

LIBERTY BAPTIST THEOLOGICAL SEMINARY

A PROPOSAL TO DEVELOP CHRISTIAN LEADERS FOR SOUTH AFRICA'S (SA)
KINGDOM-FOCUSED CHURCHES

A Thesis Project Submitted to Liberty Baptist Theological Seminary

In Partial Fulfillment of the Requirements

For the Degree

DOCTOR OF MINISTRY

By

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Lynchburg, Virginia

November, 2010.

ACKNOWLEDGEMENT

First of all I would like to thank God the Creator of Heaven and Earth for the opportunity of coming to Liberty Baptist Theological Seminary and Business School for training. God has been faithful during our stay in the USA (wife and me). He protected and provided for us with all that we needed to survive. God birthed into me the idea of going back to South Africa and be a church planter after my seminary training.

I wish to express my special gratitude to my late parents Stephen and Christinah Ndala who taught me respect in my formative years. They taught me the value of education and how to pray and thank God for who He is and acknowledge that what I have has come from His hand. Without their teaching I would not have been who I am and where I am today. I wish they were still alive to see how they have transformed my life.

To my very special friend Dr David Hirschman, thank you for all your prayers encouragement and support during my seminary years at Liberty University.

To my mentor Dr Rod Dempsey, chair of Discipleship Ministries who taught me more about Christian Leadership. I say thank you for all of your hard work, godly mentoring, guidance and leadership throughout this project.

I would like to thank my project reader Dr Charlie Davidson, director of the Doctoral of Ministry Program whose help was invaluable in comments and suggestions about the project and ways to adapt my project in the South African concept. I have appreciated your ministry as director of the program and as my professor.

Thank you Dr Ron Hawkins for helping me realize that one of the core values of a pastor is to be an imitator of Christ. You interpreted the book of Ecclesiastes in a more meaningful way to me and I will forever be grateful.

Last but not least I would like to thank the late Dr Jerry Falwell for his vision to built Liberty University with a mission of building champions for Christ around the world including South Africa.

A PROPOSAL TO DEVELOP CHRISTIAN LEADERS FOR SOUTH AFRICA'S
GROWING PENTECOSTAL CHURCH

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ABSTRACT

A PROPOSAL TO DEVELOP CHRISTIAN LEADERS FOR SOUTH AFRICA'S (SA) GROWING KINGDOM-FOCUSED CHURCH

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My proposal centers around developing Christian leaders to believe in themselves and aspire to building kingdom- focused churches in line with the Great Commission. With the alarming growth of churches in South Africa it is imperative to focus attention to the development of leaders who will align and focus the growth to the kingdom. The purpose of this project is to introduce leaders to the concept of kingdom- focused churches that will move people within the ministry of the growing church. The project reviews some principles of a healthy growing church and the need for alignment during this growth stage. Well developed and properly trained leaders are very important for the success of growing churches.

Abstract length = 115 words.

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CHAPTER 1

INTRODUCTION

The focus of this thesis is on the impact Christian leaders should have when they are fully developed in working with kingdom -focused churches. Life is about love and God taught us how to love when He gave us the great commandment of loving God and loving others in Matthew 22: 37-40. God wants us to love every person no matter what they look like or what color their skin is. When Christian leaders are equipped with this type of love, they should translate that love into their shepherding the flock. If you love your sheep you look for the best places for them to graze and get clean water. Jesus puts it this way, “I am the good shepherd, and I know My sheep, and am known by My own. As the Father knows Me, even so I know the Father, and I lay down my life for the sheep,” (John 10:14-15). The same goes for the church leaders who should make certain that their congregations get the best from their teaching and preaching.

The best time to love the church is now because time is precious and cannot be wasted. Leaders are encouraged to grasp the opportunity to cultivate the communities for Christ. If church leaders make such commitment with the help of the Holy Spirit, they should be empowered as they increase real fellowship between believers. Cultivating real love for the community takes commitment, integrity, and enough care is exercised to speak the truth in love. An honest answer is a sign of true friendship, if the leader loves the people he should tell them the truth and save them from eternal destruction. Humility is another element the pastor should display when dealing with the church, recognizing that he is just an instrument of God. The best example of humility is found in the Bible: “And being found in appearance as a man, He

humbled Himself and became obedient to the point of death, even the death of the cross,” (Phil. 2:8). This was the demonstration of love without measure. Paul says in 1 Corinthians 4: 16, “Therefore I exhort you, be imitators of me.” The Apostle Paul said this because he imitated Christ in all what he did.

The church should get out of the sanctuary and into reality to impact lives of lost people in all cultures of the community. The culture should not be a problem for a church to evangelize because God’s word is not limited to certain cultures. Getting into the community with the message of Jesus Christ should not relegate the church to the world. Pastors should not be afraid to penetrate the community and preach the gospel; people need to hear the word of God and come to the knowledge of who Christ is. Churches should demonstrate that they care and love the people as Christ loved them and died for them. The cross should be raised at the center of the marketplace as well as on the steeple of the church.¹ The church should reach out to people in the marketplace, not only in the sanctuary. To do this the church has to pray and seek God’s direction for it to be effective in reaching non- Christians.

The church should reach the unchurched people through being committed to Christ because that is what Jesus came to do and that is what He commissions the people when He gave them the Great Commission. Knowing what really matters is vitally important; a pastor should find out what motivates people. This should be driven by passion and the purpose of doing the task well. Once the people know that the leader cares for them they are more likely to reciprocate with love. Maxwell said that people don’t care how much you know until you show them how

¹ Alvin I. Reid. *Radically Unchurched*, (Grand Rapids MI: Kregel Publications, 2002), 15.

much you care. A Christian leader's responsibility is to harness that love and show passion to the people.

Statement of Project

The purpose of this project is to study and fully understand the growing church in South Africa and develop leaders who should propel the church in a healthy direction. The church in South Africa is experiencing exponential growth and for this reason this growth should be matched with leadership that should champion and direct the growth toward the kingdom of God in terms of focus. These leaders should be developed to meet this need so that the church can fulfill the Great Commission. Every church carries a Biblical mandate to go and make disciples and baptize those who believe.

Many churches have failed because of leadership. John Maxwell has said, "Everything rises and falls on leadership." For this reason leaders should be developed to do a good job for the church with the understanding that what they do is for the kingdom. Leadership development forms the foundation of a kingdom-focused church. Study after study has shown that the growth of any organization is dependent upon the development of leaders. Leaders need to know the truth and live the truth that should help them stay focused on the only truth, which is found in the word of God.

In summary the purpose of this project is two-fold, to look at what a healthy leader looks like and what process he follows to build a healthy church. Overall the church should benefit from the kingdom-focused leadership which should in return embrace the Great Commission. The church needs leaders who have integrity who are honest and who should recognize the fact that what they do is for the kingdom and not for themselves. Glory should be given to the

Creator of all Heaven and Earth. The Christian leader should have full appreciation of the kingdom-focused church.

Statement of Problem

The problem of developing the leaders for a growing church in South Africa is that the culture is different because of ethnic groupings. Some form of change in leadership philosophy is required to be able to work successfully with the South African church. The expectation from the pastor is very high and unrealistic most of the time. People do not have a full understanding of what church authority and leadership are all about. They think that anybody can become the leader in the church of God. The church belongs to God; therefore whoever is in a leadership position should be a man of integrity. “It is a trustworthy statement: if any man aspires to the office of overseer, it is a fine work he desires to do. An overseer then must be above reproach, the husband of one wife, temperate, prudent, respectable, hospitable, able to teach, not addicted to wine, or pugnacious, but gentle, peaceable, free from the love of money. He must be one who manages his own household well, keeping his children under control with all dignity” (1 Timothy 3:1-4). The same scripture can be found in 1 Titus 1:6-9. The development of Christian leaders should close this gap and provide the church with a structured church where everybody fits well according to their gifting.

The impact that should come out of the development of Christian leaders should be realized by the smooth transition of leadership in the process. At this point people should start to appreciate the intervention of the program of development. This is biblical, “And He gave some as apostles and some as prophets, and some as evangelists, and some as pastors and teachers, for the equipping of the saints for the work of service, to the building up of the body of Christ”

(Ephesians 4:11-12). In addition to the development of Christian leaders the church should learn the importance of appreciating their spiritual leaders. To move a church from the ordinary way of worship to kingdom-focused church is a great challenge. For this reason a leader needs commitment from the whole church to move forward. This takes courage and can be discouraging if the church is not pulling in the same direction.

If this project is done well and focused on improving and impacting people's lives, then the results should be felt by the church and the congregation should support the change. For the pastor to change the mindset of the people is a challenge in itself; he should really work hard to convince people that change is for the better.

Statement of limitation

The project is regional in scope as it pertains to South Africa only. Other countries may not have the same dynamics as South Africa; therefore the focus will remain South Africa. The development of Christian leaders is specifically designed to help South African pastors in their quest for authentic church health and kingdom expansion. However, the project will not cover all models related to leadership development. It will not focus on secular leadership methodology but will consider statements that are relevant to both secular and Christian leadership. It will not focus on traditional ways of church leadership; contemporary methods are vital for church leadership development. The author will not discuss all the possible leadership development models. Last but not least this project should not be seen as the "only way" to develop Christian leaders.

The method used to gather information will be books, research, and the internet which should provide adequate information in this regard. Other materials such as lecture notes from professors should also be beneficial.

Statement of methodology

The first chapter will give an introduction and overview of what the project is about. It will discuss the project scope and the problem envisaged due to the change in culture. More than that will be the way the project will be structured.

The second chapter will begin the research project. A questionnaire was sent out to ten pastors in SA but only nine were able to complete the ten leadership questions and sent them back to the author. The next area of focus in this chapter is the state of leadership within SA churches and the barriers caused by ethnic groupings. This chapter will close with the importance of listening which is part and parcel of communication.

Chapter three will focus on developing healthy church leadership. Ways and means of developing team leadership and transitioning to a team-led ministry. The advantages of team leadership and what it takes to form teams is another area covered in this chapter.

Chapter four will focus on building a successful healthy church. Also characteristics of a healthy church will be discussed. Servanthood leadership, and generous stewardship will be addressed in this chapter.

Chapter five will talk about potential church development models. Evangelism and church planting will form the basis of this chapter. A Simple church model should have clarity of movement, focus, and alignment. Components of church model will also be discussed. It will conclude with Natural Church Development and Simple Church.

Review of Related Literature

All resources used in this project come from five main resources: the Bible, books, the internet, research, and information from seminary professors. Books on leadership provided the bulk of information on this project although the major focus of the project is biblical. The books on communication have been very helpful for addressing communicating for a change. Andy Stanley and Lane Jones: *Communicating for a change* was very valuable in addressing how to communicate for a change. Many valuable books on leadership are worth mentioning here: Dale Galloway, *20/20 Vision* offered valuable insights on church leadership. John C. Maxwell, *Developing a Leader Within You* and *Developing a Leader Around you* were a great help in demonstrating the importance of developing other leaders. Two other books which are worth mentioning are *Simple Church* by Thom Rainer and Eric Geiger which deals with how to keep the church simple. Gene Mims, *Kingdom-Focused Church* was key in differentiating between ordinary church and the one that is focused on the kingdom.

Prayer was the foundation of this project. Books on Christian leadership and secular leadership form the basis of this dissertation. Other books on time management were added resources in this project because it is important for leaders to know and keep to their priorities. They need to set priorities and be able to account for every hour in the work of the ministry. Ministry can be demanding the pastor should be a man of prayer reading the word and try to stay abreast of challenges that come with ministry. There are times when a pastor may feel lonely and this time should be dedicated to seeking God's face. For these reasons it is of utmost importance to keep first things first every day of the life of ministry work.

Chapter 2

RESEARCH

Research Questionnaire

A research questionnaire was sent via E-mail to nine (9) South African pastors to answer. The questions were very simple and straight forward though requiring a pastor to think before answering. The author is not certain about the level of education each pastor has but from the responses it indicates that there is a vast difference in education among the pastors who answered the questions. It would have been much better if the interviews were conducted face to face to clarify any misinterpretation of the questionnaire. However the results were adequate to draw some conclusion about the state of leadership of pastors in a South African church.

1. What is the main purpose of the Church?
2. What is the Christian leader?
3. What is Christian leadership?
4. How many leaders does your church have?
5. Do your leaders have a personal growth plan? Please explain the plan.
6. What do you develop leaders for in your church?
7. What are the core courses you have for your leadership development?
8. What is your understanding of a healthy church?
9. How do you develop Christian leaders?
10. What does your church strategic plan entail?

Questionnaire Results

The results of the research indicate that urgent intervention is needed to develop pastors in SA. The worse score was on the number of pastors who have a personal growth plan. If the pastor has no growth plan it could mean that nobody in that church is growing and if there is no growth the church is not healthy. Only 25% of the pastors said that a healthy church is a growing church which means 75% of the pastors do not even know how to grow and multiply the church. On church strategy only 19% of pastors said they have a strategy to evangelize the neighborhood community and the city. More than 80% do not have a strategy to reach out and evangelize the community.

These results are an indication that development of pastors in South Africa is a necessity. The proposal by the author to develop pastors and leaders for a South African growing church is justifiable by these results. It is in the interest of a growing society to see some changes in leadership of these churches. Even though there are many churches coming up in SA, there are still many unchurched people who are waiting to come to church. If the pastors are developed and they do things differently, these people should be attracted by the new developments.

82% said that the main purpose of the church is to win souls

78% said that the Christian leader develops other leaders

59% said that Christian leadership is imitating Christ in his leadership style

57% of the pastors said they do not have other leaders

26% of leaders have a personal growth plan

42% said that they develop their leaders on leadership skills

39% said that the core courses they have for leaders is discipleship

25% said that a healthy church is a growing and multiplying church

32% said that they have core courses that they use to develop their leaders

19% said that their church strategy is to reach the neighborhood, community, city, and the nation with the gospel of Jesus Christ.

State of Leadership Within South African Churches

Seminary Education

In general leaders of churches in South Africa do not have college degrees in other words they do not possess formal education. These are people who are appointed to leadership positions due to their loyalty to the church and some because they are caregivers who give their tithes and offering. These leaders are very committed to the church, they want to do the good work but because of lack of relevant training, they find it hard to reach out to people. Lack of training becomes a handicap to these pastors and this hinders the work of the church. The leaders are easily intimidated by people who are better qualified than they are. On many occasions they are rejected by their own people because they cannot communicate properly.

Communication Barriers

Most churches in South Africa are ethnically grouped and this makes it hard to accommodate other people of different ethical background. Demographically South Africa is organized into regions which are ethnically based. This unhealthy situation was encouraged by the past regime to divide and rule. There are eleven ethnical groupings in South Africa. Each ethnic group speaks a different language but most of these ethnic groups speak English as the second language. The cultures do not mix and there is language barrier among the ethnic groups. With proper training and formal education this problem should be addressed. This is not something that can be done overnight. It is something that can take a generation or two to address.

The situation of these churches makes it difficult for pastors to communicate for a change. A pastor may be a good preacher but only to find out that he does not reach other people of different culture with the message. Evangelism becomes a problem in the community and this leads to separation among churches and affects growth. If pastors are developed and trained to be able to reach a broad spectrum of people, overtime this situation should change. Pastors and would be pastors should be encouraged to get formal qualification that should help them reach out to all people groups.

Communicating for a Change

The objective of a good communicator is to reach an outcome that should result in expected life change.² When the pastor preaches or teaches the message should be focused on God not the human being. The purpose of preaching should be to bring people closer to God. In other words the objective for communicating is to make certain that people get the message from the word of God so clear that their lives are transformed. The focus should be on teaching the content of the Bible to people, in such a way that they are able to navigate through the scriptures on their own. When the pastor preaches, he is on stage performing because preaching is performance. A second possible goal is to teach people the Bible.³ Preachers should use alliteration and multiple illustrations in order to drive the point home. Thirdly people are taught how to live a life that reflects the values, principles, and truths of the Bible.⁴ Pastors should

² Andy Stanley and Lane Jones. *Communicating for a Change*, (New York NY: The Crown Publishing Group, 2006), 92.

³ *Ibid.*, 94.

⁴ *Ibid.*, 95.

preach in such a way that people in the audience are able to apply what they hear. The Bible teaches that, “Faith without works is dead,” (James 2:26).

Application

Teaching for life change requires far less information and more application and that should be the goal of every pastor who teaches or preaches. Every pastor who has been preaching for long should attest to the notion that people are more interested in messages that they can relate to. So preaching about money, sex, or relationships should inspire the audience. When preparing to preach for life change basically two questions should be answered: So what? and Now what?⁵ In the final analysis the pastor would like to see people trusting God with every fiber of their lives. This means that there is a need of sermons that are loaded with application and preaching that is communicated with inspiration. Effective communication is aiming communication directly at the needs and wants of the audience, speaking a language that they understand and with which they “resonate on an emotional as well as cognitive level.”⁶

Lack of Focused Leadership

Some of the church growth experts agree that the primary catalyst for growth in a local church is having a strong pastor who should be the leader. The pastor should be the man of insight and vision, not afraid to make decisions and who, in his walk with God, senses and knows the right time to act.⁷ The pastor should try to make the people do and not just hear the

⁵ Ibid., 97.

⁶ Ibid., 96.

⁷ Dale E. Galloway, *20/20 Vision, How to Create A successful Church*, (Portland OR: Scott Publishing Company, 1986), 88.

message. Jesus, for example, knew his target audience, He was extremely familiar with the analogy of the shepherd and sheep to symbolize a leader and the led.

In John 10 Jesus puts his efforts to proselytize into this framework, making the message more accessible to potential converts and less objectionable to his enemies than if he had communicated it directly: “I am the good shepherd. The good shepherd lays down his life for the sheep. I have other sheep that are not of this sheep pen. I must bring them in also. They too will listen to my voice, and there will be one flock and one shepherd. This command I received from my Father.” Leaders should adopt the attitude of the Master in order to lead the sheep and continue to feed them the word. When the sheep are well fed there should be no reason to be discontent.

Goal of Communication

The pastor should remember that the goal is to communicate for a change rather than information transfer. The message of the pastor should stick and remain memorable for a long time in the mind of the listener. Pastors should have a burden for the souls and deliver the uncompromising truth that is found in the word of God. They should ask a question: “What is the one thing to communicate? What is it that people have to know?”⁸ How important is this message to the people? When a pastor has a burden for the people, it brings passion to the preaching, it transforms lifeless theology into compelling truth with the help of the Holy Spirit. The goal is to communicate for life change and this approach should bring liberation and keep the focus on what the people need to grasp. The pastor should ask one important questions: What is the one thing the people need to know? The pastor of a church should be the one who makes

⁸ Ibid.,114.

the right decision at the right time to ensure that communication for a change happens.⁹ Such a leader should be in fellowship with God and to hear what God has to say at any given moment.

Building Relationships

A pastor should do well to build a relationship with the audience. It is very important that the pastor recognizes and address the needs of the community first. When the needs of the community are addressed the people are motivated to use the information supplied and apply it to their lives. People want to see the church getting involved in the community. The church should take the lead in addressing the needs of the community. The pastor is the one who should take the responsibility and encourage the church to do the same.

Identification and communication of the needs of the community should lead to accurate orientation which should inspire the people to take action. In a growing church the pastor is a good communicator.¹⁰ It is very important to know that the audience accepts the messenger before they buy into the message. The pastor should make certain that there are no ethnical or language barriers that have a potential to affect and distort the message. The pastor should always appeal to the audience with his message focused on what God wants His people to hear.

