branches. Whoever abides in me and I in him, he it is that bears much fruit, for apart from me you can do nothing" (John 15:5). In this verse, Jesus compared His followers to branches on a plant. He explained that if a branch is connected to the rest of the plant, it grows and produces fruit. However, if a branch is separated from a plant, it dies and produces no growth. Likewise, a follower of Jesus is incapable of accomplishing anything if he or she is separated from Jesus. However, if a Christian is living in close relationship with God by praying and reading the Scriptures, he or she will be productive in his or her ministry.

Since interacting with church members is a significant aspect of a pastor's role in ministry, a pastor needs to be capable of developing relationships with people. This includes creating relationships with people who serve in the church (O*Net Clergy,

2010). A Christian leader needs to show kindness to all people (2 Timothy 2:24). All Christians are called to love those they meet to the same degree that they love themselves (Matthew 22:39; Luke 10:25-37).

In 1 Timothy 3, Paul provided several key qualifications for a church leader. "Therefore an overseer must be above reproach, the husband of one wife, sober-minded, self-controlled, respectable, hospitable, able to teach" (1 Timothy 3:2). The word translated *overseer* spoke of those who led the church as pastors and elders do now. The phrase *above reproach* meant that a church leader must live in a manner that is fully consistent with being a Christian. That first qualification is explained by the qualifications that follow. Being sober-minded and self-controlled spoke of a person being thoughtful and a clear thinker (Knight, 1992). *Respectable* explained further the previous two descriptions to show that a church leader needs to be honorable (Towner, 2006).

Leading a church results in much stress. The relational aspects of pastoring are especially noted for causing burnout in pastors. In coping with stress, pastors need to understand that God has grace toward them. Also, pastors need to recognize their own strengths and weaknesses so that they can use their abilities to respond effectively in their duties as a pastor (McKenna et al., 2007).

Acquiring These KSAOs

Although it has been established that understanding business practices aids in leading a church, studies have shown that most pastors have not had any training in business (Cohall & Cooper, 2010; Irwin & Roller, 2000). The reason for this is that few theological schools offer any courses discussing the business aspects of the church

(Duvall & Pinson, 2001). Therefore, some pastors have not learned some of the needed KSAOs before being on the job. This results in many pastors learning church administration skills as they are performing their jobs (Irwin & Roller, 2000).

There are many ways to address learning skills while working. Reflecting on past experiences is beneficial (McKenna et al., 2007). It is also important for a pastor to be willing to change and to learn. This means examining occurrences each day to see what can be learned from them.

Scripture states multiple methods by which a church leader could learn skills. A pastor is to learn through studying Scripture (Psalm 119). Another way to learn knowledge and skills is for a young leader to be under the instruction of an older leader (2 Timothy 2:1).

Statement of Purpose

Although the research did provide suggestions of KSAOs pastors might need to work with volunteers, it has not shown which specific KSAOs are necessary for pastoral work with volunteers. Therefore, at the heart of this qualitative study was the idea that there are specific KSAOs that are necessary for a pastor to possess when leading and directing volunteers. Therefore, this study sought to develop a list of KSAOs that are beneficial to a pastor when he serves with volunteers.

Method

Participants

The participants in the study were senior pastors at small to mid-sized churches ranging from just over one hundred to six hundred fifty people in regular attendance. This was done to provide a more focused result since as a church grows, so does its structure.

In utilizing grounded theory, the number of pastors that were interviewed was not predetermined. Instead, research was performed until the saturation point was reached in the research (Glaser & Strauss, 1967). This meant there were interviews conducted with pastors until the interviews did not provide new information for the study. Seven pastors were interviewed for this study. The location of the participants was in the mid-Atlantic region of the United States.

Materials

To investigate these questions, a qualitative study was chosen because the qualitative process is used to gain a deeper understanding of a topic (Vivar, McQueen, Whyte, & Armayor 2007). In qualitative research, detailed responses from subjects provide information about the topic based on the subjects' life experiences. Qualitative research is different from quantitative research in that quantitative research relies heavily on statistical analysis (Jackson, Drummond, & Camara, 2007)

The specific type of qualitative research used in this study was grounded theory. Grounded theory is "the discovery of theory from data" (Glaser & Strauss, 1967, p. 1). This means that the results of the research suggest a theory instead of research that begins with a theory and then tests it. Semi-structured interviews were used to collect information. This allowed the interviewees to provide their perspectives on the topic (Glaser & Strauss).