The Word of God

The God part is the Bible part which helps resolve the tension by referring to the scripture. The pastor should make certain that the audience is engaged with the text in that way people are directed to Jesus Christ through the word of God. The word should convict and transform the

⁹ Galloway, *20/20 Vision*, 92.

¹⁰ *Ibid.*, 95

people to act accordingly.¹¹ The pastor should challenge the audience by helping them deal with the process of transformation. He should tell them interesting stories that they should remember moving forward in their Christian walk.

There should be a time where a pastor casts a vision for the church elaborating on what could be and should be e.g., “love one another,” according to John 13: 34 “A new commandment I give to you that you love one another, even as I have loved you, that you also love one another.” Scripture is given for people to live together in harmony and love one another. General Eisenhower once said, “You do not lead by hitting people over the head. Any fool can do that, but it is usually called assault not leadership.”¹² A pastor should earn the right to lead people through communication and demonstration of love.

Communicating from the Heart

The message that comes from the heart should be convicting to the audience. When communicating from the heart the pastor does not have to think, it comes natural. If the pastor can remember the big pieces and the order in which it comes together, all is set and ready to go.¹³ With this method the pastor should always move between personal experience and experience of other people. The interest of the audience should be captured by this teaching or preaching especially when it is linked to the main message. It should be an attention holder to start with the opening story and give an illustration of how it is linked to the main message.

¹¹ Ibid., 127.

¹² Galloway, *20/20 Vision*, 89.

¹³ Stanley. *Communicating for Change*, 137.

The pastor should communicate the message to other people as if it is a personal story. He should be able to relate it without referring to the text such message comes from the heart. This should be the type of messages that build relationships and win people to the Lord. There should be no barriers that should stop the message from reaching the audience when communicating for a change. The whole idea should be to transform lives regardless of culture and ethnic groupings. The pastor being the servant of the Lord should be burdened and have compassion for the lost souls and focusing on the Lord for direction and assistance.

Communication is a skill that should be learned by those in leadership. The communication skill is vital not only on a church, it is also important at home and in business. For this reason leaders should score high in communication even higher than working under pressure. How the pastor communicates the message is very important therefore it is very important to master the communication which should result in capturing and hold people's attention. A pastor should be a good communicator and a good leader. To be a good communicator a pastor should use all available means of making certain people get the message.¹⁴

The speed of engaging the people when communicating should be taken into consideration because people do not grasp at the same speed. The pastor should listen to himself all the time and learn to adjust the speed accordingly. When the pastor transitions from introduction to the text then to the point of application some form of indication should be given. This is very important otherwise the audience get lost in the message. Transitioning give people a chance to

¹⁴ Henry and Richard Blackaby. *Spiritual Leadership, Moving People on to God's Agenda*. (Nashville TN: B & H Publishing Group, 2001), 83

catch back up with the pastor.¹⁵ The pastor should navigate through the text while making certain that everybody follows and should make it easy for people to understand what has been communicated.

“As a leader, the pastor should know his position in a church and never try to be like someone else or he will always be second best.”¹⁶ The pastor should accept himself and be authentic.¹⁷ He should use tried and tested principles and style to deliver prepared message around one point, allowing communication principles to shape the style and clarity. By making one point and stick to that point to the end of the presentation, should guarantee something has been communicated successfully. The pastor should know what works and use that to communicate for change. “If you want to improve, you are going to have to listen to yourself and ask for constructive criticism.”¹⁸ He should allow his members to be free to question any decision he makes without consultation.

Having the big idea in the message is critical and if the big idea does not come forth the pastor should pray. “Ask God to help you and show you if there is something He wants you to know before moving on with your communication. God works in His own way it is not your education or insight that change lives but the Holy Spirit empowers people to change. He gives men and women the courage to love and forgive.”¹⁹ The pastor should go back to basics and

¹⁵ Ibid., 158.

¹⁶ Galloway, *20/20 Vision*, 90.

¹⁷ Stanley. *Communicating for Change*, 162.

¹⁸ Ibid., 180.

¹⁹ Ibid., 185.

constantly ask the following questions: “*What do they need to know? Why do they need to know it? What do they need to do? Why do they need to do it? What can I do to make them remember?*”²⁰ These questions have a potential to help a pastor to communicate the message successfully. The pastor should ask the question: “What goal am I attempting to achieve in this communication?”²¹

“The Bible and the heroes who speak its words are notoriously repetitious. Artless repetition is boring, uninspiring, and ineffective. Ideas repeated in different ways and words, at just the right intervals, constitute effective communication.”²² Modern business leaders, particularly those who are also introducing or explaining new paradigms, also need to use the technique of repetition. Writing in *Fast Company*, Tom Peters observed: “Leadership takes an almost bottomless supply of verbal energy: working the phones, staying focused on your message, repeating the same mantra until you can’t stand the sound of your own voice and then repeating it some more, because just when you start to become bored witless with the message, it’s probably starting to seep into the organization.” The pastor as a leader should always exaggerate every statement repeatedly until people get it.

²⁰ Ibid., 192.

²¹ Robert Brooks and Sam Goldstein, *The Power of Resilience, Achieving Balance, Confidence, and Personal Strength in Your Life*. (New York, NY: McGraw-Hill, 2004), 100.

²² Ibid., 101.

A Good Communicator is a Good Listener

The leader should be prepared to hear good and bad news and listen with both his ears to what is being communicated. People would like to follow a leader who is interested in listening to the views expressed by the followers. God gave us two ears and one mouth for a good purpose. “The Bible is full of leaders who failed to listen. Lot’s wife didn’t listen to the warning not to look back at the burning cities of Sodom and Gomorrah, and wound up as pillar of salt. Pharaoh did not listen to Moses, not even after his nation was hit with ten catastrophic plagues. Noah on the other hand, was a man who saw and understood the value of listening. He listened to every word of God to build the arc that is why he was saved from the flood.”²³ James, Jesus disciple’ and half brother, gave excellent management consultation when he wrote, “Everyone should be quick to listen, slow to speak, and slow to become angry.” (James 1:19).

If the people learn to listen first, other’s clarity should be aided and not be caught in the fallout from the confusion. Because people listen, people feel safe to trust leaders with personal information and leaders begin to understand such people better. It is only when leaders listen that people are able to glimpse life through the eyes, perspectives, and experiences.²⁴ Listening to understand requires a non-judgmental attitude that should go against what most people were taught, that is, to listen to rights and wrongs. In the litigious culture judging other people or the perspectives comes easily, especially when there is dislike of the reactions, or perception of life. “We may call them wrong, ignorant, or crazy.”²⁵ If leaders are serious about listening, the

²³ *Ibi.*, 101.

²⁴ Petersen. *Why Don’t We Listen Better*, 95.

²⁵ *Ibid.*, 96.

perception of other people might be seen differently, by seeing the world from other people's vintage point and understanding. That is what learning and growing are all about.

A leader should be an active listener who attempts to understand the verbal and nonverbal messages being conveyed by others, perceiving the feelings, thoughts, and beliefs which are communicated without permitting personal or preconceived assumptions that can block active listening. Active listening also involves the recognition that unspoken messages or meanings are typically conveyed along with the spoken word.²⁶ Listening is extremely important but it is not only enough to listen without validating what the followers are saying. It is important for a leader to acknowledge that active listening involves an effort to understand these meanings before seeking to be understood by the followers.

Poor communication blocks access to the deeper relationship which the leader wants and the friendships remain distant and impersonal. Such frustration and isolation may be reason enough to sort out better intimacy-producing skills.²⁷ Pastors should to make certain that the communication skills are without doubt the best and this can be acquired through interpersonal communication training. People should be helped to understand the value of communicating for change leads to transformed lives. A pastor of a growing church should be a motivator, continually encouraging people in the work of ministry.²⁸ Constant feedback and motivation should be given during this process of change. A leader should be a successful communicator of the truth as people appreciates such truths.

²⁶ Brooks and Goldstein, *The Power of Resilience*, 110.

²⁷ *Ibid.*, 22.

²⁸ Galloway, *20/20 Vision*, 96.

To say all people communicate is equivalent to saying all people breathe. It is a vital function of our existence. Communication has the potential of bringing people together or divide them forever. It can promote love and compassion or reinforce anger and mistrust. Communication can build a foundation either to solve problems or exacerbate conflicts in the personal and professional lives of the people of God. For this reason conflict needs to be managed professionally.

Effective communication is easier for some people, especially if they have had the benefit of adequate models from whom to learn. For others, effective communication is a struggle often filled with obstacles and disappointments. Whether a struggle or not, if people learn to be resilient by accepting that communication is an important part of their lives requiring time and energy.²⁹ Once people are able to make peace with this reality, they are able to move forward with their lives. For this reason it is important to understand that communication connects two people together whether face to face or via the media.

²⁹ Brooks and Goldstein. *The Power of Resilience*, 124.

CHAPTER 3

DEVELOPING HEALTHY PENTECOSTAL LEADERS IN SA

The call of Leadership

Leadership is art and science that a leader applies to get expected results. There are many books that address the subject and the definition of leadership. The subject of personal management is vital in the sense that the leader deals with individuals who are made in the image of God and need to be led with great wisdom. When personal management or leadership is combined with the call to ministry one realizes that Christ demonstrated leadership. To be effective in leadership the leader should benchmark his style of leadership with that of Jesus Christ. Jesus chose, developed, and equipped followers who turned into leaders. The disciples went on and became successful in ministry because Jesus pushed His followers forward without waiting for them to demand responsibility, position or office.³⁰

Developing Leaders

Church leaders are responsible and accountable to God, families and themselves in day to day church operations. For a leader to be successful in the leadership of the church, God should be at the center of everything. When challenges come, the leader should be able to address such without fear. A leader should make time to attend to the call of God to be a pillar of influence in all situations. Staff needs are to be addressed without any delay and the contributions from the staff members be highly valued. When there is conflict, the leader should through the help of the Holy Spirit resolve the conflict peacefully without delay.

³⁰ Michael Youssef. *The Leadership Style of Jesus. How to Develop the Leadership Qualities of The Good Shepherd*, (Wheaton, Illinois. Victor Books a division of SP Publication, Inc., 1986), 161.

It is very important for leaders, especially church leaders, to stay focused on God for power and energy because ministry can be a great challenge. Dealing with the congregation can make life very hard for the pastor and for this reason it is helpful to depend on God constantly through prayer and supplication. The leader should have a system in place that is helpful in the execution of church duties. Because leadership is an acquired skill, there is a need for people who are well developed in leadership to help the pastor in the everyday duties of the church. The people mentioned should be trained into formidable teams and be empowered to do the work of the ministry. The Great Shepherd has called all people to serve as under shepherds.³¹ Shepherding the flock can be a daunting task and a leader needs God to help in developing a team that should work together to accomplish the task.

Successful leaders are continual learners who are good stewards of time, money, and resources which are under their disposal. The Christian leader should always be a leader who loves God and loves people. A Christian leader's success is based on the premise and secret of abiding in Christ. "If you abide in Me and My words abide in you, ask whatever you wish and it will be done for you," (John 15:7). A leader should abide through prayer, reading of the Bible and walking in the Spirit. By learning to trust in God more, the leader should guard against sinning and always ask the question: "Have I come to terms with its reality?"³² All these things and others not mentioned here should make a leader accountable to God, family, and the work of ministry. Healthy team leadership is about choosing to do whatever it takes to be well, to serve well, and to finish well. It is the leader's responsibility to make certain that followers know and

³¹ Berkely D James, *Leadership Handbook of Management and Administration*, (Grand Rapids Michigan: Baker Books), 2007, 4.

³² *Ibid.*, 9.

understand the role each one has to play in getting the job done as people become whatever they are committed to.³³

Vision casting

When God calls a leader to ministry, it is real and undeniable. A leader should be very careful though not to be involved with the work of the ministry and not with what God wants to accomplish through the leader and the church. It is easy to get tempted and be busy with the people's problems and not doing what one is called to do. A leader needs to work in the ministry not outside the ministry making sure that the congregation is focused. There is a good example in the Bible in Moses who heard God speaking from the burning bush. God gave Moses an assignment to lead the children of Israel out of Egypt and God promised Moses His full support. Pastors are called by God with a specific assignment and they need to act responsible to God's calling. Inherent in God's call is something fierce and unmanageable. "He summons, but He will not be summoned, He does the calling; we do the answering."³⁴

Call of God

Ministry is not a career it is a calling because a pastor gets called by God into ministry. If called by God the pre-requisite should not be about higher qualification in order to do the work of ministry because the Holy Spirit is the teacher. Seminary education does not qualify a person for the ordained ministry, nor does additional psychological testing and field experience. Naturally, these may be valuable and even necessary for the ministry, but none of them alone or

³³ Rick Warren, *The Purpose Driven Church: Growth Without Compromising Your Message & Mission*, (Grand Rapids, Michigan: Zondervan, 1995), 128.

³⁴ Berkely D. James, *Leadership Handbook of Management and Administration*, 20.

in combination is sufficient.³⁵ Ministry work is a higher calling and nothing is more fulfilling for the pastor than to be in the will of God and using the ministry gifts to glorify God.

Berkely D. James asserts that human beings are influenced by two critical components nature and grace. The influence of nature is seen in people's intellect, temperament, and gifts. The influence of grace is seen in the touch of God harnessing and enhancing these natural factors so that people are readied for focused service.³⁶

Anointing

Because leaders are called by God to do ministry, the anointing of God is discharged to empower leaders to excel in this service. Jesus was anointed to do the work of the Father. In Luke 4:18-19, Jesus said, "The Spirit of the Lord is upon Me, because He anointed Me to preach the gospel to the poor. He has sent Me to proclaim release to the captives, and recovery of sight to the blind, to set free those who are oppressed, to proclaim the favorable year of the Lord." Anointing does not come by personal achievement; it is a gift from God for individuals who do the will of God. Christian leaders should be humble under this anointing and watch God the Holy Spirit perform miracles. Humility is essential in the lives of leaders as human beings who represent Jesus Christ and acknowledge the limitations of acquired knowledge.

Two Worlds

Spiritual leaders are usually caught up into two worlds, one of which is humanness, the other is the spirituality. For a Spiritual leader to work through these two worlds, discipline in the

³⁵ Ibid., 21.

³⁶ Ibid., 25.

area of prayer, fasting, reading of the word and quiet time should not be compromised. Like the marriage relationship, our relationship with God needs constant care.³⁷ Leaders are to live and demonstrate quality of life, be trusted and blameless in the eyes of God and the people of the church. A leader who has faith and trust in God is able to do the work of the ministry successfully by depending on the Holy Spirit.

Empowerment

If the pastor of a local church does not have a job description it is the responsibility of the leadership of the church to see to it that all that is supposed to be done is taken care of. The congregation should get involved if empowered by the leadership of the church to take some responsibilities. When tasks are delegated accordingly to capable persons within the church there is ownership and the feeling of belonging. A pastor needs to find the people within the church who are filled with the Holy Spirit and delegate some responsibilities and allow the Holy Spirit to work through the people. The pastor's real job is to cast a God given vision and communicate the vision to the church with the hope that people grasp the vision and work toward accomplishing it. A pastor or minister is different from other secular leaders in that he is ranging from messiah figure to manager, from Bible teacher to therapist, from evangelist to program director.³⁸

Spiritual Guidance

Because ministry is a calling, it is not regulated by a contract which stipulates hours of work and the like. The pastor or the Spiritual leader is guided by the Holy Spirit on what to do

³⁷ Ibid.,30.

³⁸ Ibid., 37.

and this can take a long time or a short time depending on the assignment. Ministry uses spiritual gifts not just human talents.³⁹ The apostle Paul says this about the gifts: “Christ gave some to be apostles, some to be prophets, some to be evangelists, some to be pastors and some to be teachers, for the equipping of the saints for the work of ministry, for the edifying of the body of Christ, (Eph. 4:11-12). It is very important for the pastor to realize that he does not have all these gifts therefore other people should be brought in to complement the pastor in doing the work of the ministry. The elders who direct the affairs of the church well are worthy of double honor, especially those who work in preaching and teaching (1 Tim.5:17). The pastor does not have to work too hard but just needs to work smart, be faithful and trust God to do His work.

Order of Responsibility

God’s order does not change He comes first, the family second and the career third. If the pastor changes this order, there could be serious consequences. The pastor should put God first in ministry and all other things to follow. God should be at the center stage of all the things the pastor does so God can be glorified. There should be no happiness in a family without God, and there is no successful career without God. “Seek first the Kingdom of God and His righteousness and all these things will be added” (Matthew 6:33). When God comes first challenges are minimal in leading the church because there is empower, anointing and wisdom that is needed in leadership.

Importance of family

The family should not suffer because the pastor is busy with ministry. The wife and children need to be assured that the pastor is thinking about the family even in the busyness of

³⁹ Ibid., 38.

the ministry. The family deserves at least the same care any other parishioner would get.⁴⁰ One way of keeping the family together is to be in ministry with the family so as to see each other from time to time. The pastor should see to it that days off work are spent with the family. If at all possible the family should accompany the pastor on vacation. The pastor should never allow the demands of ministry to come in the way of the family.

Spiritual and Physical Discipline

As the pastor is doing the work of the ministry and taking care of the family it is important not to neglect spending time with the Lord. While the pastor is putting too much energy in the work of the church care should be taken to keep a balance by recharging the spiritual and physical disciplines. The pastor should ask himself a question: “How am I doing physically?”⁴¹ It is important for the pastor to exercise, eat right and go for medical checkups frequently. If at all possible he should avoid things that may cause stress while doing the work of the ministry.

Life of discipline

The pastor should be able to do all these things and at the same time concentrate on the spiritual gifts, by allowing others do what the pastor is not gifted to do. It is important for the pastor to be involved in the community therefore keeping a balance between the ministry requirements and the community needs. The pastor should keep a disciplined life in the eyes of God and the church at large, guarding against things that can cause some embarrassment. It is

⁴⁰ Ibid., 50.

⁴¹ Ibid., 51.

important to choose where to go, what to watch, and what to listen to. These things form part of the pastor's character.

Time Management

Effective time management is very important, as it should help the pastor in scheduling or planning the activities of the church. The pastor should keep record of time spent doing ministry as this should help eliminate unproductive use of time. The first step toward pastoral time management effectiveness is therefore to record actual time used each day. Firstly keeping a log book and checking it regularly is not a bad idea. Secondly a pastor should manage the time well and be able to give account of time utilization, constantly checking to see if it is a productive activity that contributes toward the growth of the church if not do something about it. Thirdly the pastor should be proactive in determining how much productive time is available and how much of that time is not productive time.

Stewardship

Periods of time found by the pastor not helping the ministry should be noted and a balance be sought where this time should be effected in the mission of the church. The pastor's main role is to manage resources and in the process of time delegate to subordinates all jobs that are not that critical for the ministry. Being a person of compassion, a lot of the pastor's time is consumed by people, as Stanley says, "compassion is a time consuming job."⁴² All people should be stewards of everything God has provided for consumption and be appreciative of these things. Stewardship in the use of time and money says much about the trust in God. People belong to the Lord and the money entrusted to people belongs to the Lord. Pastors are to teach the

⁴² Ibid., 80.

congregation about money management, people should be assisted to practice good spending methods.