Procedure

In the semi-structured interviews, a series of initial questions was used to guide the conversation and then follow-up questions were asked to provide more detailed information. The interviews began with questions about the pastors' churches in order to

allow for an understanding of any church specific details. The interviews then focused on questions that sought to answer the specific questions proposed by the study. The interviews lasted approximately thirty minutes. The interviews were recorded to ensure that each pastor said could be reliably studied.

Furthermore, upon the completion of the interviews, the Biblical passage that was most frequently referenced by the pastors was researched by using commentaries in order to gain a deeper understanding of that passage and its significance to the topic. This research was done in addition to the interviews to gain additional understanding about the topic.

Results

Summary of Results

After the interviews had been completed, the interviews were listened to and transcribed. The pastors and the interviews were assigned numbers from one to seven for the purposes of distinguishing among the pastors. After transcription, the interview transcriptions were analyzed to see what key KSAOs were discussed in the interviews. In many cases, the terms used were closely related, thus it had to be determined what ideas were distinct from others and what ideas, although different terminology was used, were equivalent. Also, in many cases, one KSAO included another individually mentioned KSAO. When this occurred, the smaller KSAO was noted and discussed in the context of the broader term. There were thirty-four distinct KSAOs that the pastors presented in the interviews. Some of those thirty-four were closely related, but still distinct enough to name as separate KSAOs. Twelve central KSAOs arose from the interviews. For the purpose of organization, the twelve central KSAOs were divided into knowledge, skills,

abilities, and other characteristics. The pastors noted a few methods for acquiring these KSAOs, and one passage of Scripture was often discussed.

Knowledge

The central area of knowledge that the pastors addressed was Biblical knowledge. This body of knowledge was mentioned on several occasions. Also, in speaking about other KSAOs, the pastors used Scripture to support their ideas. This implicitly showed their belief in the importance of knowing Scripture. Pastor 6 said the following:

> It is the Word of God that saves, meaning that faith comes by hearing and hearing by the Word of Christ. The power is the Gospel and the Word sanctifies… transformation happens through the Word, the Spirit of God wields the Sword… So we would be very Biblical, very Word based, Word saturated in what we would try to use to motivate people.

Pastor 7 connected his teaching role with volunteers to the importance of Scripture. Upon being asked what was the biggest help in having people volunteer in the church, he said this:

> The biggest thing I think I do is to preach on it. That is our foundation; the Scripture is our standard. The Holy Spirit will use Scripture to convict hearts.

Through all of the interviews, the pastors constantly referenced and quoted Scriptures in describing how to work with volunteers. Thus the pastors affirmed the value and necessity of Scripture by using Scripture as the foundation for their ministries and their interactions with volunteers.

Skills

The pastors mentioned six main skills that were central to a pastor's work: management, teaching, performance management, listening, recruitment, and selection. These six skills each have significant roles throughout a pastor's ministry, but they also specifically apply to working with volunteers in the church.

Management. The necessity of possessing management skills was frequently addressed during the interviews. These capabilities were closely related to discernment and selection. There were additional aspects relating to management as well. For example, several pastors agreed delegating effectively was a valuable skill. Pastor 1 spoke of not needing to be in control of each program or task and certain programs and tasks being completely released to volunteers:

> We have had a lot of great volunteers making this church what it is. It is not me. It is great volunteers right from the start. It is every pastor's dream to have willing volunteers. There is so much here that goes on that I don't even know about because it's delegated and it is done by volunteers, and I do not need to know about it, at least not my personality. Some guys are really hands on, really controlling and that's not me.

Pastor 3 saw delegation as a necessity because different people have different skills and many times there are people who will perform a ministry better than the pastor would:

> If we've got some guys who are very, very capable, for example working with college students because of campus outreach, and I know they are more gifted

> than I am in that area, and we've got a couple of them here that are doing great ministries.

Pastor 7 concluded that micromanaging is a way to discourage volunteer participation.

> You can micromanage… you can look at something and say "this is really important, I need to keep a hand in it. I need to stay involved in it." And what it shows is a lack of trust. If you go through all the effort to make sure you set everything up right, you should not have to look over the shoulder all the time. But it is real easy to say "this is just too important to let go." And that person says "why am I here, why don't you just do this yourself?" So to me that is probably one of the biggest dangers, is micromanaging your volunteers. And there is a dangerous balance, you have to be involved and they have to know that you are part of it. But you have to let them run it.

All seven of the pastors believed management skills are important when working with volunteers.

Teaching. Teaching clearly stood out as a very important skill for pastors with all but one of the pastors mentioning it. Pastor 4 saw this as one of his most important pastoral roles with volunteers.

> I equip them and help them do that, and as we multiply pastors, we just multiply opportunities to train people to [work together]. So that is where we start. If we start there, we recognize that is our main job. The first point that I put down… is the giving of pastors and teachers and evangelists is by its very definition a

> process of team building. That's really what it is, and apart from that, you have really messed it up.