Wise spending is a demonstration of maturity and should prevent people from getting deeper into debt and misery. Teaching the congregation how to invest wisely into money markets, mutual funds, and other profitable schemes should be beneficial. A key to saving money is realizing that whatever is in the checkbook will likely be spent. Therefore keeping a good record of what comes in and what goes out of the checkbook should be strictly controlled.

A pastor should set a good example of stewardship for the congregation by being frugal in spending church money. Doing remunerating work (tent making) should be something to be considered by the pastor so as to be able to live comfortably and not pressure the church to give more than is affordable. Good stewardship should not only be with the church finances but with family finances as well. If people are already in debt, help should be provided to get them out and be guided correctly on how to balance their lives. The congregation needs to be shown the disadvantages of using credit cards and the advantage of saving and buying cash.

Staffing the Church

The healthy church is intentional in its efforts to build loving and caring relationships within families, between members, and within the community they serve.⁴³ One of the responsibilities of a pastor is to staff the church with qualified people for ministry and other church related duties. Hiring for the church is different from hiring for a secular organization for the church will emphasize spirituality of the potential employee. Once the church has employed these people training and development should be next step before starting with the actual work.

⁴³ Stephen A. Macchia. *Becoming a Healthy Church: Ten Traits of a Vital Ministry*, (Grand Rapids, Michigan: Baker Books, 1999), 95.

A pastor should continue to manage and give leadership to staff among other things and see to it that the church runs smoothly. In the process, there will be volunteer staff that need special training realizing that the church cannot depend entirely on volunteers. Yet voluntarism is the primary means by which God's work gets accomplished. Volunteers should be properly trained in the execution of the work of the ministry and be assisted to succeed in what the church wants to accomplish.

The time will come where the church has to terminate people due to problems with the individual or contractual obligation. Legal aspects of termination should be taken into consideration, because the church does not want to be sued due to failure to adhere to legal procedure for termination. A pastor should seek counsel before such terminations take place and make certain that terminations are done right. An expert in legal matters should be sought to assist the pastor in this regard.

Visionary Leadership

“Vision is to a leader as air is to a human being: without it, you die.”⁴⁴ For this reason the pastor should have a clear vision to motivate the congregation to move forward. It starts with the team that is bonded together by the pastor's vision then to the entire congregation. The vision concept is well documented in the old testament of the Bible. “Where there is no vision, the people perish,” (Proverbs 29:18). Pastor and civil rights activist Martin Luther King Jr. challenged his followers to commit themselves to a worthy vision. “If a man hasn't discovered

⁴⁴ George Barna, *The Power of Team Leadership. Finding Strength in Shared Responsibilities.* (Colorado Spring: Waterbrook Press, 2001), 37.

something he will die for, he isn't fit to live." This is powerful and God has a significant vision for the ministry within every church.

Vision is critical to leadership because the leader has to motivate, mobilize, and direct people. For this reason he has to have a compelling vision that should encourage people to move forward with him. Vision is good because it attracts and inspires people by providing them with hope and a future to look forward to. With a vision for the community the leader is able to build and sustain people by giving them a compelling reason to persevere and stay focused.

God's vision for the individual serving the church is irresistible and exciting because it has a tendency of building the future for the church. Vision is the core therefore the leader should stay focused and be closer to God. "Discerning God's vision is one of the first tasks a leader or a team should address."⁴⁵ A leader should understand personal strengths and weaknesses in this way he is able to capitalize on strengths and seek others to complement his weakness. It is important to test the vision by obtaining feedback from other people in the congregation. Through prayer, worship, and meditation on His Word a leader should be able to consistently connect with God.

Accountability

Accountability is defined as: An attitude of continually asking,⁴⁶ "What else can I do to rise above my circumstances and achieve the results I desire?" It is the process of "seeing it, owning it, solving it, and doing it." It requires the level of ownership that includes making,

⁴⁵ Ibid., 45.

⁴⁶ Roger Connors, Tom Smith, Craig Hickman, *The OZ Principle: Getting Results Through Individuals and Organizational Accountability*, (Paramus, NJ: Prentice Hall Press), 1994, 65.

keeping and proactively answering for personal commitments. It is a perspective that embraces both current and future efforts rather than reactive and historical explanations.

Studies after studies have proven that accountability works best when people share ownership for circumstances and results. When people see what the organization is about, they are encouraged and assume ownership of the process. When there is a problem action should be taken to solve the problem. A complete understanding of accountability in organizations should begin with an acceptance of the notion of “joint accountability.”⁴⁷ When people assume this attitude of joint accountability for all aspects of the organization the church in this particular instance, the cracks or boundaries disappear, and people then take the responsibility to make sure the ball is not dropped. Where there is no spirit of accountability people become ensnared in the victim cycle of ignoring or denying the responsibility by saying: It is not my job or finger pointing; tell me what to do, so they cannot be blamed for something that might go wrong. Some may choose to wait and see if things are going to get better. Unfortunately in such a climate things may get worse. For ownership to be entrenched into people’s minds, continuous feedback should become a living, breathing part of the accountable church or organization’s culture.

Why Team Leadership

Our bodies have many parts, but the many parts make up only one body when they are all put together. So it is with the “body” of Christ, (1 Corinthians 12:12). Doing church as a team is an ideal way today because, more can be accomplished by the team than the individual. “The

⁴⁷ Ibid., 67.

church is not an organization. It is more like an organism with living parts that should move and work together as a whole.”⁴⁸ No individual person is able to accomplish what the team can.

Teamwork is always the best way of doing God’s work because a team effort is necessary in reaching the goals of the ministry. Few things are more beautiful to God than seeing His people serve and work together in a rhythm. It’s like a symphony to His ears.⁴⁹ Everybody is important in the eyes of the Lord, and everybody has got a part to play in the Great Commission because God loved the world so much that He gave His Son, (John 3:16). Of all the churches God could have put the pastor in, He has placed the pastor in one specific church. He has a better plan both for the pastor and for the church, God’s plan is perfect and He never makes a mistake. He has planned our movement, our places of birth and our destination all in a perfect way. He even gave people salvation which they did not deserve. “Salvation includes you, but it’s not all about you. It is what God wants to do through you.”⁵⁰

Sometimes a leader may be enjoying life doing all the right things but having a wrong assignment. It is important to inquire of the Lord what the assignment for that day is. The apostle Paul says: “For our citizenship is in heaven, from which also we eagerly wait for a Savior, the Lord Jesus Christ.” (Philippians 3:20). The nation of Israel in the Old Testament forgot God and as a result, suffered badly from its enemies. God had promised the children of Israel victory over the enemies of Israel. The leader should guard against drifting away by honoring and fulfilling God’s assignment. “God is a God of covenant and promise. God is able to faithfully do whatever

⁴⁸ Wayne Cordeiro, *Doing Church As a Team: The Miracle of Teamwork and How it Transforms churches*, (Ventura, California: Regal Books, 2004), 172.

⁴⁹ Ibid., 18.

⁵⁰ Ibid., 26.

He has promised.⁵¹” Thank God for the helper the Holy Spirit which always reminds the leader of what Christian leadership is all about. Churches should grow if the people understand that Christ died for the church and rose again to fulfill the church. The congregation should be taught the importance of the gospel of Jesus Christ and take it and spread it to the unchurched people in the community.

The pastor should make certain that people’s roles are clarified and that the staff members are empowered to do the work of the ministry. If the leader remains silent and the people are not being informed about role clarification at this stage, God may send relief and deliverance to other places and use other leaders who are prepared to carry the assignment. The amount of influence the leader has on current generation should reach out to the entire community of rich and poor people with the same effect. Every member should be a minister doing the work of service to the building of the body of Christ, (Ephesians 4:12). If the leader is slow to act, God may open the privilege of involvement to those who are more willing.⁵² The church belongs to God and doing church as a team is God’s best because the job is too big for one person. To accomplish this, every member should understand and embrace the fact that the role of ministering the gospel is not only the pastor’s responsibility. Lay members have the same opportunity to reach the people with God’s love the same as the pastor has.

God has given all the people gifts to utilize in the ministry. Doing church as a team is not one person doing a hundred things, it’s a hundred people doing one thing each, each doing what

⁵¹ Ibid., 32.

⁵² Ibid., 37.

they do best. “Not only is this possible, but it is how God created us.⁵³” The job of the pastor is to equip the saints and lead the saints to the battle field. The gifts that God has given His people are to be used to benefit the kingdom, the people should serve, give, and exhort His name. This is what God expects from the saints. The church has to function as a team with respect for individual talents and skills. This is what makes the church strong, not its budget, evangelism, worship, fellowship, or ministries. God blesses the church with various gifts such as gifts of prophecy, serving, teaching, exhortation, giving, leading and mercy and many more. These gifts are to work together to accomplish God’s mission. When these gifts are used, three wonderful things begin to happen. The pastor should experience amazing joy; enjoy healthy accountability, and experience accelerated spiritual growth.⁵⁴ The pastor as the leader should make it possible for the people to use the God given gifts in the church. There is nothing more spectacular than seeing people’s dreams released and being used for the glory of God flowing in alignment with the vision of the church.

Empowering Leaders

One great developer of people John Maxwell, writes about acquiring and keeping good people is a leader’s most important task.⁵⁵ A leader should start by employing people who have the potential and the willingness to be developed. One very important point Maxwell mentions is that having just followers is not a sign of good leadership. Great leaders should surround themselves with other great leaders who should be prepared to make decisions when the need

⁵³ Ibid., 44.

⁵⁴ Ibid., 77.

⁵⁵ John C. Maxwell. *Developing Leaders Around You*, (Nashville: Thomas Nelson Publishers, 1995), 2.

arises. The Bible clearly outlines the character traits that enable a person to be a Christian leader.”⁵⁶ The leader should constantly be in a position to produce new leaders who should in turn produce other leaders who should bring value and continue to grow the organization.

A pastor should have a growth plan that should lead toward developing and growing the church leaders continually. If this process is well managed, there should be enough leaders to do the work of the ministry. In Exodus 18:14-24, Jethro gave Moses an advice not to judge the people alone but chose men who are filled with the Holy Spirit to deal with minor problems and Moses to deal with more serious cases. Moses heeded Jethro’s advice and developed a team of capable leaders to handle certain people’s problems and let him only deal with more challenging issues which the people could not handle. The growth of the organization depends to a large extend on the quality of leadership the organization has. When the leader grows other leaders, the church grows because it takes a leader to attract a leader.

Leaders should be prepared to undergo complete transformational change when it comes to leadership development. Leadership development should not be compromised by leaders who do not want to change. There should be commitment from the leader to employ good leaders and develop such to have leadership succession. There is no success without a successor.⁵⁷ The organization expands when there are developed leaders ready to assume leadership responsibilities. It may seem the point is being labored here but the point of the matter is that leaders should be change agents who are committed to change the environment to allow new leaders to fit in. The attitude of the leader, coupled with positive atmosphere in the organization,

⁵⁶ Barna, *The Power of Team Leadership*, 88.

⁵⁷ Maxwel, *Developing People Around You*, 11.

should encourage people to accomplish great things. For this reason the leader should constantly be motivating and encouraging new members to participate in the activities of the church.

A leader's responsibility should be to model the desired style of leadership to be adopted by other leaders. As a visionary, the leader is capable of identifying future leaders among the people that work in the church. The leader's responsibility is to nurture such potential by providing growth opportunities to the person. The leader who knows the congregation well enough should be able to motivate the potential leaders to go beyond the norm. Very important should be to empower lay leadership to succeed and recognize the achievements from such leaders. That is what the role of a leader is, to lead not manage. Managers are maintainers, tending to rely on systems and controls. Leaders are innovators and creators who rely on people.⁵⁸ After casting the vision, a leader should build a team that should carry the vision and sell it to the entire congregation on behalf of the leader. Once the leader has identified potential leaders within the organization, promotion should be done from within to motivate aspiring leaders. The church pastor hire from outside only if the position requires an exceptionally good performer or skills that is not available within the church.

Once the leader has identified potential leaders within the organization it should be easy to arrange positions where each leader uses the God given abilities to get the work done without a struggle. Leaders are warned not to hire people who are far less qualified than the position requires because it takes a long time to develop such people to their full potential. The pastor should hire the most highly developed leaders available at the time. He should not settle for poor performers, keeping in mind that one great person always out-produce and out-perform two

⁵⁸ Ibid., 27.

mediocre people.⁵⁹ When looking for a leader the character of the person comes first not the qualifications. A leader should employ an honest individual, a person of integrity, with self discipline and strong work ethics. Such an individual should be a person of influence with a positive attitude and excellent people skills, a confident and great communicator.

For a leader to be able to nurture the potential leaders, it is paramount to believe in the abilities possessed by each. Furthermore the leader should encourage, share information with, and believe in the ability to do the job. If the leader does a good job here, the lives of lay leaders should be transformed. Leadership is conspicuous when it is modeled by the leader, people want to see what type of a leadership is projected. Potential leaders learn, practice, and assimilate what the leader models in public. This type of attitude is displayed when people have confidence in leadership because trust is the glue that binds followers and leaders together. It is very important to know that leadership should only function on the basis of trust. Trust is built on time, respect, unconditional positive regard, sensitivity, and touch.⁶⁰ A leader should consistently display positive qualities which are helpful to successful leadership.

Great leaders do not just come, they are developed and the leader should invest money in developing other leaders. Leaders should be equipped, disciplined, mentored, coached to get where the church is likely to benefit from the expertise of such individuals. It is important to bear in mind that potential leaders determine the limit of the destination. This should something ongoing process and progress should be monitored so as not waste time on people who are not going to make it. Developing personal relationship with the people is crucial, this requires consistency

⁵⁹ Ibid., 46.

⁶⁰ Ibid., 67.

and commitment from both sides. The five step process of training people: modeling, mentoring, monitoring, motivating, and multiplying.⁶¹ Most importantly the leader should give the leadership team the responsibility, authority, accountability and the tools to do the work.

Successful leadership depends on the leader's personal growth. The leader should develop a personal growth plan that should take care of spiritual, physical, financial, emotional, and time reserves. This personal growth plan should be kept for at least a year and be adjusted from time to time. When the leader is the developer of people care should be taken to meet each person on the level of performance then move on to the next level. At this position the stage is set for the leader to form a dream team that should have a common goal, which is cooperative and can communicate with one another. The team needs to bond and build each other because individualism wins trophies, but teamwork wins pennants.⁶² In a team concept each team member plays a crucial role.

The last thing to mention is coaching a dream team of leaders. It is the responsibility of the coach to search for suitable players to bring to the team. The coach comes with the game plan and takes the time to huddle. If the coach listens to his team members some insights on how to approach and win the game should be valuable to the leader. Some very useful strategies of how the game can be won may surface from the players if given the opportunity to make some contribution. The coach should plan and facilitate the games. When the leader understands the players, some responsibilities can be delegated to the captain or the next in line. People development is dynamic and life-changing for everyone involved. The leader should demonstrate

⁶¹ Ibid.,97.

⁶² Ibid.,137.

the love for the people and let it be experienced. People become empowered when the leader provides three things; opportunity, freedom, and security. The leaders should empower his people to do what they do best, encourage and support them.⁶³

Church Growth

As the church grows numerically and spiritually, the expectations and needs of people also increase. The pastor should make certain that these needs are taken care of or may delegate the responsibilities to capable people. If the need is counseling, the pastor should employ specialists to address the needs of the people because this often requires a broader range of specialized ministries in response to people needs.⁶⁴

Gary McIntosh said that churches can get by with limited staff when a congregation is primarily made up of one homogeneous unit.⁶⁵ A pastor may for a limited period of time try to do ministry work when the church is still small. In this type of setting, people demonstrate loyalty to the pastor and are even willing to offer a helping hand where necessary. Volunteers are used mainly in small churches which are in the process of building the congregation. As soon as the church has grown, people participate less in the church and do less volunteer service, leading to the need for more pastoral staff.⁶⁶

⁶³ Ibid.,177.

⁶⁴ Gary L. McIntosh. *Staff Your Church for Growth*, (Grand Rapids, Michigan: Baker Brooks Publishers 2003), 14.

⁶⁵ Ibid.,15.

⁶⁶ Ibid.,16.

Jesus Christ gave an example of the twelve disciples who were committed to the ministry work for the entire period of Jesus earthly ministry. The apostle Paul had a team of church planters who were committed to get involved with the business of planting churches. Team ministry demands leadership therefore the pastor should have to be a strong leader to accomplish God's mission of staffing the church for growth. The pastor should train the team for this great assignment and prepare the church for multiplication.

It is important to envisage growth before it really happens and be prepared for the explosion. From the time the pastor evangelizes and people come to church, the momentum continues to keep people who are already in church occupied. This can be challenging in that the pastor's responsibilities keep growing and becoming more complex. The next thing to do for the pastor should be to celebrate with the people in worship as various ministries get added to the church. At this point the pastor should not lose sight of the fact that what matters most are the needs of people and how to meet those needs. Leadership is a critical factor for growing churches, whether newly planted or establishes.⁶⁷

Church growth can be tricky in the sense that when the pastor focuses on priority in early years it creates growth, and focusing on priorities in later years may create decline. This is where the pastor should know how to employ the resources available to the church to keep the balance of the church going in the same direction. Staffing for growth becomes critical at this stage because new people need to be assimilated into the activities of the church. The process of discipleship should take place and people be trained into leadership and be given the opportunity to lead small groups.

⁶⁷ Aubrey Malphurs. *Planting Growing Churches For The 21st Century*. (Grand Rapids, Michigan. Baker Books Publishers, 2004), 211.

In this whole process the pastor should be putting more emphasis on task and on relationships. All this are important but there should be a balance between nomothetic dimension and idiographic dimension. By using the concept of nomothetic and idiographic dimensions a grid for staffing a church for growth should now be developed.⁶⁸ Once this is done, the pastor should now be in a position to staff the church in a balanced way.

When hiring the next important person after the pastor should be a person who balances the gifts and talents of the senior pastor. The senior pastor should decide who this person should be and this should be based on the needs of the church. The third person to be employed should follow the same pattern of hiring. The rest of the staff should be hired based on the need but the staff positions on the nomothetic grid line provides the most benefit to a church's overall growth potential.⁶⁹

A very famous quote reads, "If you are planting for one year, grow rice. If you are planting for twenty years, grow trees. If you are planting for centuries, grow leaders. (Author Unknown).⁷⁰ The pastor should know how to prioritize when staffing the church for growth. There are indicators which should help the pastor and his leadership team to see when it's time to add staff. During this time of church growth, nothing should take precedence over staffing. The ratio of staff to average worship attendance should determine how many pastoral staff are needed. The main focus is on moving the church to a whole other level.

⁶⁸ McIntosh, *Staff Your Church for Growth*, 29.

⁶⁹ Ibid., 34.

⁷⁰ Maxwell, *Developing Leaders Around You*, 138

The team plays a very important role in supporting the activities of the church. The hidden organization, secretaries, janitors, sound technicians, and so on should normally be five times larger than the players listed on the roster. Without these hidden team members, the team would not exist.⁷¹ A church should budget for the staff growth to be able to meet the financial needs of such growth. Growth should come from inside or from outside depending on how intricate the position is. There are advantages and continuity when hiring from inside rather than hiring from outside. Adding, equipping, and supporting staff at appropriate times are crucial to the ongoing development of growing church. Therefore staffing should be done with great care.

The pastor should hire staff to fill all positions which the pastor is not able to perform due to the demands of ministry work. When hiring staff the most important thing is credibility together with integrity and finding the right people is always a challenge. For this reason proper screening of potential employees is necessary. Employees should be hired and then trained in various aspects of the work until the competency level in that particular job is reached. One of the toughest roles of the church today is recruiting compatible staff, people of character, competent, and possess relevant skills to do the job.