Pastor 7 named teaching and preaching as his primary role with volunteers.

> I think the most important thing that we do here is to make sure we on purpose speak it from the pulpit… the bulk of the ministry of the church, needs to be done by volunteers. If it is not that, it's messed up. So the biggest thing to me, the most important thing… is to present the truth, that we are all supposed to be [a body]… everybody is a different part of the body, and without a part of the body, the body does not function correctly. So teaching that on a regular basis, I think is the most important thing.

The pastors affirmed teaching Scripture is essential in their role as a pastor. This included teaching volunteers how to serve and minister in the church.

Performance management. Performance management was another skill discussed by the pastors. Within this, they noted showing appreciation and having confrontation skills as two key aspects of working with volunteers. These skill sets allow a pastor to develop and disciple a volunteer.

Showing appreciation. Four of the pastors made special note of saying that volunteers need to be thanked for serving. This means having both an internal attitude of thankfulness as well as communicating that thankfulness to the volunteers. Pastor 1 brought up showing appreciation to volunteers almost immediately in his interview.

> [Receiving appreciation] is not the reason people will volunteer, they'll volunteer for the glory of God and the pleasure of using their gifts and serving, but [receiving appreciation] is a necessary part of the feedback loop. They need to

> know they are appreciated or eventually, humanly, they are going to wear out, so you've got to express appreciation to them. As they are doing it, "thank you for doing this," as you have occasion.

Pastor 4 shared similar thoughts.

> Recognizing the gifts that are coming out, recognizing growth that is happening in people's lives. I think it is important. It is not what they labor for, but I think it makes it all the sweeter to labor when people recognize that you are doing it and are giving yourself sacrificially. So I think it is super important.

Pastor 7 mentioned that a pastor should make note of who needs recognition in advance so that appreciation can be shown when the time comes.

> [T]o me the hardest part is remembering to celebrate. "I've got this project going, boom it's going, let me go over here and to do this." And to me, the hardest part is having the discipline, first of all discipline, to remember, "oh wait a minute, I put this person loose here, enabled them and equipped them to do what they are doing, and I just kind of left them." People disappear that way. They are like, "Nobody appreciates me," and they walk away. That is difficult, and that to me falls into the administrative planning of it, you do have to plan those things, you do have to do it on purpose.

In these thoughts, the pastors remarked that volunteers want to know they are valued and what they are doing is valued.

Confrontation. On the opposite side of performance management, some of the pastors explained that confrontation skills were important. They saw the ability to discuss

appropriately problems and issues with volunteers as a skill that pastors need to work effectively with volunteers. Pastor 5 put it this way:

> A few times you would see evidence of the flesh involved and you would try to help to clarify people's motives for why they were doing what they were doing. And it wasn't for them or their own ego, it was for the glory of God, so you had to do some spiritual teaching, so all of it put together was really a pastoral oversight to make sure people were doing what they were supposed to be doing for the right reasons.

Pastor 1 added these thoughts:

> I mean you need to bear with the weaknesses of people, that they can be forgetful. Their personalities can get in the way of their ministry… You need to be able to talk to them about that, when their personality is getting the better of them. You know, they need a feedback loop, both positive and negative, constructive.

Both confrontation and showing appreciation, although used in opposite situations, are crucial in a pastor's interaction with volunteers. In both showing appreciation and confrontation, a pastor must communicate what needs to be said in a manner that is constructive and by doing so, he helps volunteers learn and develop.

Listening. Listening is vital to working with volunteers. Pastor 5 gave these thoughts and tied listening to discernment.

> So over a period time, if you are listening to people, you begin to gage what's in their heart; you begin to learn what their motives are, and I think that is a skill that a lot of pastors maybe have not developed that would have helped them if they had learned to really listen to what was going on in a person's heart.

Other pastors also addressed listening. Pastor 3 posited that listening to feedback from volunteers provides much benefit when considering how a program or event is progressing. Pastor 7 discussed listening to volunteers' suggestions for ministries.

> I'm the one who the individual brings the idea to… And then, I start building relationship. I get to know them. I'll invite them in, we'll have a meeting, maybe have lunch, and let them tell me "this is what God has put on my heart."

Thus, developed listening skills allow a pastor to become aware of concerns or ideas about which he would not have otherwise known.

Recruitment. Throughout the interviews, the pastors recognized the need to recruit volunteers to serve in ministry. To accomplish this, the pastors affirmed that volunteers should be connected to ministry opportunities that are related to their interests and passions. Pastor 5 mentioned a program that he introduced at one church to try to accomplish this.