At this point the pastoral staff should make an informed decision whether the church is succeeding in its mission of moving forward. People who come into the employment of the church are all important. These people have a duty to perform and advance the strategic mission of the church. Care should be taken not to over stretch the people in these new jobs, the pastor

⁷¹ Ibid., 42-43.

should get a balance in what people are doing and offer support where needed. Rule of Three. One, it takes three years before even the best hire performs at her peak.⁷²

The goal of the pastor is to recruit staff which should come in learn and help disciple others into leadership roles. There are no shortcuts to this process as it takes time to find the right people to train successfully and perform as expected. It is for this reason that if possible only choose quality people, people who are gifted in areas where the pastor is challenged, people with the right attitude willing to sacrifice time and effort for the work of the Kingdom. According to Olsen, an effective pastoral staff member should possess a heart of godliness (character), an ability to perform successfully (competence), and a congruous profile (compatibility with the church).⁷³

When hiring the pastor should be careful not to hire people who have problems because the time to resolve problems is not guaranteed. The pastor should hire people with experience who are willing to serve alongside him and are trainable. He should be prepared to invest in the new people that are brought into the organization for long term effect.

Now that the pastor has assembled a team, care should be taken in giving sound leadership and allow the team to perform as expected. A pastor's role is to equip, develop, and motivate the team to achieve expected results. Every successful pastor learns to know the team members well at this stage and make certain that communication channels are open. As the church grows in numbers more pastoral staff should be hired and the responsibility of the pastor should change and some of the functions be delegated to the assistants. Modeling behavior for

⁷² Ibid., 53.

⁷³ Ibid., 54.

the church staff should be paramount to get the job done. As the leader the pastor should give direction to the team and allow the team to determine the speed of performance. Leadership deals with vision with keeping the mission in sight and with effectiveness and results.⁷⁴

As the staff grows the need for specialization becomes imperative this can be aligned with the scripture in Eph.4:11-12, which says that the role of pastoral staff is to “prepare God’s people for works of service.” In the team all are expected to contribute to the growth of the church, to collaborate with other team members and to communicate well with the rest of the team. Team members are free to challenge each other openly in decisions that are made and still work together harmoniously.⁷⁵

The time to do ministry solo has long gone past, ministry is a team sport. The pastor needs all the players to have a successful ministry. Moses had to employ the services of Hur, Aaron, Joshua, the twelve spies, and the seventy elders. Leading millions of people was no easy task. Moses needed a team to accomplish what God had called him to do. Aaron assisted Moses in communicating to the people (Exodus 4:14-16). These are some examples in the Bible of leaders who solicited teams to get the work of God done. King David was surrounded by godly people (2Sam.23:8-39). To build the wall of Jerusalem, Nehemiah assembled a capable team to labor together (Neh.8;1-9).

Since church growth is a supernatural activity, it follows that a growth vision should come from God and be grounded in His word.⁷⁶ To determine what type of staffing is required

⁷⁴ Ibid., 81.

⁷⁵ Ibid., 84.

should be decided by the size of the church, the strengths of the pastor and the vision of the pastor. There are various models to be employed by the church the pastor and the leadership should decide what model to use. The church can adopt the vertical model or the horizontal model, the circular model, the invented model, the pod model, the flying “V” model, or the collaborative model.⁷⁷ When teaming together the team should easily accomplish God’s mission for the church.

In the team process communication is paramount and members of the team show compassion toward one another. Good groups are friendly, accepting, but realistic, seeking collaboration from individuals and teams beyond themselves by becoming unselfish. This is healthy team spirit and the pastor should encourage such collaborative atmosphere in the team. Healthy groups expect that everyone on the team should serve as a resource person to the entire team.⁷⁸

The pastor should not be selfish; he should not live to make a good impression on others. As a leader the pastor should be humble, thinking of others as better than the leader can do. The pastor should not just think about personal interest, but be interested in the affairs of others too. (Philippians 2:3-4). Good leaders are known to be doing exactly that, putting other people before own interest, have a reputation of being good at building sound relationships with the people. The trinity is a good example of a relational team: Father, Son, and the Holy Spirit and a family:

⁷⁶ Ken Hemphil, *The Antioch Effect. 8 Characteristics of Highly Effective Churches*. (Nashville, Tennessee: Broadman & Holman Publishers, 1994), 129.

⁷⁷ McIntosh, *Staff Your Church for Growth*, 98.

⁷⁸ *Ibid.*, 99.

father, mother, and child.⁷⁹ Any successful church leader should be capable to manage and lead a team within the church to achieve the objective of the church.

It is of vitally importance that a team be nurtured and be emotionally supported in accomplishing the objective of the church. A leader should spend time developing the staff, hold meetings and sharing valuable information. The pastor should look for social events to attend where bonding with staff should be enhanced. Teams thrive when the communication lines with the pastor are open. The staff should be informed of the direction of the church “like the captain of a ship telling the crew where the boat is headed and what detours to expect and why.”⁸⁰ The pastor should build structures that should allow the flow of information such as small groups to be used for communication.

The pastor cannot over emphasize the importance of motivation of staff, this should be accomplished through the push and pull method. Every individual is motivated mainly by recognition and achievement, therefore the environment under which people perform should be conducive to achieving the goals of the church. The mission of the church should be clear and understandable to all church members. The pastor should give people constant feedback on their performance as such action get people motivated. Constructive criticism on the other hand does motivate people because it helps in correcting the situation.

If the church pays the staff well, the staff should be motivated and may stay with the church for a long time although money alone is not the greatest motivation. The environment where people can grow should be the greatest motivator. Sharing the wealth does not always

⁷⁹ Ibid., 104.

⁸⁰ Ibid., 111.

mean a salary increase.⁸¹ Appreciating what the staff does should yield more results than the pastor ever get through paying people lot of money. When the staff is provided with adequate resources to perform the work, and obstacles are removed on the way, people should be motivated especially when the work is challenging. Motivation is a powerful tool to be used by the leader to get results.

From time to time in the history of the church, the pastor should staff the church for growth to cope with the demands of ministry. The biggest challenge for the pastor is to accept that the congregation is not there to serve the pastor. The opposite is true, for the pastor should serve the congregation. The pastor should set good example through the leadership style that is being applied in the church. How the pastor conducts church and home affairs should give credence to the leadership style. People should follow a leader who has credibility and unquestionable integrity. It is therefore the responsibility of the pastor to make certain that the type of leadership projected is beyond reasonable doubt.

Once the pastor comes to the realization that ministry is a joint responsibility, other people should be drawn in to assist build the kingdom of God. A pastor does not have to be a lone ranger. As more and more people join the church with the aim of supporting the pastor's vision, the pastor should make certain that there is proper staff movement and alignment with the vision of the church. Nurturing and motivating should result in healthy staff that is willing to pull together to achieve the main objective.

⁸¹ Ibid., 128.

Transitioning to a Team-Led Ministry

The pastor should empower the church leadership to resume ownership of the Father's business by creating an environment that is conducive to people's growth. It will be necessary for the church to have a system of transitioning new members into the church. This process can be in a form of evangelizing to win souls, growing the new believer through the weekend service, connect the new believer to groups through assimilation, discipling through small groups and letting the new believer begin to serve. Empowerment is a process which needs training that is ongoing until people have confidence in the area of serving. The empowering process takes the following steps:

Evaluating the People

The pastor should know the level at which people operate in terms of skills and development before starting with empowerment process. Best way to do this is to look for people who have the calling, the character, and the competencies to lead effectively.⁸² The pastor should then check the knowledge gap that exists, examine the skills level of the people, and check to see if there is the desire to succeed.

Modeling for the People

The pastor should set an example by training people in the operation of the church organization. The best way to do this should be through show and demonstration. The pastor or the leader should exploit every opportunity to communicate the vision far and wide and enlist people in the movement to bring God's ultimate plan to fruition.⁸³ The pastor should model the

⁸² Barna, *The Power of Team Leadership*, 83.

⁸³ *Ibid.*, 90.

attitude and work ethic that is acceptable for the accomplishment of the task. New people should form part of or work with experienced individuals who will model the perfect way of getting the job done.

Give Them Permission to Succeed

Because people are motivated by success, the pastor should encourage them and help them succeed. When the pastor communicates and gives people constant feedback they do more because they feel valued. By allowing the people to take risks in getting the job done encourages growth and builds confidence.

Transfer Authority to Them

When the pastor empowers other people it becomes easy to share the workload. It's sharing the power and ability that rests with the leader to get things done. The leader should be successful if in the process of building the church other people are connected and empowered. The presence of healthy connections and genuine friendships within the church opens the door to receptivity and acceptance to those outside the church.⁸⁴ When the leader gives people the responsibility, authority to make decisions should accompany such responsibility.

Publicly Show Your Confidence in Them

Recognizing the people publicly is a powerful way of motivation which leads to success. People by nature like to be told the good news about the job well done. Sharing positive results with the people can only help and be an encouragement. People will appreciate support from the leader's influence in achieving the goal of the organization.

⁸⁴ Cordeiro, *Doing Church As a Team*, 217.

Give Them Feedback

The leader should give people positive feedback and constructive criticism that should help in building morale within the team. Coaching people on the job and applaud any progress that is made is a recipe for success.

Release Them to Continue on Their Own

The ultimate test of great team is result.⁸⁵ When people are empowered and released to make good decisions and succeed do not interfere as this may be discouraging on the people. The leader should give people more freedom as soon as there are signs for readiness.

The Results of Empowerment

When the people are empowered all sorts of good things happen, the lives of people are improved, the leader gets additional freedom to attend to other pressing matter. As a result of this empowerment the growth and health of the organization is enhanced because new leaders are developed. Empowerment encourages people to take ownership and make decision on issues that affect the business. Creating a healthy atmosphere is one of the simplest, yet most overlooked, factors in growing healthy people and healthy leaders.⁸⁶ The organization has some advantages over the competitor when people are empowered.

The pastor should make certain that people are empowered roles are clarified to do the work of the ministry. The amount of influence the leader has on the generation should be taken seriously and be used to benefit the church. The church belongs to God and doing church work

⁸⁵ Patrick Lencioni, *The Five Dysfunctions of a Team: A Leadership Fable*, (San Francisco, CA: Jossey-Bass, 2002), 224.

⁸⁶ Codeiro, *Doing Church As a Team*, 212.

as a team is God's will for the church because no one person is able to do it alone. To accomplish this, every member should understand that the responsibility of ministry is not the responsibility of the pastor alone but all members should be accountable. The church members have the same opportunity to reach the people with God's love the same as the pastor has.

God blesses the church with various gifts such as: gift of prophecy, serving, teaching, exhortation, giving, leading mercy. These gifts are to work together to accomplish God's mission. When these gifts are used, three wonderful things begin to happen. There is amazing joy; enjoyment of healthy accountability, and accelerated spiritual growth is experienced. The pastor as the leader should make it possible for the people to use their gifts in the church. There is nothing more spectacular than seeing people's dreams released and being used for the glory of God. Discipleship is the process of teaching the new recruit in the Kingdom of God to love, trust and obedience to God, and teach people how to win and train new believers to do the same. It is all about continuous improvement and alignment.

The Biblical Basis of Team Leadership

Team leadership is the ability to willingly and intentionally come together and equally share the common vision of the church for the advancement of the Kingdom of God. The biblical basis of team leadership is found in various scripture passages in the Bible. In the Old Testament there is a story in Exodus 18 where Moses' father in law Jethro offers some simple advice to Moses to divide the leadership duties into manageable portions and divide some of the responsibilities to a leadership team of other gifted servants. Nehemiah 3 tells the story of how he used teams of gifted individuals with complementary skills to facilitate the fulfillment of the vision God had given to Nehemiah to rebuild the walls of Jerusalem.

In the New Testament, Jesus appointed twelve disciples and developed, trained then released them into ministry. Jesus chose men of good character who were willing to sacrifice whatever needed to be sacrificed to follow the Master leader. These men were empowered to carry the ministry all over the country. Another man who ministered with a team was the apostle Paul. In Acts 13 Paul was in the company of Barnabas, John, Simeon, Lucius or Manaem serving with Timothy, Judas or Silas. Other men are found in Acts 15 who were also ministering with Paul and other leaders. Paul's advice in Ephesians 4:12, "For the equipping of the saints for the work of service to the building up of the body of Christ." This is the central challenge of the church to train laity to do the entire work of the ministry. This means everybody should be prepared to get involved and do the work of the ministry. It is important to know that the Bible does acknowledge teams as a viable leadership strategy.

If the pastor wants to experience the power of God working in the church, in society, or in the home, the team leadership strategy should be adopted. The pastor should ask for wisdom to lead the church and allow the Holy Spirit to move freely among the people. To understand that discipleship is not an option for believers and that it involves taking up the cross daily to follow Christ is the beginning of understanding the work of every believer and every congregation. The pastor should make certain that leaders in a local church are properly trained in this area of ministry. The whole purpose of developing leaders is to transform lives and draw people closer to Christ.

The Need for Team leadership

The need of team leadership cannot be overemphasized. It is practically impossible to singlehandedly run a church for the reason that one person does not have all the attributes or

skills to successfully run a church. There is a need for a leadership team that should effectively fulfill God's vision for the church. A leadership team is a small group of carefully selected leaders who possess complementary gifts and skills. These are individuals committed to one another's growth and success and hold mutually accountability. God is calling leaders to have the courage and humility to build networks and relationships that are transparent and provide accountability.⁸⁷ This team leads a larger group of people toward a common vision, specific performance goals, and a plan of action.

To be effective, leadership teams combine key components worthy of further exploration which should help advance the kingdom. It is important for the pastor to stay focus on vision, keep multiplying the teams for maximum participation. A leadership team is a collection of leaders who possess the calling, character and competencies that qualify them to be leaders. Since the very purpose of the team is to provide leadership, it should consist of individuals who have that capability. A leadership team is needed to lead followers to understand, adopt, and accomplish a common vision.

One of the most important attributes of effective team leadership is that the leaders have a combination of gifts and skills that complement one another. A team is effective when four specific leadership aptitudes are fully and broadly represented among the team members. In a true team concept, the leaders are committed to one another's growth and success in ministry. They have to respect and care for one another's personal maturation. A team whose members are not committed to one another, may produce some desirable results, but it is unlikely to achieve its full potential as a team.

⁸⁷ Kevin Harney. *Leadership From The Inside Out: Examining The Inner Life of a Healthy Church Leader*, (Grand Rapids, Michigan: Zondervan, 2007), 22.

A leadership team should possess a common vision because this forms part of the corporate vision that brings the team together and facilitates its passion to move forward as one. The vision unites and excites those who want to be part of the process. Therefore it is the duty of the team leadership to communicate the vision to the congregation and inspire people to own the vision. A vision should be supported by specific, measurable, attainable, realistic, and time bound (SMART) goals and plan in order to produce desired results.

The leadership team should be determined to evaluate own efforts and enable one another to live up to specific standards. There should be accountability toward one another in terms of what needs to be accomplished. Great teams are composed of leaders who have developed sufficient trust, rapport, and vulnerability to keep one another honest, focused, productive, humble, and inspired. When these elements are combined, the result is the powerful assembly of individuals whose ability to serve others is multiplied beyond what anyone could accomplish alone.

The Challenge of Team Leadership

When one looks at the continuing population growth of the church in South Africa, one cannot help but see this as one of the challenges of team leadership. The rapid growth of the church and Pentecostal in particular necessitates effective leadership whose growth should result in a wide variety of new pressures, needs, and expectations. Without Christian leadership development the unprecedented has a growth that could result into churches that are not kingdom-focused. People may come to church and leave at the end of service without anybody showing appreciation of their visitation. The pastor should pay special attention to new people visiting the church and make certain that they get attended to. Another challenge is the high

expectation of people who visit the church because they are hurting and if nobody attends to such people the church may lose an opportunity to witness to the hurting. People outside the church are looking for solution to the problems and the church should provide solutions to such problems.

Ideal Church Team Leadership: Personnel and Positions

The ideal church team leadership starts with appointing the right people to the right positions. Just like in a soccer team, if the team consists of the right quality of players playing in their right positions, then the team should score goals. Once the church has the right people with abilities and good character, then the focus should be on coaching the team to get desired results. Ongoing training and development coupled with empowerment and motivation should lead to maintaining momentum and enhance the levels of productivity.

Ideal church team leadership is the team that operates according to the Kingdom principles. It has a structure that is Ecclesiological in nature, with pastors, elders, deacons, teams, and individuals. Leadership is not top down, in servant leadership the leader becomes a servant for all. Leaders serving in these churches get great pleasure and satisfaction from leading within a team concept. Secondly, the churches have a measurably broader ministry impact than do churches that do not utilize lay leadership teams. There is tremendous growth in such a structure because individuals use their God given abilities to help the church grow.

Obviously success of team leadership starts with intelligent recruiting. Recruitment should be based on character and attitude of an individual, and qualifications should not be the only criteria for appointment. Individuals with a teachable spirit, mature faith, passion for the vision, a servant's heart, and basic leadership competencies should be ideal. Once a team

consisting of these individuals has been identified and recruited, the team should be strategically blended into a team that should work harmoniously to achieve the goals of a church. The key to success is that the team should be sold out to the vision and have necessary skills that fit together well. When there is alignment of skills with the assignment people turn to be productive.

Once the individuals have been joined into teams, the leader should encourage these individuals to spend time coming together as a close knit, single mindedly to service the unit. In this way the team provides personal identity, a sense of belonging to something meaningful, status or prestige, and relational intimacy with peers. Values of the team are adhered to as the team carries on with its duties. The team values should be based on love as without warm loving fellowship no church can grow. The church is held together by the Holy Spirit and driven by God's love for the people and the people's love for God and others. Fellowship enables the people to experience God's family now and gives a taste of what the family should be like in heaven. For these reasons it is important that new recruits are given a taste of heaven on earth.

Leadership Aptitude

There are four leadership aptitudes which are important for the success of team leadership and every church should look at these leadership aptitudes. The ideal team is comprised of four leaders, each representing a different aptitude.⁸⁸ The first is the *directing leader*, this person excels at conveying a compelling vision but do not invest energy in the details of the process. Directing leaders are very good at motivating people to buy in and get involved in the affairs of the church, good public speakers who can easily excite people. The weakness with directing leaders is that they have short attention spans, favor action over reflection, and may

⁸⁸ Barna, *The Power of Team Leadership*, 101.

ignore financial limitations and realities.⁸⁹ The second is the *strategic leader* this leader is content to sit in the background evaluate the options that lie before the church convert vision into action by showing people the big picture. Strategic leaders tend to be very thorough in their investigations and do not hesitate to ask the hard questions.⁹⁰ Because of the approach of these leaders people can easily mistaken such actions for insensitive and disinterested in what people are capable of doing.

The third type of a leadership is the *team building leader* this person has the energy to chase the dream and love people but hate paper work. The team building leader is relational in the approach and can network to bring together people with the same passion to get the work done. People are encouraged to give the best when working with a team building leader. The fourth is the *operational leader* who is stable, predictable, and consistent to the activities of the ministry.⁹¹ The operational leader is good at leading not managing and can be low key and virtually invisible but is capable of making indispensable contribution to the smooth running of the organization. The operational leader by nature dislikes conflict therefore the pastor should make certain that this type of person is protected in order to perform the job.