> [W]e started attempting to change the way we had people to volunteer from a need driven volunteer to a passion driven volunteer basis… [I]f you find a person that just has this dream in their mind and they are driven by it, they become inflamed with passion about carrying it out, and then you are just plugging them in and letting them go versus trying to prop them up and keeping them going.

Pastor 7 asserted the importance of giving church members an opportunity to be made aware of needs in the church so that they can volunteer.

> Maybe I didn't hit as hard, but communicating need in front of the congregation… If there is a ministry need, as the leader, I am the one who has to

> get up and really have genuine passion about it… I have to be able to paint the picture of the need for this service and the eternal value of the service.

Six of the seven pastors referenced that pastors need to be able to recruit volunteers for ministry.

Selection. Understanding how to select people for roles in the church was another key skill for pastors. It is closely related to having discernment because discernment is important in evaluating people in the character and fitness for a role. Pastor 5 said that looking at the qualifications needed for a volunteer position is important.

> Well there are really needs in pastoral ministry to make sure character is there at the beginning, but also the character is being developed in the ministry that the person is participating in. So what I think a pastor has to do is make sure that the profile of the position is matched with the character of the individual.

Pastor 6 used an example of a nursery coordinator position to illustrate the importance of comparing a position's requirements with what a volunteer is able to do.

> So picking an individual who has a right season of life for that job, picking an individual that their natural gifting fits, you need someone who is an administrator to be able to do that.

The pastors noted two aspects of selection, understanding the needs of the position and the capabilities and qualifications of the volunteer. Thus a pastor needs to look for a good person/job match when selecting volunteers.

Abilities

All seven pastors agreed that three specific abilities were essential for a pastor to possess: communication, leadership, and discernment.

Communication. The pastors spoke about various forms of communication ranging from texting to face-to-face meetings. The pastors noted each of the methods of communication as having importance for different purposes. Oral communication in the form of a sermon was also mentioned. To begin, some of the pastors noted the general importance of communication. Pastor 1 noted communication as a necessity in keeping volunteers aware of what they have been given to do.

> Volunteers need good communication... You don't want to unnecessarily frustrate your volunteers by not making expectations very clear and not giving out assignments well ahead of time.

Pastor 2 said using email has been beneficial.

> We do most of our communication via email, which is really nice, even at the church level, just through the week, people making announcements, events going on, ladies events or guys getting together, a lot of that is done through the email.

Pastor 3 thought of times when different types and means of communication would be appropriate.

> I think for communication, I think the most important thing to think through is what is effective. And it is different for different people. Some people work fairly well with email. Others need verbal, actual phone conversation; others need face-to-face time. It seems to me, though, that if there is a ministry project under way that requires a lot of collective work in terms of collaborative effort, then having a face-to-face meeting where everyone is together really seems key. And if there is just a matter of simple problem solving question, simple answer, email is great.

> Texting is great. But if there is problem solving that is involving emotion, people's relationships, it becomes more and more imperative to meet face-to-face.

The pastors believed communication was important in showing appreciation and in confrontation. Communicating effectively was viewed as having importance because volunteers need to know information pertaining to their volunteer service so that they can be effective in ministry.

Leadership. All of the pastors concurred that leadership ability was important. Within leadership ability, the pastors noted effectively accomplishing the following: setting the vision for the church, being willing to make changes, and taking responsibility for what happened in the church.

Vision. Pastor 5 spoke at length of the importance of vision.

> It is hard to keep people on task. It is hard to get commitments beyond a few months at a time… You have to carry the work of ministry forward, it has to go forward on the backs of people whose hearts are really in the work of God. But when people's hearts are so scattered, that they are all over everywhere and their affections are scattered all over everywhere, it is harder to keep the work of the ministry vibrant and enthusiastic and lively. And the only way to combat that… is to keep a vision of what teamwork can achieve or teamwork can accomplish. And this is where a lot of [good pastors] keep in front of people what we are able to do together if we stay on task and to just keep the vision of what we can become as a team, if we just keep working at this, if we persevere. And out here we were talking about what kind of a skill set is necessary is for mobilizing volunteers…

> You've got to be able to keep people motivated by giving them some idea of what their sacrifice will achieve or accomplish.

He continued:

> People need to dream again that they can do something bigger what they might otherwise accomplish without dreaming, in other words, people need to be able think that things are beyond them but they can be reached with a cooperative effort. Good coaches are able to do that. They keep the image of, you know, a winning season, or the cutting down the nets at the end of a basketball season, or picking up a trophy. They are able to get that imparted to people. They dream, and when people dream they go beyond their normal levels, don't they? And I think that good pastors are able to do that.