⁸⁹ *Ibid.*,102.

⁹⁰ *Ibid.*, 103.

⁹¹ *Ibid.*, 105.

CHAPTER 4

ELEMENTS OF A HEALTHY CHURCH IN SA

There are people who judge the health of the church by the Sunday morning worship attendance or by the number of programs the church is conducting. The size of the church should not determine the health of the church. “Greatness is not measured by size only, though attendance should be counted in greatness, along with finances, Bible teaching, outreach, spiritual power, dedication of service, and quality of lives of those who attend the church.”⁹²

The most important thing for the pastor to do is to seek God’s face by engaging in prayer. When the leader prays the Holy Spirit comes down and the vision becomes a reality and there is confidence and the assurance that God’s name is exalted. The leader gains the strengths and awareness that God is present to give victory over the devil and that the promises that are in the Bible are for all who trust the Lord. When the leader moves on, he/she should ask God for wisdom to stay connected to the purpose and the will of God in order to grow spiritually.

Trust in God

To build a healthy church, the leader should make prayer a top priority. In Exodus 16 the children of Israel experienced deliverance after crossing the Red Sea. For forty years the children of Israel enjoyed God’s provision before entering the promised land of Canaan. After much affliction, the children of Israel learned to trust God and to know that God was able to supply them with fresh manna every morning.

⁹² Jerry Falwell & Elmer Towns, *Capturing a Town for Christ*, (Old Tappan, New Jersey: Fleming H. Revell Company, 1973), 75.

The healthy church should depend on the Lord for all its needs. Jesus said: “Without Me you can do nothing,” (John 15:5). In this example the leader has to depend upon the Lord and abide in Jesus Christ like the branches abide in the vine. Galloway writes: “Out of my abiding prayer time flows the strength of my day and the power to lead the rapidly increasing church that I pastor.”⁹³ To win the battles daily, the pastor should meet with the Lord in prayer first thing in the morning to get a dose of spiritual power. This practice is very important because. “No, in all these things we are more than conquerors through Him who loved us,” (Romans 8:37 NIV).⁹⁴

God's Empowering Presence

The healthy church should have direction and empowerment from the Holy Spirit constantly. Experiencing God's presence is very important to the entire body of Christ. The whole congregation should be sensitive to the move of the Holy Spirit during the church service. Love for one another and forgiveness among the children of God should allow the Holy Spirit to flow unhindered during worship. When there is joyfulness in the church, God gets the glory and the people are blessed. The presence of the Holy Spirit needs to be expressed constantly with corporate prayer which comes in a variety of ways.⁹⁵ When the church prays before the main service and at the beginning of any church event it is a sign of a church which depends on the Holy Spirit for guidance.

The fruit of the Spirit is love, joy, peace, patience, kindness, goodness, faithfulness, gentleness, and self-control, (Galatians 5:22-26). When the body of Christ operates within the

⁹³ Dale E. Galloway, *20/20 Vision: How to Create a Successful Church*, (Portland, Oregon: Scott Publishing Company, 1986), 61.

⁹⁴ Romans 8:37.

⁹⁵ Stephen Macchia, *Becoming A Healthy Church: 10 Traits of a Vital Ministry*, (Grand Rapids, MI: Baker Books, 1999), 29.

realm of the fruit of the Spirit, members honor and complement one another and this becomes evident in their worship and in their giving of tithes and offerings. When the church is ruled by the love of one another, the task becomes simple, because God is glorified by the unity within the church. “In the church setup joy is not the result of material possession or earthly pleasures it is genuine joy that comes from the realization that the lives of Christians are held securely in the palms of God’s hands.⁹⁶” The third fruit of the Spirit is peace which does not only mean freedom from trouble it means everything that contributes to the persons’ wholeness. There are many people who have material wealth but do not have peace. This is an indication that things do not give peace but God does.

The word patience does not describe the patience needed for handling the events of life. This type of patience deals with people, people who should not fight back but depend on God when faced with temptations. Kindness and goodness go together and should be treated as such. Jesus gave an example of kindness to the sinful woman who anointed his feet with her tears and He showed goodness to the people in the temple when He cleansed it and drove out those who were selling. Faithfulness refers to trustworthiness. When people are reliable, true to the relationship and able to trust one another, faithfulness develops. Gentleness means being submissive to the will of God, teachable, and considerate of others. The person who has self-control knows how to depend on the work of the Spirit to master ones’ desires, especially for pleasure. Self-control includes the use of time, body, mind, emotions, and spirit.

It is important for the church to identify every spiritual gift within the congregation and utilize such in the kingdom of God. The following scriptures give reference to this, Romans 12:1,

⁹⁶ Ibid., 33.

Corinthians 12, and Ephesians 4. Furthermore the Lord fills the believers with other important details related to the gifts: 1 Corinthians 7 & 14; 1 Peter 4; Ephesians 3. There is nothing more spectacular than seeing people's dreams released and being used for the glory of God.⁹⁷ Once all these gifts have been identified care should be taken to make certain that the church benefits from these gifts.

God-Exalting Worship

"I will praise you, O LORD, with all my heart; before the "gods" I will sing your praise. I will bow down toward your holy temple and will praise your name for your love and your faithfulness, for you have exalted above all things your name and your word. When I called, you answered me; you made me bold and stouthearted. May all the kings of the earth praise you, O LORD, when they hear the words of your mouth," (Psalm 138:1-4).

The healthy church gathers regularly as the local expression of the body of Christ to worship God in ways that engage the heart, mind, soul, and strength of the people.⁹⁸ Man was created to worship God out of love that denotes the relationship man has with God the Father. "Yet a time is coming and has now come when the true worshippers will worship the Father in spirit and truth, for they are the kind of worshippers the Father seeks," (John 4:23). Believers are to be taught that worship should be a way of life rather than primarily a ceremony. It should be the way of life of every believer.

Warren Wiersbe defines worship as the believer's response with all that he is – mind, emotions, will, and body – to all that God is and says and does.⁹⁹ This response has its mystical

⁹⁷ Wayne Codeiro, *Doing Church as a Team: The Miracle of Teamwork and How it Transforms Church*, (Ventura, California, Regal Books, 2004), 97.

⁹⁸ Macchia, *Becoming a Healthy Church*, 41.

⁹⁹ Hemphil, *The Antioch Effect*, 41.

in subjective experience, and its practical side in objective obedience to God's revealed truth. It is a loving response that is balanced by the fear of the Lord, and it is a deepening response as the believer comes to know God better.¹⁰⁰ True worship's primary goal is to give glory and honor to God, and it always results in the edification of the worshiper, leading him or her to serve the living God who is the object of worship. Thus worship involves both giving and receiving, commitment and blessing. True worship is balanced, involving the mind, emotions, and the will of the worshiper. It incorporates both attitudes (such as reverence, awe, and respect), and actions, (such as bowing, praising, serving, and giving.)¹⁰¹

Worship through giving the offering should never be interpreted as the means for meeting a budget, but as a vehicle for expressing the congregation's dependence upon God and gratitude for His loving provision for all the congregation's needs. The giving of God's tithe and the church offerings is a sacrifice of a priestly people, and as such it is the church's privilege and joy to bring God the sacrifice of praise, good deeds, and sharing, (Hebrew 13:15-16).¹⁰²

Believers should worship where they are as the temple of God. The action moves from the temple, or the place of gathering, to the whole of life. "Therefore, I urge you brothers, in view of God's mercy, to offer your bodies a living sacrifices, wholly and pleasing to God, this is your spiritual act of worship," (Romans 12:1).¹⁰³ Everywhere a believer goes there should be

¹⁰⁰ Ken Hemphil, *The Antioch Effect: 8 Characteristics of Highly Effective Churches*, (Nashville, Tennessee. Broadman & Holman Publishers, 1994), 41-42.

¹⁰¹ *Ibid.*, 42.

¹⁰² Hebrews 13:15-16.

¹⁰³ Romans 12:1.

worship whether there is a church or not. The style of worship should not be an issue, the whole point should be to worship God as if it is the last time to worship the Almighty God. The worship leader should work with the pastor in planning worship that should exalt God because God wants to take His people deeper unto Himself.

The church worships God as He is revealed in the Bible, not as the church might want Him to be. The church should worship Him as a God of both mercy and justice, of love and wrath, a God who both welcomes into Heaven and condemns to hell. They should worship in response to truth, if not the church worships in vain. To worship in Spirit is to worship from the inside out which means the church should be sincere in the acts of worship.

The real duty of worship is not the outward duty to say or do the liturgy. It is the inward duty, the command,¹⁰⁴ (Psalm 37:4). Christians should think of worship as a discipline that should be cultivated just as all relationships should be to remain healthy and grow. The impact of worship on church growth is that worship provides the church with the opportunity to reach the sinner because in most cases the unchurched persons are attracted to the service of worship.¹⁰⁵

Coming together to worship should transcend beyond the color barrier and the type of clothes people are wearing. Dress is far less important than coming together to meaningfully worship God and connect with each other irrespective of race or color. During worship, people should be allowed to kneel down, lift hands, clap hands, play instruments, stand before the Lord in awe. There should be no restriction on what people should or should not do. Once the

¹⁰⁴ Donald S. Whitney, *Spiritual Disciplines for the Christian L.I.F.E.* (Colorado, Spring: NavPress, 1999). 90.

¹⁰⁵ *Ibid.*, 51.

believers catch the flow of worship that is God-exalting, the Holy Spirit should not be interrupted during this time of worship.

Spiritual Disciplines

The healthy church should provide training models and resources for members of all ages to develop their daily disciplines. A church should take time to prayerfully seek the Lord's guidance through the Holy Spirit in doing the work within the church and take out the unwanted things which bog the flow of God's word in the life of the church. It is vital for the church to have a sound relationship with God and others.

The pastor, leadership and staff should constantly pray for the congregation and the pastor should encourage the congregation to pray for the pastor, leadership and staff. The leadership of the church should be godly people by all standards and this is possible through prayer. They should seek godliness through faithful living, support one another in relationships, and work together as parts of the whole body.

The pastor's major role should be to equip, empower, and mentor the leadership team through Bible study, memorizing of Scriptures, and intercessory prayer on a consistent basis. The leadership team and the pastoral staff should focus on spiritual disciplines. As followers of Christ, the church should exercise discipline by following the example of Christ. To be a disciple of Christ requires that Christians be disciplined in their life of faith, which comes alive and becomes fruitful in love.¹⁰⁶ The church should exercise self-control by engaging in activities that honors the Lord, finding a healthy balance between the doing and being sides of their lives. When the church begins each day with a prayer listening to God and taking His word seriously,

¹⁰⁶ Ibid., 62.

God releases the power that gives disciplined lives. Quietness before God is a powerful time which every believer should practice and experience the presence of God.

Because of the fall of man, human beings are forever busy with a number of things which become a distraction to their spiritual life. People are full of engagements and tasks that demand more time as a result there is no more time to spend with God. People develop a love-hate relationship with their very existence and this is a cause of stress. Their priorities are confused due to the desire to climb the ladder of success. This leads to hunger and thirst for things that do not feed the souls.

Over time people become more self-reliant than God-dependent on the day to day needs. As a church spiritual discipline is very important, taking the time to pray, fast, reading the word and reflecting on God's love in a disciplined manner. It is important for the people to listen for the heart of God and this should be possible through a disciplined prayer life.

Learning and Growing in Community

The healthy church encourages believers to grow in their walks with God and with one another in the context of a safe, affirming environment. When Christians are among non believers there should be discomfort in discussion because of Christ who is found in Christians. Non believers should not feel comfortable in the presence of Christians. Loving and serving God and each other in safe and affirming environment should be attractive to the non believers.

Jesus called his followers to the community because that is where they were supposed be working. The key function of the followers of Jesus Christ was to disciple those who became

followers so they could grow and discover what it means to be a Christ-follower.¹⁰⁷ Jesus built community by teaching people in groups both large and small. Jesus fed people in community. “About five thousand men were there But he said to his disciples, “Have them sit down in groups of about fifty each,” (Luke 9:14).¹⁰⁸ This is another type of community building of Jesus which believers should learn from. Jesus selected a few men to follow Him and he stayed with them drawing them closer to himself. He gave them all that he had showing them how to live and assigning them meaningful work while he kept check on them through his questions. Jesus expected His followers to reproduce themselves in the lives of others.

Even though Christians are faced with the challenge of community building due to fast paced society and the forces that pull people away from faith, the church is there to assist. The focus of the church should be to work on building relationships among the congregation. These should be done through constant prayer and reading of the word of God.

When the church is focused on Christ it should expand and mature in love for one another and in child care. There should be covenant groups to share life experiences and make commitment to one another. Small groups should form an integral part of community building and this is possible through continual improvement of teachers. Communication within the family should be enhanced as community grows together in Christ.

¹⁰⁷ Ibid., 80.

¹⁰⁸ Luke 9:14.

A Commitment to Loving and Caring Relationship

The healthy church is intentional in its effort to build loving, caring relationships within families, between members, and within the community they serve. The church of God should set an example of what loving and caring for one another is. The church of God should counter self-centeredness that pull people further apart from others. Evaluation of others based on color, language or creed and lack of empathy is present in a variety of contexts. Narcissistic personality traits are evident in many who sit in our congregations crying out for loving, caring relationships.¹⁰⁹ This should not be happening in the church of God.

The church should strive toward building strong relationships coupled with unconditional love and acceptance to counter narcissistic personalities. Because human beings have basic needs in common with one another, when those needs are fulfilled a healthy sense of self is created and healthy relationships are developed. That is why it is so important for the church to be active in relationship building, making certain that people experience connection toward one another. People need to be loved, accepted and directed appropriately through life by those in authority and true wholeness will emerge from within these people.

The congregation needs to reach people, show them love through interaction and listening to find out where the missing links are situated. The more the church knows about the people they seek to develop in Christ, the better it is to address the problems faced by the church. The church should express unconditional love and acceptance of all people and encourage authenticity by being transparent and honest. When there is friendship among people, family relationships are enhanced because the relational health of a church emanates from the relational

¹⁰⁹ Ibid., 96.

core of family and friends. The goal of the church leaders is to instill health into families and friendships so that the extended family of God can become a healthier, more vibrant example of Christlike love and unity.¹¹⁰

The church should exhibit grace, mercy and forgiveness as a true representative of the body of Christ. When the church moves in this direction, it overlooks the petty concern of life and focuses on the main issues of people in need. A church where there is love and caring is vibrant in sharing tender mercies with one another and full of forgiveness.

The number one characteristic of a healthy family is communication and listening. Far too often people are good at communicating but listening poorly. Great communication is tandem to willingness and the ability to listen. A good leader should take time to listen to opposing views from the members. When the people feel that their views are being listened to, they are encouraged to make the contribution. Communication serves as the number one relationship issue and its importance should be emphasized in the church. There are other conflict situations in families and within the church of God which should be addressed by the church. Conflict is cancerous to relationships if left unattended.¹¹¹ Resolving conflict is not complicated and many relational challenges in families can be resolved through proper communication. The loving and caring church should establish means for bearing each other's burden, (Galatians 6:2).¹¹² In Acts 6 the apostles appointed seven deacons who were known to be full of the Holy Spirit and wisdom, and they gave them the responsibility of taking care of the

¹¹⁰ Ibid., 102.

¹¹¹ Ibid.,106.

¹¹² Galatians 6:2.

widows. The church should be vigilant in noticing the needs of the congregation and act accordingly. The ideal place to notice the needs of the people is at the small group meeting therefore people should be encouraged to belong to small groups in the community.

The loving and caring church should equip families through intentional ministries in order to function properly and effectively. The family plays the most important role when it comes to discipline. The church should aggressively target the community they serve and reach out to others with love and care. The people should work toward building relationship with the community then get the message of the gospel across.

All church activities should intentionally be family-oriented, such as mixing children with parents during the first part of worship. This would mean that the whole family members are actively involved in worship. The church should organize family-oriented functions where families can sit together and enjoy the meal and have a discussion. When the church chooses to be intentional about building loving, caring relationships in all areas of the church, God blesses the church. “Greater love has no one than this, that He lay down his life for his friends,” (John 15:13).¹¹³

Servant-Leadership Development

The healthy church identifies and develops individuals whom God has called and given the gift of leadership and challenges them to become servant-leaders. It is very important that the whole church should be trained on servant leadership. Such investment has the potential of building individuals who would become reliable and willing to serve in ministry. The pastor

¹¹³ John 15:13.

should identify people who are willing and available to serve in ministry and expose them to all available training programs. Servant leadership development is a long term investment that pays off when people come to Christ and the church being served.

In John 13:1-17, Jesus gave the church the biblical models of servant leadership by investing in the lives of his disciples an investment which cost him his life. He demonstrated his commitment to the disciples by washing their feet with a towel some water, a basin and a heart of loving servanthood. Jesus instructed the disciples to wash one another's feet to bless others in order to be blessed. In Mark 10:42-45 Jesus said to his disciples: "Whoever wants to become great among you must be your servant, and whoever wants to be first must be a slave of all." This gives testimony to what Jesus did when He washed the disciples' feet. The healthy church should imitate Christ by serving the community and meeting the needs of people.

There are three essential principles of servant leadership: humility, servanthood, and shepherding. The healthy church should serve the community with great humility by going down to the level of the people they serve. The attitude of servanthood should always prevail when serving the community. This should not be a laborious task. Serving should be done in the spirit of a shepherd wanting the best for the sheep. When the church displays a servanthood attitude it prepares God's people for works of service and builds up the body of Christ to full maturity and unity in the faith.

When the church pursues servanthood leadership seriously, developing leaders takes on new firmness of mind.¹¹⁴ Church growth comes naturally because leaders are ready to take the new challenge within small groups and the church. On the job training and mentoring is taken

¹¹⁴ Ibid., 119.

care of by new leaders. The best way to start in defining leadership is with Jesus, He directed thinking, guided people, aimed them toward truth, and showed the way to love, forgiveness, and eternal life. Servanthood leadership should follow this example and adopt this form for the church to be successful. Effective leadership occurs when those served feel loved, admired, appreciated, and accepted by the leader.¹¹⁵ Great leaders take time to invest in the people Jesus said, “I am the good shepherd; I know my sheep and my sheep know me just as the Father knows me and I know the Father and I lay down my life for the sheep,” (John 10:14-15).

The signs of outstanding leadership appear primarily among the followers. The leader should allow the followers to reach their full potential through learning and serving. He should make certain that the followers achieve the required skills, can manage conflict, accept change and are flourishing.

A servant leader is the person who is accepting of being led to unknown, sometimes undesirable and painful places. The servant leader responds to the leadership of all who are in authority and sacrificially commits to those he leads. Because a servant leader is a leader who is leaning as he serves, he models the discipline of growth spiritually, professionally, and relationally. Suffice it to say, healthy leaders are learning and growing all the time.

An Outward Focus

The healthy church places high priority on communicating the truth of Jesus Christ and demonstrating his love to those outside the faith. The relevant scripture to support this is found in Luke 19:10. “For the Son of Man came to seek and to save what was lost.” Christians should live

¹¹⁵ Ibid., 121.

life in a way that reflects the love of God to strangers, friends, and family members. The message that Christians carry should be appealing to the unbelievers. If Christians project an attitude of loving and caring people will be drawn to Christ and that is the ultimate goal of Christianity.