Pastor 5's thoughts, which were supported by other pastors' comments, suggested that a pastor needs to have sense of direction to lead effectively since volunteers need to have a picture of their purpose and what they are going to accomplish.

Making changes. Pastor 3 looked at a willingness to make changes as a being important for a pastor because ministry is constantly changing:

> And typically at any point in the process of ministry occurring, folks have an opportunity to give feedback and to evaluate. So for me, one of the things that I love about ministry is that it is forever vibrant. Which simply means it is forever modifying into something that may be more effective.

Taking responsibility. Pastor 1 believed that a pastor has to be willing to let projects or tasks fail and take responsibility when they do not succeed, especially in the context of delegation.

> You have to be willing to let go, and delegate and be willing for things to fail, if you are going to delegate, you are going to have to be willing for things to fail. If you are willing for things to fail, you also have to be willing to take the heat that you are going to hear from somebody.

These three aspects of leadership were closely related. The pastors noted that in order to carry out vision, one has to make changes. As pastor 1 said, if an aspect of ministry fails that he is responsible for, the pastor will need to accept that responsibility. The pastors saw these leadership skills as a key to the ministry of the church.

Discernment. All seven pastors discussed discernment as being important in how they relate to volunteers. This showed up in a few ways. Primarily the pastors discussed what helps volunteers stay motivated and discerning which people should be in volunteer positions. However, the pastors saw discernment as being important in almost every area of their ministry.

Discerning volunteer limits and motivation. One issue that was a common theme was realizing where volunteers' limits were and being able to help them recognize those limits. Also stated was the point that people need rest, so there are times in people's lives that they will need to have breaks. The pastors suggested that a volunteer cannot work for extended periods of time without a break. Also, volunteers will often respond on a basis of how effective they believe their work is. Pastor 5 had this to say:

> I felt like that ministry is not for my end but for their end, for their betterment, for their improvement as a Christian, for their growth. And so when a person gets to a point where they are not finding joy in it anymore, or fulfillment, and it is because of overextension, it is time for somebody to have a fatherly role of pulling them

> back and saying, "this is good for you to take a break." I mean God was very clear about building the Sabbath day as part of the regular routine of life. And I think pastors should follow that example and say "there should be a day of rest."

Pastor 6 discussed reasons that result in volunteers becoming burned out in ministry.

> I honestly have not seen… dare I say any case—I haven't seen very many cases of where people burnt out in ministry… that I would not be able to go back and show you that the reason that you are burnt out here is because your priorities are wrong. You are running to the ball field every single night, you are trying to do all of these other things. And it is more of a need to reorient priorities. This church becomes—rather than the center of believer's life, where you get fellowship and accountability and service unto the Lord and fed—it becomes just something else that we plug into our very busy lives.

These were two of the examples of the pastors saying that people have to work within limits. They cannot work and serve continuously without rest. The pastors saw rest and consistent Christian fellowship as vital for volunteers in the church.

Discernment in volunteer selection. In many cases, the pastors noted discernment as being key to who would be placed in certain volunteer positions. Pastor 1 said this about learning what a person would be effective at doing:

> Well one, be observant to where people naturally lean… So in the church, as you observe what people naturally tend to do, you are looking for places where they might be gifted, and then you can push them into that area, and then you have to be willing to take the risk.

Pastor 2 spoke directly to church leaders needing discernment:

> With elders you want discernment, so the Biblical qualifications are the foundation, but somebody who is wise, discerning, can look around. He is not presumptuous; he is not trying to look into people's hearts and think he knows what's in there, but he's got his eyes open, he can see what's going on, he can spot somebody's spiritual condition and the spiritual condition of the church.

Last, Pastor 7 saw discernment as important for evaluating who is spiritually mature enough to lead a program or ministry.

> You definitely have to be able to sit down with somebody and give them the bad news that you are not going to do their ministry or that they are not equipped to do it. That's even more difficult… and maybe you have seen them enough and been around them enough to say, "you are going to need help with that, or you are not the one to lead it, but we need to find another leader and let you do it. So there is discernment there on the individual's skill levels.

The pastors concluded that discernment is needed in every facet of serving with volunteers. This included evaluating volunteers' limits and capabilities.

Other Characteristics

The pastors spoke of two primary other characteristics that were necessary to be effective in church volunteer leadership: having a relationship with God and being able to develop relationships with people.

Relationship with God. A clear requirement for someone in spiritual leadership is for him to have growing relationship with God. Pastor 3 put forward these thoughts:

> You've got to trust the Lord in ministry, in terms of prayer and trying to discern what is best. Not just what is good, but what is best, and I have learned a lot in terms of how to handle the Word.