Jesus' words to go out and make disciples of all nations (Matt. 28:18-20) are not to be taken lightly. The church has God-ordained responsibilities in the areas of evangelism, social concern, and worldwide missions. The church needs to equip the saints for the outward focused ministry. People are hurting and the church is the only institution with Godly answers to what the world needs. Through prayer and the help of the Holy Spirit the church should be able to take the gospel outside of the church building to where people are. "Nothing of eternal value is ever accomplished apart from prayer."¹¹⁶

Wise Administration and Accountability

The healthy church utilizes appropriate facilities, equipment, and systems to provide maximum support for the growth and developments of its ministries. This point is supported by the scripture that says, "So if you have not been trustworthy in handling worldly wealth, who will trust you with true riches," (Luke 16:11). It is very important for the church to have a wise administrator and this person should not necessarily have to be the pastor. The pastor is responsible to go out and carefully find an administrator for the church because this is a critical role. The pastor should pray and ask God the Holy Spirit for the right kind of person for this position. The administrator should have the same vision and commitment to the church as the pastor. In fact there should be good chemistry between the pastor and the administrative person. These two people should respect each other, and be able to work harmoniously together. The

¹¹⁶ Jerry Falwell, *A Flame of God*, (Nashville: Thomas Publishers, 1979), 136.

administrative person should be involved in the strategic planning of the church, goal setting of departments and accountability structure. Ongoing assessment and evaluation, and change management keep the ministry moving forward and the administrative person should play a key role here.

Church administration is defined as the leadership which equips the church to be the church and to do the work of the church. It is the guidance provided by church leaders as they lead the church to use its spiritual, human, physical, and financial resources to move the church toward reaching its objectives and fulfilling its avowed purpose. It is enabling the children of God who comprise the church to become and to do what they can become and do, by God's grace.¹¹⁷ Administration is much more than doing things; It is the "growing" of people to reach maturity. It is enabling them to lead the right people to be at the right place, with the right things, at the right time, with the right attitudes, knowledge, and skills, to perform service that is right to perform.¹¹⁸

Church administration is about people and things, and the administrator sees people as more important than things. Good administration requires the leadership and guidance of persons who are specialists in working with people. These people are able to help others succeed in getting their own jobs done. Church administration is an equipping ministry, "It was he who gave some to be apostles, some to be prophets, some to be evangelists, some to be pastors and teachers to prepare God's people for works of service, so that the body of Christ may be built

¹¹⁷ Charles A. Tidwell, *Church Administration: Effective Leadership for Ministry*, (Nashville, Tennessee: Boadman & Holman Publishers, 1985), 27.

¹¹⁸ *Ibid.*, 29.

up,” (Ephesians 4:11-12). The pastor and leaders of the church should understand, accept and practice this concept of ministry.

Networking With the Body of Christ

The healthy church reaches out to others in the body of Christ for collaboration, resource sharing, learning opportunities, and united celebrations of worship. This is one of the most important aspects of the healthy church to network with the body of Christ and not try to do ministry in isolation. When the body of Christ is working together in love, the scripture is fulfilled, “By this all men will know that you are My disciples, if you have love for one another,” (John 13:35). If the congregations realize that the pastors are working together loving each other and are sharing resources, the members should embrace other church members. The spirit of unity will prevail and churches will celebrate together

God is calling the church to stand together to fight the enemy and not to see each other as enemies. Churches may be dissimilar in styles of worship, form of church polity or denominational affiliation, but the basic conviction of unity in Christ lies at the heart of coming together. The healthy church appreciates and agrees that cultural pluralism is not good for the church, Christianity should not be reduced to the level of privatized faith and that all religions are not the same. The focus should be on the absolutes of scripture to promote the ministry of Christ and his Word above the mission of the church. Even though tolerance may also not be the same, conversion lies at the heart of the Christian faith.¹¹⁹ Together churches should work toward reaching the lost for Christ.

¹¹⁹ Ibid., 148.

The networking among churches represents the large church of God spread over a large region which supports and encourages each other. These networks of churches work together and share the available resources to advance the kingdom of God. The goal here is to gain greater church participation in outreach efforts to the unchurched instead of merely focusing on the growth and development of one local church.

Stewardship and Generosity

The healthy church teaches its members that they are stewards of their God-given resources and challenges them to sacrificial generosity in sharing with others. Jesus said, “Whoever sows sparingly will also reap sparingly, and whoever sows generously will also reap generously, (2 Corinthians 9:6). Stewardship and generosity is where the rubber meets the road in our lifestyle as Christians.¹²⁰ Christians should be cheerful givers of time, talent, and finances. God gave everything out of generosity therefore Christians should give the best recognizing that all that the church has come from the hand of God. The Bible says a lot about stewardship therefore the church should not shy away from challenging people to give to the work of ministry. There is justifiable reasons why Jesus spoke so extensively on this subject, “For where your treasure is, there your heart will be also,” (Matt. 6:21).

The Biblical use of money is critical for Christians because Jesus speaks more about money than about prayer in the Bible. Christians should move from the premise that God owns everything they own. “The earth is the Lord’s, and everything in it,” (Psalm 24:1). Christians are only stewards of the things God has put in their possession. When Christians put a check or cash

¹²⁰ Ibid., 198.

in the offering plate, they should give it with the belief that all they have belongs to God and with the commitment that they will use all of it as God directs.¹²¹

Stewardship is more than financial responsibility it is a matter of the heart. If Christians really love God, giving should not be a problem. The Greatest Commandment says, “You shall love the Lord your God, with all your heart, and with all your soul, and with all your mind. This is the great and foremost commandment. The second is like it, You shall love your neighbor as yourself.” Christians should strive toward becoming more like Christ in the giving of themselves and the material possessions that they have. The past, present, and future of Christians is securely held in the hands of Jesus Christ, and Christians should trust in his kingly rule over their lives.

Professional Church Administration

Good Church Administration

Although making disciples is the reason for establishing the healthy church, the proper administration of the church is necessary to enable it to function effectively. The church is the basis of professionalism because it is God’s institution. What the church does should be done in such a way that it represents the kingdom. The church should set an example of good administration in all the affairs of the organization.

The Church Represents Christ

God has called the church to spread His gospel throughout the world. The church is the representative of Jesus Christ here on earth and should play that role within the confines of the law. "Let every soul be subject to the governing authorities. For there is no authority except God, and the authorities that exist are appointed by God," (Romans 13:1). Christians are to be

¹²¹ Whitney, *Spiritual Disciplines for the Christian L.I.F.E.*, 141.

exemplary in respecting the laws of the country in all what the individuals do in the world and in the church.

Use of Computers

In today's world, it is difficult just to continue in business without a computer. Both large and small businesses depend on computers for their business. Just like any other equipment, computers can be good at solving problems and bad at the same time if not managed properly. Churches are not different from business organizations today, they need the use of computers to keep their church records and do some finances and budgeting as well. For this reason, every church should consider having a computer to be able to function effectively. To start with a church will have to form a technology team that will take care of the computer needs of the church. This team will be responsible for the management of the computers and making certain that these computers meet the needs of the church. The team will decide what type of computers will be best for the church, how many e-mails should be required, and so on.

The importance of having a team or someone qualified in computers is that they know what operating system will be best for the church. There are many kinds, types, brands, and configuration of hardware. But it is software, not hardware, which makes a computer a supportive ministry tool.¹²² Computers will help the church to capture all required information. The church uses numbers to know how many members it has, how many children are in the nursery, how many young people come to their services and even how much money gets collected every week. For this the church will use a spreadsheet to get this information. The team

¹²² Aaron Spiegel, Nancy Armstrong, Brent Bill. *40 Days And 40 Bytes: Making Computers Work for Your Congregation*. (Herndon VA: The Alban Institute, 2004), 23.

can also set up a spreadsheet to do calculation.¹²³ Computers can make calculation very simple and can be used to generate charts and graphs for presentations.

Computer Software

The market is full of programs which can benefit the church such as the educational programs for kids and adults, and presentation software which the pastor needs. The internet is also a valuable tool to use when searching for these programs. Using the internet creatively for the congregation may require a number of different types of software.¹²⁴ For this reason the church will have to shop around for the right software. Even though there are many different types of software in the market, the church will only look at the software that will satisfy the need. Microsoft is one of the leaders in commercial software development that is being used today. The software is good and helps the church to retrieve stored data and information the church needs from time to time. The pastor can make presentations and graphics by using Power Point software from Microsoft. Computers are very important in improving both management and administration of the organization and make the world better because of internet.

The church is called to stand alongside Jesus Christ in service to others¹²⁵ for this reason the church should have the right tools to do a good job which represents Christ. Today many church officials and institutions are also encouraged to incorporate internet technology into

¹²³ Ibid., 25

¹²⁴ Ibid., 28

¹²⁵ Ibid., 34

church ministry.¹²⁶ The world is driven by computers and for this reason the church of God should not be left behind. The pastor or church leader should be a man of vision who should foresee the future of the church in terms of what the computer needs of the church ought to be like few years down the line.

The healthy church should have enough resources to be able to execute the functions that are related to the church. There should be a system and structure denoting where everything fits in and where every individual operates from. When the system that functions well is in place, the church should experience free flow of information from one ministry to the other.

The Next Step

Once the church has been established and begins holding services, documents for the administrative foundation of the new church should be completed.

The Board of Directors

The Board of Directors is legally responsible for the operation of the corporation. The board is made up of the president (usually the pastor), vice president, secretary, treasurer and directors. The minimum number of board members is three.¹²⁷ The board serves as the governing body and empowers the pastoral staff to handle the daily operation of the church. The board is required to meet annually, but should meet more often as the need arises. The approval of the board is necessary to establish a budget, approve major purchases, approve salaries and benefits for the staff, hire and terminate pastors/ministers, ordain ministers, enter into contracts or leases, buy or sell property and authorize expenditures over a preset limit. The duties of the Board of Directors is stated in the Bylaws.

¹²⁶ Ibid., 62

¹²⁷ Ibid.

When the church is first formed, the administration should not be hasty to add additional board members. 1 Timothy 5:22 says, "Do not lay hands on anyone hastily." When the pastor is searching for additional board members 1 Timothy 3 and Titus 1 should be applied. When good candidates are sought, they should be invited to attend the board meetings as guests and participate in the discussions. After a couple of such sessions the board may decide to appoint these men to the board. Among the additions to the board there should be a balance of spiritual leaders and business leaders so that the board may maintain a steady course. Pastors from other local home churches, and or proven leaders who were part of forming the church should be considered for the church board. Over time the board should migrate to men and women from within the fellowship.

The purpose and function of the board is critical because it is about accountability and creditability. The board is accountable to God and the congregation. In turn the pastor is accountable to the board. The board also maintains credibility before the congregation and before the world.

Board meetings are called at the convenience of the board members. An agenda is set and supported by reports and proposals. This package of information should be distributed to board members in advance so that they can have time to study and pray about each item.

Meetings

Unfortunately meetings are a fact of life in church operation. All churches should have leadership meetings to discuss progress of the church and other pertinent issues. If the church decides to have meetings it should make the most of the time. An agenda closely followed, will help to keep the meeting on track. Assigning "Action Items" to individuals will assure responsibility for follow-through. The whole meeting should be recorded in minutes that are

distributed to all in attendance. This will act as a permanent record of the meeting and provide a source of accountability.

Reporting

Financial reports should include a balance sheet and income statement for the fiscal year to date. This should be augmented with quarterly comparative income statements and a budget report comparing the approved budget to the current spending. Depending on the specific needs, additional reports may be added.

Ministry reports should bring the board up to date on activities in each of the ministries of the church. Special attention should be given to those ministries that have pending items for either new or old business. For example, building reports are necessary when a situation exists with the property that may result in board action.

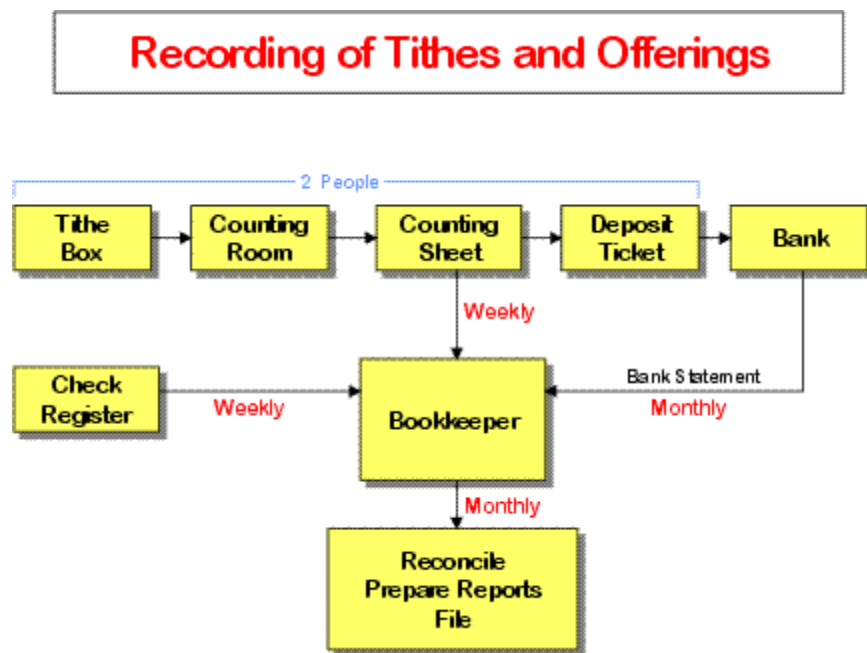
Old Business consists of those items carried over from past meetings that require a vote of the board. Any action taken as a result of a vote at a previous board meeting would be reported under ministry reports, the building report or whatever report is appropriate.

New Business is for those items that have not been raised before and require a vote by the board. On many occasions a New Business item may be tabled for further study and prayer. At the next meeting it will be brought up as an Old Business item. Participants to the meeting are expected to have input and bring the matter to conclusion.

The meeting is generally conducted by the person who assembles the Board Meeting Package. When the Administrator conducts the meeting, the President of the Board (Pastor) still presides over the meeting. The pastor should be the convener of all church meetings and in his absence the nominated person should take the responsibility.

Procedures for Handling Tithes and Offerings

Below is the procedure for receiving, handling tithes and offering which should be strictly adhered to because money is a very sensitive matter. People want to be assured that their money is handled properly and professionally. Jesus frequently referred to money He spoke about stewardship of life more often than He spoke of any other subject.¹²⁸ The church should appoint a professional person in finances to handle this section of the business.



One of the most sensitive areas of the church is the handling of tithes and offerings. First, there should be strict financial accountability without even the slightest perception of mishandling the funds. Second, there should be confidentiality concerning who gives what

¹²⁸ Charles A. Tidwell. *Church Administration. Effective leadership for Ministry*, (Nashville: Broadman & Holman Publishers, 1985), 161.

amount. This is an area of the church operation that is a magnet for criticism, where both insiders and outsiders are quick to question.¹²⁹

Count Sheet

The Count Sheet should list the entire deposit. The count sheet should include tithes and offerings as well as other income or be used for a ministry event such as the Ladies Luncheon. Other income may be reimbursements for the Men's Conference, the Ladies Luncheon or any income other than tithes and offerings. All other income will be broken out in the box "Income from other Ministries included in the Deposit."¹³⁰ This will enable the bookkeeper to assign these monies to the proper account, thus keeping the amount of tithes and offerings accurate for tracking purposes recorded in the account sheet.

The following suggestions should go a long way in preventing criticism. If a question surfaces, written procedures closely followed should enable the pastor to defend the church against accusations. The procedure for handling tithes and offerings requires a minimum of four people from the Leadership Team. Two people should work together from the time the offering is received or the tithe box emptied until the deposit ticket is completed.

Counting Procedure

Once the money is collected it should be moved quickly to the counting room by a minimum of two people. When the money is in the counting room and the door locked, two or more people count the money, complete the count sheet and fill out the deposit ticket. Each should count the cash and checks and each should sign the count sheet. If there are only two people counting care

¹²⁹ Calvary Chapel, www.churchlawtoday.com (accessed June/21/2010).

¹³⁰ Ibid.

should be taken that it is not a man and a woman together alone in a room with the door locked. Counters should be rotated periodically and do not let a married couple count alone.

Counters should keep additional receipts from other ministry functions that are not tithes, but are included in the deposit. In this case care should be taken to specify all other income in the "Income From Other Ministries" section of the count sheet. The amount and the account that is to receive the credit should be recorded so that the bookkeeper can split the deposit between Tithes & Offerings and the other designated accounts, when it is entered into the computer.

A third person, not involved in the counting, takes the money to the bank. The money can either be deposited directly in the bank account after the last service or placed in a safe for deposit the next day. Another option is to place the uncounted money in the safe until the next day when it can be counted. If the church does not have a safe the money should be deposited the same day.

The bookkeeper should not form part of the Counting Team because it is he/she who receives the count sheet and records the deposits. The bookkeeper should compare the counting sheet with the bank statement at the end of the month. There may be a need for adjustments in case of counting errors or returned checks. Either case will be handled with journal entries. The original deposit amount should not be adjusted until the bookkeeper is satisfied that everything is good.

Recording of Contributions

The recording of contributions should be done correctly and a small number of checks and envelopes be entered once the counting is completed. If the recording of contributions cannot be done before the deposit, the checks can be copied for entry at a later date. This is less desirable because the church will incur the cost of copying and the chance of illegible copies.

Administering Personnel Resources

For the kingdom of heaven is like a land owner who went out early in the morning to hire men to work in his vineyard. He agreed to pay them a denarius for the day and sent them into his vineyard. About the third hour he went out and saw others standing in the market place doing nothing. He told them, 'You also go and work in my vineyard, and I will pay you whatever is right.' (Matthew 20:1-4 NIV).

God made people in His own image. Genesis 2:7 indicates that it was with special creative care that the Lord formed man of dust from the ground and breathed into the man's nostrils the breath of life, and man became a living being.¹³¹ People should not be treated as things; they should be treated fairly and kindly and Christlike. Human resources administration is complex because it deals with people who are leaders and people who are followers. These people have knowledge and skills and are available and committed to do the work of the ministry. Human resources is a tremendously complex and vital area for administration in a church.¹³² It would be desirable if churches could be counted as the most conscientious, honest, and valid employers in the nation.

In a church setup, a personnel committee should be established that will create a charter to explore its responsibilities such as developing a constitution. This committee should be responsible for the recruitment, hiring, and administration of adequate skilled personnel within the church. The committee should consist of between 7-9 people nominated by the committee of committees and elected by the church at the church business meeting.

The committee should provide monthly reports to the church, develop personnel manual, draw employment contacts, review the staff pay, evaluate all applicants and any other function related to Human Resources. The committee should give orientation to individuals about the job,

¹³¹ Ibid., 127.

¹³² Ibid., 128.

work environment and introduce such persons to people that are responsible for the work. Salary plan and compensation for individuals and other related compensation matter should be the responsibility of the committee.

Administering Financial Resources

What are Financial Resources?

Financial resources are the money, the knowledge, the skills, the attitudes, the commitment which help make available those human and physical resources needed to implement the ministries of the church.¹³³

Once the bank account is established, the church is ready to receive offerings. The system in the church should make it easy for people to give. Offering envelopes with the contributor's name and address, tithe amount, offering amount, and a space for special offerings should be made available. Assigning a giving number for each contributor will help staff impute contributions.¹³⁴

The church should consider vendors who could mail preprinted envelopes to the church attendees. Some offer these with a self-enclosed stamped envelope. This should make it easy for people to give. These people simply place their check in the envelope, which already has all personal information, and drop it in the offering plate or mailbox.

The church should consider placing an offering box in the foyer for other people to offer. Some people sometimes give pastors their tithe checks if they missed the offering. With an offering box placed in the foyer, attendees can securely drop off their offering at any time. The offering box should be locked and have ushers empty it after every service. The church should

¹³³ Ibid., 159.

¹³⁴ Richard Hammar, *Church Law & Tax Update*, www.churchlawtoday.com (accessed September 11, 2010).

experience increase in giving if there is a system that makes it easy for people to give whether they are in church or not.

When the church is handling money there should be some protective measures in place or what is commonly called internal controls. These control measures prevent theft and any accusations concerning mismanagement of funds. Generally, pastors should avoid handling money, and employees or volunteers assigned to this task should do so in the presence of others as mentioned earlier on.

Collecting Offerings

Ushers who are not deacons or officers of the church should receive the offering to avoid all appearance of impropriety. Deacons should often review financial statements. At least two ushers should walk the money to the drop box or counting room. This room should be unmarked. If the offering is not going to be counted immediately, it should be placed in a locked cabinet or preferably a drop safe in the presence of at least two individuals. The church should not have ushers count the money. Rather, have counters who are not rushed in counting the offering. Also, ushering is generally one of the first ministries people become involved in. It is not uncommon for people to be chosen at the last minute to help collect the offering. More diligence needs to go into selecting the counters. This is another layer of protection and needs to be handled very carefully.

Counting Offerings

It is common in some churches for the pastors and church secretaries to count the offering. This is not advisable. Instead, the church have other trusted individuals handle the money. This prevents false accusations and protects the pastor.

The church should have at least two (preferably three) individuals count the offerings to avoid corroboration. A locked room should be used without advertisement of when and where these people are counting the offering. A staff member should periodically walk in unannounced.

The counters should count the offering during or after each service and create a separate deposit slip for each service. The counters need to confirm that the amount contributed on the check is the same as what is written on the giving envelope. For checks that were not placed in an envelope, the counters will need to fill out an envelope.

A cash receipts count summary is then completed. This is one way to keep track of service totals and help a church access the financial growth or decline of its services. Additionally, it makes it easier if a contributor has a question about his or her offering on a particular day. The responsible person should be able to answer questions about people's contributions.

Depositing and Imputing Offerings

After the offerings have been counted, the counters need to verify that the deposit receipt matches the figures on the cash summary. They then need to place all offerings in a lockable bank bag and have at least two individuals take it to the bank for deposit.

There are two common ways to input contributions—by a person's last name or by a giving number assigned to a family or giving unit. Both are appropriate, but most churches prefer the numbering system since it is easier for the contributor and creates fewer accounts. The pastor and his leadership team should use a system that is suitable for the church.

Undesignated and Designated Donations

An offering envelope will often contain instructions from the contributor on how to use his or her offering. This is called a designated offering. As a general rule, undesignated

contributions (tithe or cash) are monies available for general expenses of the church (mortgage, payroll, utilities, miscellaneous expenses). However, when a donation is designated by the donor for a specific purpose, it can only be used for its intended purpose. Once accepted and deposited, the church has a fiduciary responsibility to use that money for the stated purpose. Such designated gifts must be for an approved project or program of the church. Furthermore, the church must exercise full administrative and accounting control over the contribution so it is spent in furthering the mission of the church. An example may be a gift to an approved missionary.¹³⁵

It is important for pastors to refrain from checking donation records of their people. It is important to know whether people tithe if they are being considered for leadership. For such occasions, it is appropriate for the pastor to know if this individual tithes. However, to inspect personal giving records on a regular basis for no other reason than personal interest may render the minister biased and frustrated.

Administering Program Ministries

Some leaders are fearful that to organize a church for ministry is to suppress the Spirit. On the other hand, there are those who believe that to “leave everything to the Spirit”, without acting responsibly for organization is not being true to the Spirit. Keeping balance is what makes the difference in church ministry.

Having no organization can create some difficulties in church ministry. While at the same time, when the pastor gets fanatical about organization and structure, something is lost. A close look at the loss will reveal that there is a need for giving consideration to people and the

¹³⁵ www.churchlawtoday.com

structure. When people are boxed into a strict routine all the time without room for variety and spontaneity, monotony and boredom become the order of the day.

Worship Program

Worship may be defined as the recognition by the believer of who God is and what He has done for His people. Worship is expressed in the experiences and service the Christian engages in through praise, adoration, celebration, confession, and thanks giving. Throughout the history of the Bible, believers have worshipped God at the altar, in the tabernacle, in the temple, and synagogue but quickly transferred to homes and then later to houses of worship constructed especially for that purpose. In Acts 2:42 worship involved teaching of the leaders, fellowship communion, and prayer. In Ephesians 5:19 and Colossians 3:16 worship includes the singing of Psalms and songs. In 1 Cor. 16:2, worship includes the bringing of tithes and offering.

Discipleship Program

Discipleship is a lifelong activity of transformation that begins when a person becomes a Christian and progresses as spiritual maturity is achieved through Bible study and Christian service and experience. It occurs in one on one setting. Discipleship is the church's response to the third element of the Great Commission Matthew 28:20 that calls for the "teaching them to observe everything I have commanded you," admonishing of Christ. In 2 Peter 3:18 the apostle Paul admonish the Christians to grow in grace and knowledge.

Evangelism Program

Evangelism is the lifeblood of any organization. For the church it is communication by believers of the good news of the gospel of Christ to a lost world and inviting people to become a part of the church fellowship. For the nonprofit religious organization it is the promulgation of the ministry focus and the invitation to become part of the group of people who have partnered to

minister to that need. Each believer is called upon to witness therefore everyone needs to go out and witness to the lost people.

Ministry Program

Ministry is about meeting needs. Ministry is an individual, church, or nonprofit organization carrying out specific actions that meet the needs of individuals or groups in the name of Jesus Christ. While some people are called to be leaders, the purpose of leadership is clearly defined in Ephesians 4:12, “For the equipping of the saints for the work of service, to the building up of the body of Christ. Christians are called to be ministers, meters of needs they should show the unchurched that Christ loves the them and He died so they may have eternal life, (John 3:16). “Nobody cares how much you know until he knows how much you care.”¹³⁶

Greeters Ministry Team

This group consists of volunteers who take care of parking lots, door openers, umbrella holders, shuttle bus drivers depending on the size of the church. This ministry team is critical for the church and is the first impression for many who visit the church. Their responsibility is to move people from the outside to the place of worship. These greeters are visible to all who come to church. Parking lot greeters wear colored traffic control vests. Door openers should have name tags to be easily identifiable. Umbrella holders should have big umbrellas to protect several people from the weather. All these people should be given necessary tools to do the work of the ministry.

Decorations Ministry Team

This group ensures that the worship spaces are appropriately appointed; they may be involved in the general appearance of the church fixtures and furniture. They place flowers in the

¹³⁶ John Maxwell & Jim Dorman, *Becoming a Person of Influence: How to Positively Impact the Lives of Others*, (Nashville, Tennessee: Thomas Nelson Publishers, 1997), 107.

sanctuary, hang wall decorations in the foyer, provide seating in the vestibules and halls, and in general create an ambiance of pleasant surroundings. Decorations ministry plays a major role in the church and should be supported in all what they do. The best way is to select a leader with skills in decoration and allow such a person to appoint a team to work with.

CHAPTER 5

POTENTIAL CHURCH DEVELOPMENT MODELS IN SA

Creating a Church Model

There are various church development models that a church should adopt based on the structure and the size of the church. A balanced theology of the church should be based on a model the pastor finds suitable for the congregation. Some models have the potential of enabling people to think and act like Christians. They focus on character development, thinking and decision making, and building affirming relationships.¹³⁷

The church should be seen as an autonomous institution formed by a body of believers that is subordinate to no other and lacks nothing required for its own institutional completeness. The notion of the church as society by its very nature turns to highlight the structure of government as the formal element in the society.¹³⁸ This kind of church requires some form of organizational features, to unite committed men and women from the community who are willing to serve others and minister to the needs of hurting people. For this to take place there should be a structure and approved procedure by which the church operates. The church should teach, preach, sanctify and give commands according to the word of God. The pastor is accountable for the spiritual growth of the church and he is in no position to shed this responsibility.

¹³⁷ George Barna, *Growing True Disciples: New Strategies for Producing Genuine Followers of Christ*, (Colorado Springs: WaterBrook Press, 2001), 134.

¹³⁸ Avery Cardinal Dulles. *Models of the Church*, (New York, New York: Doubleday Random House, Inc, 2002), 27.

The church therefore is a unique type of school in which the teachers have the power to impose the doctrine with juridical and spiritual sanctions.¹³⁹ The beneficiaries of the church in the institutional model are its own members because these are the people who have an interest in the activities of the church. The church is the school that instructs the people about the truths from the Bible that should be known for the sake of eternal salvation. Whatever model the church may choose to adopt should be based on scripture.

Keeping the Church Simple

The thinking behind the church has been, and still is, to keep the structure difficult then people will think highly of the church programs, and this may not be necessarily correct. The pastor should first and foremost define the type of model for the church and try to keep the model simple. Right from the beginning the pastor should have a blueprint or a working document or a strategy of how the church is supposed to operate. The church is not different from the designer who before starting to build should have a blueprint for a building with all specifications. While Scripture does not define the church, it does provide the reader with some attributes of a church.¹⁴⁰

Because ministry is about building lives, the ministry process in formulating a strategy should be clearly communicated and be understood. The pastor should define the ministries involved in the process of moving a person from salvation to spiritual maturity. The assimilation process of the church should be very simple for the new believer to follow. The church should follow the steps that are helpful for the individual to mature in his or her Christian walk and be

¹³⁹ Ibid., 30.

¹⁴⁰ Aubrey Malphurs, *A New Kind of Church: Understanding Models of Ministry for the 21st Century*, (Grand Rapids, Michigan: Baker Publishing Group, 2007), 116.

ready to disciple others and ultimately resume leadership role within the church. The strategy of assimilation should be easy and effective for the new believer. New believers should be encouraged to see ahead where the process of assimilation is leading towards. When people see the end goal of the journey it is motivating and there is commitment toward reaching the final destination. The blueprint should be made available to all people new and old within the church to be familiar with the process. People are encouraged when they have a visual of where the journey is going to end. They are able to live out the vision if they see it.¹⁴¹

Once the pastor has illustrated the process, he should measure the effectiveness of the process through evaluation because what gets measured gets done.¹⁴² Measurement should help the leaders to know if the people are progressing through the process. This system should also identify the barriers which cause lack of progress and corrective action should be taken quickly. The pastor should use various measurement methods to ascertain the progress the church is making and should not only consider Sunday attendance and small groups. Ongoing conversation between the pastor and leadership should be the order of the day and ultimately the whole church. The simple church concept should be part of the vocabulary of leadership who should translate it to the whole church.

The simple church model should form part of the agenda of all church business meetings in order to establish a new vocabulary for the church. The pastor should by way of questioning test the church leadership on the new vocabulary to encourage and prepare the whole church to use the simple church language. The pastor should use brainstorming sessions to communicate the strategy for developing the church model. The implementation of the model should address

¹⁴¹ Thom Rainer and Eric Geiger, *Simple Church*, (Nashville: Broadman & Holman Publishing Group, 2006), 118.

¹⁴² *Ibid.*, 112.

how the church defines, illustrates, measure and discuss the progress. When the pastor does all these things, people's understanding of the process should be enhanced and the motivation to be part of the process should increase.

The other thing the pastor should do is to allow movement in the church which should remove congestion in the process and enhances the flow. Where there is no movement, spiritual growth is stifled and the building of lives is slowed down.¹⁴³ Because the church is about transforming lives, when there is movement lives are transformed. Leaders should put people on the pathway of God's transforming power so that people should experience transformation. Only God does the transforming, therefore the ministry process should be where the power is. Movement is the sequential steps in the process that causes people to move to greater areas of commitment.¹⁴⁴

Strategic programming enhances the movement of members within the church working together with the clearly defined process. The pastor should keep in mind that the simple church, is using the movement model to get the best out of the people. At this stage the pastor should choose one program for each phase of the process and design each program for a specific aspect of the church that should be complementary to the ministry process. Movement is intentional and simple church leaders are designers that design or create opportunities for people to be transformed. Short-term steps should be created where people can be moved from one program to another through the process from worship service to small groups. This term should be for about six weeks and people should be committed to it because it is a shorter term.

¹⁴³ Ibid.,136.

¹⁴⁴ Ibid.,139.

The next thing to do should be to move people to a new member's class to firmly consolidate the process of assimilation and growth. The pastor should personally teach and preach to the congregation about vision crafting of the church, the purpose statement, values of the church, and ministries that people should belong to. From these teachings, people learn to know the direction of the church and what roles are there to be filled. At this point the pastor asks for commitment to the process. The new member training is the opportunity to invite new people to join the church on the journey and for this reason it is important that the pastor personally conducts such training. People should be disciplined and then grow into leadership and then be sent out to go and make disciples. This is the healthy movement every church should experience.

Alignment to the team's approach thereby building unity is crucial to the progress of the church. This unity was mentioned by Christ when he said, "May they all be one, as You, Father, are in Me and I am in You. May they also be one in Us, so the world may believe You sent Me" (John 17:21).¹⁴⁵ Alignment is the arrangement of all ministries and staff around the same simple process.¹⁴⁶ Once the pastor has the people who are committed, all what is needed is leadership, which should encourage accountability and alignment to the movement. Scripture refers to the church as the body of Christ. When the body of Christ is working right, it is beautiful to behold. All of the parts are in the proper place. The parts are functioning in harmony with the realization of being part of the same one body (1 Cor.12:12).

Focus is very important, the pastor should stay focused on the simple process and learn to say no to everything else that has the potential of derailing the model. Saying no to other

¹⁴⁵ John 17:21

¹⁴⁶ Rainer & Geiger, *Simple Church*, 168.

attractive church models may be difficult for the pastor initially but overtime it is possible. The challenge for the pastor is to stay focused on one thing at the time. Scripture supports this in Psalm 27:4 David's prayer, "I have asked one thing from the Lord; it is what I desire: to dwell in the house of the Lord all the days of my life." After the pastor has designed the simple church process with clarity, movement, and alignment, it is not the end. Sometimes there might be constant temptation to abandon simplicity, to lose focus, to become cluttered. In spite of all these, the church should stay focused. Focus is the commitment to abandon everything that falls outside of the simple ministry process.¹⁴⁷

While staying focused and committed to the church is important, the pastor should demonstrate good stewardship because a wise steward does not keep programs that are not helping the process. The pastor should be a wise steward of money by eliminating programs that waste money and do not add value to the process. If the pastor is required to increase or add some programs to the process, such additions should be funneled through existing programs rather than create a new process. Every movement should be communicated to the leadership then to the whole church.

Kingdom-Focused

The purpose of the church is to gather professing believers in Christ who, under the leadership of the pastor are organized to pursue its mission through its functions.¹⁴⁸ Churches are not perfect because they have people who are not perfect. The pastor should be content with the church where he is serving recognizing that it is the will of God for him to be at that church. No matter how different the churches are on the surface, perfect churches share a number of key

¹⁴⁷ Ibid.,203.

¹⁴⁸ Malphurs, *A New Kind of Church*, 123.

characteristics. They are filled with people who love the Lord who put selfishness, politics, and personal agendas aside to the glory of God and His chosen purpose.¹⁴⁹ This is an indication that there is nothing like a perfect church. People come to church with lot of baggage such as culture, sin, and backgrounds that are different that is why they need the church.

Having said that there is no perfect church therefore there is no need to look for one because it is not available. People are hurting and they need something to believe in something bigger than themselves. The pastor should be encouraged to continue with the church he is pasturing because that is the only church he should transform. Churches are full of conflicts, hidden agendas, back biting and all sorts of bad things because they are full of people. God wants the pastor to be there and minister to the people. Theodore Roosevelt once said, “Do what you can, with what you have, where you are.”¹⁵⁰ Every successful church is a kingdom focused church. A pastor should map out the direction where he wants the church to be and work toward achieving that milestone. He should pray and ask God to help focus the church in the right direction which is toward the kingdom.

The pastor should look for the operational model that has the potential to eradicate all the things that are causing frustration within the church. The pastor should guard against programs are not adding value to the church and not even producing results. Because the church needs to move forward it should direct all the energy toward the kingdom. When the church is kingdom-focused, the pastor becomes an instrument in the hand of God. “I gave you my solemn oath and entered into a covenant with you, declares the Sovereign Lord, and you became mine”

¹⁴⁹ Gene Mims, *Kingdom-Focused Church: A Compelling Image of an Achievable Future*, (Nashville: Broadman & Holman Publishing Group, 2003), 3.

¹⁵⁰ *Ibid.*, 7

(Ezek.16:8).¹⁵¹ When the pastor has a kingdom focused church there should be no need to quit when things are difficult. Paul encouraged Timothy not to quit but to fulfill his ministry by preaching the word whether it is convenient or not to do the work of an evangelist.¹⁵² When difficult times come, the pastor should stay focused and depend on God for wisdom to weather the storm.

Jesus said, “I assure you: The Son is not able to do anything on His own but what He sees His Father doing.”¹⁵³ If the pastor puts his trust in God, his steps should be directed on what he should or should not do. A kingdom-focused church exists to transform unbelievers into Christlike believers and to mature these believers into kingdom multipliers of the message of Christ.¹⁵⁴ The kingdom focused church puts emphasis on the results, not programs and models. The pastor should focus on God when dealing with the people. He should know the local church and how it works. Christ has given to the church the Great Commission as the key scripture to use in advancing the kingdom.

God has promised never to leave nor forsake His people, which means God is always willing and able to help His church. If the church loves the Lord and loves the people it will be fulfilling the Great Commandment. The church should maintain the relationship with God through prayer, fasting and reading of His word. The church should experience the presence of God when the people come to the knowledge of who God is in their lives. The focus should be

¹⁵¹ Ezekiel 16:8

¹⁵² 2 Timothy 4:1-8

¹⁵³ John 5:9-20

¹⁵⁴ Mims, *Kingdom-Focused Church*,16.

on Christ alone during the life of the believer. Believers should be focused to Christ and be allowed to pour their whole heart into a church.

The pastor should remain committed to the church that he is serving because that is where God has placed him and that is where he belongs. The church is looking to the pastor for leadership and it is the responsibility of the pastor to focus on God and experience the power of God working in the church. The pastor should pour out his heart into the church God has given him prayerfully and ask God to give him the strength to lead the people and love them as Christ loves them. It starts with a clear understanding of what the church is seeking to produce: people committed to becoming and to producing spiritually mature zealots for Christ.¹⁵⁵

God has called the pastor to lead His church which Christ died for and He is Lord of all the people. This is a reality check for the church which is about the life that God intends for His people to have, it is real life. “The kingdom of God is the highest reach of our faith and lives where we long to be free from sin, temptation, and the destruction of the world we see around us.”¹⁵⁶ It is the place where everything is right all the time where beauty and the glory of God is found. For this reason every church should have a kingdom-focused drive and lead people to Christ in such a way that people can find life by having a relationship with God. Without the Great Commission focus, the programs and ministries that are conducted every week do not fit together naturally and often seem to compete with one another.¹⁵⁷ This is not healthy and has the potential to slow church growth.

¹⁵⁵ Barna, *Growing True Disciples*, 32.