Pastor 5 saw having a solid relationship with God as the foundation for having discernment, which has been noted on its importance to ministry.

> And I think discernment comes from, like I said, listening and observing, but also from spending time with God because there is a subjective part of discernment, where you just have a sense about a person, an intuitive kind of a sense that God gives you. And you have to develop that and learn how to trust that.

All but one of the pastors referenced having a relationship with God in the interviews. This was another characteristic that was more latent in the interviews, but what the pastors said firmly rested on having that relationship.

Relationships with people. The last characteristic that showed up as being very important was the ability to develop and manage relationships with people. Under this characteristic, the pastors mentioned several different qualities that make relationship building easier to accomplish. Pastor 6 said,

> [A pastor has to be] a person who has the ability to love people… a pastor must be able to communicate to people that he loves them and he loves the Word. If you show people you love them and that you love the Word, they will typically follow you; they will typically give you the benefit of the doubt.

Loving people is undeniably a part of the Christian walk; and for a leader of volunteers, it is essential.

Pastor 4 said patience also is valuable when working with people because pastors need to realize both where they and the volunteers are at spiritually. Pastor 1 noted a similar point when he said that a pastor needs to bear with people's weaknesses. Pastor 1 also stated that it is vital to care about volunteers as individual people and not to view them as someone whose only purpose is to accomplish a task or responsibility.

Acquiring these KSAOs

The pastors posited that they developed many of the traits that are necessary to work with volunteers by leading volunteers in their churches. Pastor 3 said this on learning how to work with volunteers:

> I think part of it has just been experience. There is a learning curve in actually doing ministry… Seminary was invaluable. I treasure my time there, but really, I think what helped me become sharper not only learning the information but then having to communicate it later, because all of a sudden it is whole another ball game. To figure out how to take what you have learned and you have studied, and then to reapply in the lives of other people. Again, kind of the core bit of knowledge, the competency gained in seminary was really refined as I did ministry.

When pastor 5 mentioned that having an intimate relationship with God helped in gaining discernment, he showed that having a relationship with God is also part of the groundwork for learning these KSAOs.

Throughout the interviews, the pastors considered their personal experiences in ministry when they thought on the KSAOs. These experiences shaped what they said and led them to suggest the certain KSAOs they believed were necessary for volunteer

ministry. Without having served with volunteers, the pastors would not have developed their abilities to use these traits in volunteer ministry. Therefore, their time spent in ministry allowed the pastors to develop the necessary KSAOs to lead and interact with volunteers in the church.

Scripture

Key verses discussed. There were a few Scriptures mentioned by the pastors that they saw as useful in their role with volunteers. Some were mentioned in the literature review, including 1 Timothy 3 and 2 Timothy 2. But only one passage was specifically mentioned by more than two of the pastors: Ephesians 4:11-16. Six pastors either referenced some or all of these six verses. Pastor 5 spoke at length about this passage.

> Ephesians 4, of course, "the equipping of the saints for the work of the ministry." And in that particular passage there is this whole notion about what maturity looks like and I think we read the part about "equipping the saints for the work of the ministry" and don't always finish the thought out there, where Paul gives us a picture of what the body looks like when it is operating as a mature body. And one of the things it talks about is it builds itself up and it grows and it is a natural growth that comes from God. And you see that is just a sign of health, health and maturity, is that there will be a kind of growth, a kind of organic growth that comes naturally, it comes without strain. So when you are thinking about the Scripture and the goals of participating in ministry that has to be probably one of the key ones.

Pastor 4 saw this as a key set of verses.

> And in particular, Ephesians chapter 4 verse 11 says "and the Lord, He gave some as apostles, some as prophets, some as evangelists, and some as pastors and teachers." … [H]e gave them all for this particular purpose, verse 12 says "for the equipping of the saints, for the work of service, to the building up, or for the end result of, building up the body of Christ until we all attain the unity of the faith, the knowledge of the Son of God to a mature man to the measure of the stature which belongs to the fullness of Christ." So there is this job we are given, and the job we are given is not to do all the things that are done in the church, but the job is to equip the saints so they can do them.

Both pastors referenced this passage to discuss the teaching role of leadership in the church toward the body. While, teaching has been addressed, this passage was studied individually because of the importance laid on it by so many of the pastors.

Ephesians 4:11-16 Study. The verses of Ephesians 4:11-16 examined how the leaders of the church and their fellow believers work together:

> And he gave the apostles, the prophets, the evangelists, the shepherds and teachers, to equip the saints for the work of ministry, for building up the body of Christ, until we all attain to the unity of the faith and of the knowledge of the Son of God, to mature manhood, to the measure of the stature of the fullness of Christ, so that we may no longer be children, tossed to and fro by the waves and carried about by every wind of doctrine, by human cunning, by craftiness in deceitful schemes. Rather, speaking the truth in love, we are to grow up in every way into him who is the head, into Christ, from whom the whole body, joined and held

> together by every joint with which it is equipped, when each part is working properly, makes the body grow so that it builds itself up in love.

The passage opens with a series of leadership positions. “The shepherds and teachers” are the ones that would most correlate with modern pastors. A shepherd was one who had leadership and authority within the church and who was to help the congregation grow (O’Brien, 1999).

After the list, Paul explained why God did this: “to equip the saints for the work of the ministry” (Ephesians 4:12). “The saints” is a term that speaks of all believers. Then Paul clearly stated that leaders in the church are not the ones who are supposed to be carrying out the entire ministry. Instead, the leaders’ responsibility is to prepare the believers to do ministry. Following that Paul gave a parallel thought by saying believers are to build up the body of Christ, the church.

This building up, done by all the saints, has the purpose of having all of the saints reach a certain goal. Paul then listed three parallel statements about what Christians should attain to: “the unity of the faith and of the knowledge of the Son of God, to mature manhood, to the measure of the stature of the fullness of Christ” (Ephesians 4:13). The first statement speaks of having an accurate understanding of theology and a common personal knowledge of Christ (Thielman, 2010). The second and third statements speak of all believers reaching maturity in Christ together to the point of being like Him (O’Brien, 1999).

Verse 14 showed the negative reason that “the building up of the body” is necessary (Thielman, 2010). It contrasted the reference to maturity in the previous verse with being childish and without spiritual depth. Someone who is spiritually immature

could easily be misled. Paul symbolized this by using the wind and wave metaphor. Paul asserted that false teaching and the ones behind it could lead the spiritually immature astray (Bruce, 1984).

Paul then returned to writing concerning what the church is supposed to look like. "Speaking the truth in love" should occur in the body of believers (Ephesians 4:15). This phrasing is significant because it looks to concepts that are central to Christianity, that of truth and that of love. The Gospel is the truth (O'Brien, 1999). And love showed that this was to be done for the purpose of others' benefit (Thielman, 2010). Speaking this way marked a stark contrast to the falsehood and deception mentioned in the previous verse (O'Brien, 1999). The second part of verse fifteen returns to discussing the purpose of growing to maturity as a body. Specifically, Christians should mature into being like Christ.

Verse sixteen continued the thought of the body building up itself. Christ is the one who is the source of the church's growth (Bruce, 1984). Paul's view here is of the church as whole, and not simply individuals (O'Brien, 1999). The whole body together is working for its own growth. The people should be building each other up in a manner that is loving and not self-seeking. This verse continued the idea of not simply the leaders of the church working for the church's growth, but instead every individual person working together for the growth of the body.

Discussion

KSAOs

In the Results section, there were twelve highlighted KSAOs: Scriptural knowledge, management, teaching, performance management, listening, recruitment

selection, communication, leadership, discernment, a relationship with God, and building relationships with people. These KSAOs are the ones that the interviewed pastors as a group saw as most important for pastors to have when leading and working along side of volunteers. The hypothesis proposed from that results is that these twelve KSAOs suggested by the interviewed pastors are essential for a pastor in a small to medium sized church to have when working with volunteers.

The Bible is at the heart of Christian ministry, thus it has to be foundational for working with volunteers in the church. Throughout Scripture, there are passages that teach how to relate and interact with people. These passages include ones about church life. Having knowledge of these passages gives a foundation to pastors in all circumstances, including working with volunteers. Pastors can always return to these passages to give direction on how to live and how to respond in whatever situation arises.

Learning what level of control to maintain is an important facet of the management skill that a pastor should possess. There seems to be a delicate balance here. The pastor is over the church, but he also needs to let the members of the church perform ministry. Within that comes the skill of delegating to the volunteers and empowering them to do the work of the church. Being able to do this effectively relates closely to discernment.

Pastors need to be able to teach and mentor effectively. This is a skill that is essential because it is one of the responsibilities of being a pastor. As a pastor, a person is in a position to teach the volunteers in the church about volunteering. Also a pastor may have the opportunity to mentor the volunteers with whom he works directly.

Performance management has two key aspects that were visible through the interviews. First, showing appreciation to volunteers for the work they do helps the volunteers keep motivated and feel valued. Second, when the pastor has the ability to confront a person effectively and appropriately, the pastor can help build a person up and cause that person to grow.

Listening to the volunteers as they work provides helpful feedback on how they are feeling and whether they may need rest. This allows a pastor to determine if volunteers need rest or encouragement. Volunteers' suggestions may help to improve the ministry in which they are serving. A pastor must listen well when serving with volunteers.

Since volunteers perform the church's ministry, it is essential for a pastor to recruit volunteers. To recruit volunteers, a pastor needs to encourage church members to serve in ways that allow them to express their passions. This leads to a deeper commitment by the volunteers. Also, a pastor needs to ensure that church members are given opportunities to volunteer in the church.

The seventh KSAO believed to be necessary was having the skill to select volunteers for positions. To do this, a pastor needs to evaluate volunteer roles and determine what qualifications are necessary to serve in those roles. This allows the pastor to set a standard for volunteers in those positions. Then he needs to select people who are capable of meeting the qualifications and performing the tasks, duties, and responsibilities of those volunteer positions.

The ability to communicate is vital for those in leadership. This is no less true for pastors working with volunteers. Using words effectively, whether in conversation, in the

pulpit, or in an email, is important for a pastor. Volunteers who do not understand their responsibilities or are not able to ask a question to clarify something, are limited in their effectiveness.

Leadership lies at the center of a pastor's role. He is by definition a Christian leader. Thus the pastor is looked to for direction. To give direction, the pastor needs to have vision, a vision of where the church should go. This helps to bring focus to the volunteers by giving them a goal and a purpose to look toward. In serving as a leader, a pastor also must be willing to make changes and corrections in order to improve the quality of the ministry. His leadership role lastly requires that the pastor be willing to accept responsibility for his actions and the actions of those under his authority.

A pastor needs to have discernment in every facet of his ministry. Being able to discern volunteers' motivation and limits is important. Having this understanding gives a pastor the ability to predict how a volunteer may respond in a situation. The pastor can make decisions on how to retain those volunteers actively involved and reduce their stress while they are volunteering. Pastors especially need discernment to decide who should be placed in different roles. An unwise choice in selection could cause numerous problems. Discernment in what words to use and how to convey a message is also very important. A careless word could seriously damage a relationship. Discernment is an ability that a pastor needs to possess.

A pastor must have a deep relationship with God. If he does not have that relationship, he should not be a pastor. In his role as a pastor, a pastor is encouraging people in their own relationships with God. Also, having a strong relationship with Christ

allows a pastor to gain wisdom and discernment. Thus, a pastor's own relationship with Christ sets the foundation for what a pastor is able to do.

Last, a pastor must be able to develop and grow relationships with people. Being relational helps show people that they are valued and it gives them an opportunity to grow. The pastor needs to treat people in a way that shows them that they are loved and that they are not just objects that are to be used.

Under the proposed hypothesis, each of the KSAOs serves an important role in working with volunteers in the church. Pastors in small to medium-sized churches should seek to develop these twelve KSAOs because developing these traits would help them to lead and work alongside volunteers effectively.

Acquiring the KSAOs

The second aspect of the hypothesis is that personal experience, education, and a relationship with God are beneficial for pastors trying to learn how to work with volunteers. Job experience is vital because a pastor can see what has been effective and what has not. Seminary also can provide support in learning these KSAOs because it helps lay a foundation on how to perform ministry in the church. Last, having a personal relationship with God supports learning how to interact with people. These three methods for acquiring the KSAOs are believed to help develop the traits and abilities needed to work effectively with volunteers.

Scripture

The Ephesians 4 passage gives a picture of ministry in the church and supported the need for some of the KSAOs. The passage establishes that not only are pastors and leaders supposed to serve in ministry, but also that all Christians are to serve in some

manner. The purpose of pastors and leaders is to teach and equip the saints, Christians, for this work. In doing this, pastors get the opportunity to give the ministry to their fellow believers, and thus let them serve as volunteers. Therefore, not only did this passage state a pastor's primary role, but it also stated the necessity of volunteers in the church.

Suggestions for Further Research

There were several additional KSAOs that were mentioned by some of the pastors that were not considered significant for the purposes of this study. A wider study should be performed to address these additional KSAOs and evaluate their significance in working with volunteers. Another suggestion for further research would be to study each of the individual KSAOs and see how pastors carry them out in ministry. This would mean examining the difficulties that arise in using these KSAOs and also seeing how the KSAOs are carried out leading and working along with volunteers. Also, one could research which KSAOs are most essential for pastors to use in volunteer ministry. The final suggestion would be to look at motivational factors of church volunteers to study why they volunteer and how they could be encouraged to volunteer.

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