¹⁵⁶ Mims, *Kingdom-Focused Church*, 44.

¹⁵⁷ *Ibid.*, 49.

A kingdom-focused church is clear on two points: first stewardship which is vertical and focuses on God not on people, second ministry is horizontal in that a church focuses on people with the pastor serving his people as a steward under God. It is about loving God and loving people that the pastor directs and leads the church. The kingdom focused church should help people live their lives to glorify God. “The issue on earth today is not economic situation, politics, unbelieve, it is the advancement of the kingdom of God through kingdom communities that are called churches.”¹⁵⁸ If the church fails to fulfill the Great Commission the people are denied the pleasure of experiencing the power of the resurrection of Christ the way it is intended.

The church is commanded to go and make disciples. The local church should be evangelistic in order to fulfill the Great Commission. The pastor should train, teach, and equip the congregation to do evangelism. The church should never be evaluated by the number of weekly baptism, or Sunday attendance, it should be evaluated by the people who are being equipped to change the world in the places where they live and play and work and shop and travel. This should be the right evaluation because nothing can substitute or replace evangelism.

To maintain a kingdom-focused mindset, the church should possess three things: faith in God (John 14:1), love for one another (John 13:35), obedient to the word of God (John 14:15). The church should exercise faith in order to please God.¹⁵⁹ The opposite of faith is fear, the opposite of love is selfishness, and the opposite of obedience is rebellion. The focus should be on the Great Commission to evangelize and spread the gospel. It is a challenge that should be accomplished through faith, love, and obedience and should lead to spiritual transformation. It begins with making disciples which lead to maturing believers and building their lives into

¹⁵⁸ Ibid., 56.

¹⁵⁹ Hebrews 11:6

Christ, then multiplying their lives in ministry. “To have focus is to see the right things clearly and then to act on those things.”¹⁶⁰ The pastor should take the responsibility of leading the church and transform it to be kingdom-focused.

The congregation should not lose sight of the fact that the church is a kingdom community of believers in a dynamic fellowship under Christ’s Lordship. “The purpose of the church is to establish the kingdom as it fulfills the Great Commission with a passion to see every person complete in Christ through making disciples, maturing believers, and multiplying ministries.”¹⁶¹ The people should form a unit of believers with a purpose of gathering together in a specific location for fellowship and worship. There should be no geography, no social standing, no economic difference, and no racial groups in the kingdom of God. The love of God coupled with the love for one another binds the people together.

First Christians have a relationship with God then with other believers and lastly with unbelievers. If the church ignores building relationships with the lost it is tantamount to ignoring both the Great Commandment and the Great Commission. The church exists to make disciples and this is the command from Jesus Christ to all believers.

To be a kingdom focused church, the church should remove false notions and unclear understanding about what a local church stands for. Pastors should understand this notion and work to see that their churches become kingdom focused. The church should successfully combine a kingdom-focused with a kingdom strategy. The functions of evangelism, discipleship, fellowship, ministry, and worship lead directly to an effective, powerful, kingdom focused church.

¹⁶⁰ Mims, *Kingdom-Focused Church*, 61.

¹⁶¹ *Ibid.*, 65.

Evangelism

Evangelism is the way of sharing the gospel with the lost and winning them to Christ. Peter described the process of evangelism to his listeners when he told them to repent and be baptized in the name of Jesus Christ, (Acts 2: 38-41).¹⁶² Evangelism done correctly should result to numerical church growth. It is the heartbeat of the kingdom of God and it is essential for the kingdom focused church. Discipleship on the other hand is the process of teaching the new converts in the kingdom of God to love, trust, obey, and teaching them to win and train others to do the same. “They were continually devoting themselves to the apostle’s teaching, and to fellowship. Everyone kept feeling a sense of awe and many wonders and signs were taking place through the apostles, (Acts 2: 42-43 NASB). Discipleship means complete transformation, undivided attention and total commitment from church leaders and members. It is the necessary function of the kingdom focused church.

Fellowship

Fellowship is the intimate spiritual relationship that Christians share with God and other believers through their relationship with Jesus Christ.¹⁶³ If the church wants to grow numerically and spiritually, it should embrace warm, loving and caring fellowship. The church is bound together with a unity produced by the Holy Spirit and driven by God’s love for people and their love for Him and one another. Church ministries form part of the kingdom focused church which translates out of a transformed and serving life. A pastor is the steward who should depend on God to meet the needs of the people of the church.

¹⁶² Acts 2:38-41.

¹⁶³ Mims, *Kingdom-Focused Church*, 81.

Worship

Worship is any activity in which believers experience God in a meaningful, spiritually transformed way. Authentic worship is the believer's response to the self-revelation of God.¹⁶⁴ The most recognized and obvious act of worship is a church service. These five functions mentioned here describe what the kingdom-focused church does to reach and enrich God's people.

Building the kingdom-focused church is all about first seeking the kingdom of God and His righteousness (Matt. 6:33).¹⁶⁵ When the church obeys God by becoming kingdom-focused, it should reap kingdom results. Over time churches go through a cycle of birth, development, growth, plateau, decline and sometime death. During these times the kingdom-focused church should experience numerical growth, spiritual transformation, ministry expansion, and kingdom advance. All these are possible through Christ empowering a lifelong relationship of love, trust, and obedience. The church should put all its resources and abilities in God's hands, minister in the power of the Holy Spirit and produce disciples. The mission of the church should be to witness, to win, to disciple and to minister to the new converts and leave the rest to God.

The church is a dynamic fellowship of believers under the lordship of Christ to make disciples, mature believers, and multiply them into kingdom ministries. There should be a strategy that matches the Great Commission, vision, and action to reach lost persons. The model should be in a format of making disciples, mature believers, multiply ministries. The five functions of the church (evangelism, discipleship, fellowship, worship, missions) should produce the ministry infrastructure that is relevant to the church. The four kingdom results (numerical

¹⁶⁴ Hemphil, *The Antioch Effect*, 42.

¹⁶⁵ Matthew 6:33

growth, spiritual transformation, ministry expansion, kingdom advance) should allow the church to measure progress. In the process of doing all these, the pastor should remain focused on the Lord's guidance. The pastor should allow the Holy Spirit to model the ideal kind of church. "The most efficient and effective way to reach people for Christ, is to mature them, and put them into the multiplying ministries."¹⁶⁶

A model from the life of Jesus found in Matthew 9 helps the church to see where Christ used corporate worship to help believers celebrate God's grace and mercy. Open groups exist to lead people to faith in Christ and to build believers by engaging them in evangelism, discipleship, fellowship, ministry, and worship. Closed groups exist to build kingdom leaders and to equip believers to serve the Lord. Ministry teams are to go back into the harvest fields filled with others ready to receive Christ as Lord.¹⁶⁷ Corporate worship, open groups, and ministry teams serve as entry points into the church for unbelievers.

Components of a Church Model

Biblical Principles from the Great Commission (Matthew 28:19-20) are vital for the advancement of the church to the whole new level of evangelism and discipleship. This principle is caught in Acts 2:41-47¹⁶⁸ with the disciples when after the message of Peter about three thousand people accepted Christ and were baptized. The new believers devoted themselves to the apostles' teachings and to the fellowship, to the breaking of bread and to prayer. It should be proper to say that the church experienced numerical growth, spiritual transformation, and ministry expansion.

¹⁶⁶ Mims, *Kingdom-Focused Church*, 110.

¹⁶⁷ *Ibid.*, 113.

¹⁶⁸ Acts 2:41-47.

The healthy church should focus on advancing the kingdom through evangelism, discipleship, worship, fellowship, and mission. Ministry teams should be the driving force in advancing the kingdom and the pastor should be intentional in using the ministries. When the church is intentional in advancing the kingdom the process of multiplication should come natural. Making disciples through evangelism, fellowship, worship, and Bible study becomes a vehicle of a kingdom-focused church. Out of this process maturing believers who are spiritually transformed and equipped for ministry become accountable as they learn to be leaders. These leaders begin to participate in ministry through service in the church, participating in missions outside the church, and reproducing themselves in and through others. This process has the effect of multiplying ministry.

The kingdom-focused church is characterized by Christians focusing on ministry within and missions outside the church. Whatever a church does should have a kingdom focus and a Biblical warrant while it makes, matures, and multiplies disciples.¹⁶⁹ When these functions are functional and the envisaged results areas accomplished then the Great Commission is at hand. The model and process should be provided with all the components that channel the church to be kingdom-focused.

Prayer

Prayer is communicating with God in a way that makes the church aware of His presence, it is the central component of worship. The prayer life of the church should seldom rise above the pastor's personal example and commitment.¹⁷⁰ The healthy church should begin all church and business meetings with prayer and ends with prayer and continue to pray after the service.

¹⁶⁹ Mims, *Kingdom-Focused Church*, 117.

Praise

Praise expresses adoration and thanks to God for His character, being, and work. It helps the congregation understand the reality of God's kingdom and His reign over the world in the lives of the saints. Praise is a major element of worship in the kingdom-focused church. God restores fellowship when people acknowledge that their sins are real and repent by turning from their sins to God. Confession is at the heart of worship.

Profession of Faith

Profession of faith in the Father, Son, and Holy Spirit gives worshippers the opportunity to acknowledge and respond to God's Word and work. By confessing faith in the Holy Trinity, worshippers declare that God alone is the Creator, Redeemer, and Sustainer, and that He alone is worthy of all the glory, honor, and praise.

Scripture Reading and Study

God transforms the church through his Word. It is essential that the church study and read scripture. The Holy Spirit draws the attention of believers to God and to the fellowship with Him through Bible reading. God uses the preaching of the Word to teach, challenge, confront, convict, and exhort His congregation to obey. Preaching is central in worship and services because it focuses on the Lord.

The Lord's Supper and Baptism

Jesus established the ordinances of the Lord's Supper and baptism as dramatic and memorable symbols to make the congregation aware of His work on their behalf. Christians are

¹⁷⁰ Daniel Henderson & Margaret Saylor, *Fresh Encounter: Experiencing Transformation Through United Worship-Based Prayer*, (Colorado, Springs: NavPress, 2004), 54.

to follow Jesus' example by making baptism a foundational element of their worship.¹⁷¹ These two ordinances are vital elements of worship.

Offering

A Christian giving of self, abilities, tithes, and offerings are responses of obedient stewardship, gratitude, and trust. To worship fully means to give yourself in obedience to God.¹⁷² When the church engages in worship the focus should be on God because He is the only one who should be worshipped. The people should worship God in Spirit and truth (John 4:24). Worship has got the power to transform worshippers and should be used as a strategy to make disciples.

At the back of the minds of the people the focus should be on how to make, mature, and multiply the number of people in the ministry. The small group should be the vehicle to use in this instance. When making disciples through open groups the focus should be on the person first and the small group should focus on the needs of the person to be discipled. The small groups should be person centered, lay led, and be Bible based. The Bible can meet the true spiritual needs of your people anytime and all the time. Both believers and nonbelievers meet at the open group meetings. Jesus' goal was to multiply Himself in and through others. His pattern and model was Corporate Worship; Open Groups; Closed Groups, and Ministry Teams.¹⁷³

Elements of a Healthy Church Growth

Open Groups

Open groups focus on prospects and pupils. There are prospects who are not believers, they should be evangelized and led to Christ. Those who are believers but not in church should

¹⁷¹ Mims, *Kingdom-Focused Church*, 125.

¹⁷² *Ibid.*, 126.

¹⁷³ *Ibid.*, 114.

be reached and be brought into a local body. Those who are believers but not in small groups should be reached in order to enlist them in effective ministry. Open groups are the catalyst for the Biblical functions to be done effectively, allowing every member to find an opportunity for ministry. The most effective strategy for reaching prospects is evangelizing unbelievers, enlisting unchurched believers, and enrolling church members not currently in open groups.¹⁷⁴ Open groups fulfill the Great Commission by evangelizing the lost, discipling believers through Bible study. They provide fellowship by building relationship with believers and unbelievers, engaging them in ministry to and with fellow class members. Open groups form a powerful alliance with worship service to build the kingdom of God effectively.¹⁷⁵

Small Groups

One of the characteristics of a healthy church is that it continues to grow. The first step should be to start something new and pull together a small group of disciples who are willing to grow under the pastor's leadership.¹⁷⁶ The fastest way to build a kingdom-focused church is by multiplying open groups. It should start by identifying the prospects, developing an organization to handle the growth once the process of prospecting begins. The strategy deployed should dictate the needs of the organization not vice versa. Then the church should train the people to fit in with the strategy deployment. Making disciples, maturing them, and multiplying them should be simple enough to understand and not that hard to do. There are three simple words to know

¹⁷⁴ Ibid., 134.

¹⁷⁵ Ibid., 135.

¹⁷⁶ Jeffrey Arnold, *The Big Book on Small Groups: Featuring a Complete Program for Training Small Group Leaders*, (Downers Grove, Illinois: InterVarsity Press, 2004), 63.

that can make a difference *be, know, and do*. The successful strategy for close groups is person centered, lay-led, and Bible based which equips people for kingdom ministry.

Open groups begin small and grow while close groups generally begin large and finish with a smaller number at the end. Open groups are indefinite in length, while close groups last for a specific period.¹⁷⁷ Open groups are built to teach, evangelize, and assimilate. Closed groups are designed to equip leaders for ministry. The Great Commission emphasizes both evangelism and discipleship for total transformation. People should experience spiritual growth in their relationship with Christ. They should experience love, faith, and obedience while at the same time effectively ministering in kingdom work. It is all about being, knowing, and doing which will lead to success in ministry. The leader needs to understand the what, how, and why of the task in order to steer the church toward kingdom-focused.

The focus should always be on the Great Commission and every Christian should be involved in team ministry. Ministry teams should be inwardly and outwardly focused commissioned to go under the authority of Christ to evangelize, baptize, and disciple the people. Whether the church is a church of small groups, or a church with small groups the whole point is to be a kingdom-focused church. The church can use the FAITH strategy to build a cell church successfully with F=forgiveness, A=available, I=impossible, T=turn, and H=heaven. The mission of the church is to reach out to the unchurched community. Most importantly to lead people in making disciples, maturing them, and putting them into kingdom ministries. The leader should multiply himself in the lives of his people and sent them on ministry. He should be willing to study the Bible, pray and meditate over the word of God doing whatever the Lord gives him and do it with excellence.

¹⁷⁷ Ibid., 142.

A kingdom-focused mindset should give the pastor the ability to make disciples through evangelism, using small groups, worship, special events, and other approaches. The pastor should mature those he leads to Christ through small groups, worship, fellowship, and ministry. “But you will move your people into kingdom work as you multiply yourself through them to the ministries God has in mind.”¹⁷⁸ A pastor has a calling to do the work of the Lord, he should depend on God for his success to transform the church into a kingdom-focused entity.

Evangelism and Church Planting

The primary mission of the church is to proclaim the gospel of Christ and gather believers into a local church where they can be built up in the faith and made effective in service.¹⁷⁹ Evangelists are in the body of Christ to equip the saints to do the work of the ministry (Ephesians 4:11-13). Every Christian should do the work of the ministry, and win soul to the kingdom. Every Christian should learn, study, and practice the act of evangelizing and not leave all the work to the pastor.

Christians should carry the message that God is not offering an apology for hell's existence. It is a righteous thing with God to punish those who do not know Him, who reject His right to be God in their lives. Non believers should also understand and realize that to reject God is to reject the One to whom we owe everything. It is to reject and break the heart of the One who is the Source of love and goodness. All sins and evil come out of people who are not humble before God.

But God also yearns with compassion for those who do not know Him, and who are blind folded by the sins of this world. God has no pleasure in the death of a sinner. He doesn't

¹⁷⁸ Ibid., 176.

¹⁷⁹ David J. Hesselgrave, *Planting Churches Cross-Culturally*, (Grand Rapids, Michigan: Baker Academic, 200), 17.

want people to go to hell. He loves the people and would do anything that does not violate His principles of eternal justice to get people to heaven, and not in hell. That is why He ended up sending His beloved Son Jesus to die in our place.¹⁸⁰ This message is profound and Christians should without compromise show the love of God to other people.

Keys to Effective Evangelism

God is interested in Christians who are so full of Him that it is natural to share about Jesus with others. One key to overcoming fears is for Christians to gain knowledge of the word of God and allow the word to convict people. If the Christian message is true, believers should do all in their power to communicate God's truth to a world which does not believe it. That should be one of the main reasons for the church to evangelize.

Many people are waking up to the fact that it is not enough to simply say the message, as important as that is. Christians should give evidence to the fact that Christ has changed their lives, give evidence to that He is able to heal, save and deliver from demonic oppression. They should give evidence to His love. There are multitudes of ways to share the plan of salvation.¹⁸¹ Sometimes Christians need to be able to defend the ideas they believe in against the popular notions published everywhere by the media of this world. For this reason Christians need to study and think, otherwise the thinking would be molded by ungodly people and Christians may end up taking sides with their viewpoint against those who love and preach the uncompromised Word of God. You cannot share what you have not experienced.¹⁸² It is better to

¹⁸⁰ John 3:16-17.

¹⁸¹ Stan Toler, *Practical Guide for Pastoral Ministry: Real Help for Real Pastors*, (Indianapolis, Indiana: Wesleyan Publishing House, 2007), 139.

¹⁸² *Ibid.*, 140.

please God than to please the world. This world crucified Christ and should hate those who steadfastly refuse to bow to the idols of the time, instead preferring to lift up Jesus Christ as the Savior.

Models of Church Planting

Church planting is a simple process of bringing people together, telling them about Jesus and taking the time to help them follow Him. It is the responsibility and privilege of pastors, evangelists, teachers, etc., to help train them to go out and do the same for others. There are some models that are helpful and should be used for church planting. Any given church plant should include a portion of each of these models. The model of church plant should be determined by the leaders and is best chosen to fit the needs of the community in which the church operates.

Parachute Drop

A church planter and family move into a new location to start a church from scratch. The planter has very little connection with or existing support within the new area. The planter and their family are “pioneering” new territory. Where there is great risk, there is great reward, but this approach is not for the faint of heart and requires a person particularly gifted in personal evangelism. Advantages of this approach include flexibility, and the ability to reach otherwise unreached areas. The disadvantages might be the effort required to integrate with a new community, and possible lack of financial and personal support.

Mother/Daughter

An existing church or church planting organization (mother) provides the initial leadership and resources (money and/or people) to get a new church (daughter) started. This includes the selection of the church planter. Often the church planter is selected from within the

organization and already agrees with the vision, values and beliefs of the sponsoring organization, or has been employed with a view to planting. The existing relationship allows for a close working relationship between the “mother” and “daughter” churches. Although the new church is autonomous, the sponsoring organization often has significant influence in the new church (including decision making during the pre-launch phase). Advantages often include increased financial resources and the ability to draw core team / launch team members from the sponsoring organization.

Partnership Network

This is a growing trend where an organization (or many organizations) committed to working together to plant churches. These informal alliances are referred to as collaborative or partnership networks. The participating organizations often share common beliefs and a passion for starting new churches. Planters often get many of the benefits of the “sponsoring church” model but with increased autonomy in decision making. This pattern can cross denominational boundaries. The Association of Related Churches, known as ARC is one of several networks that help church planters launch new churches.¹⁸³ ARC provides resources, relationship, training, and financial assistance to those who qualify by passing an assessment. When a church planting candidate meets the following criterion he may launch with ARC, 1. Find a sponsoring church, 2. Raise at least \$30,000, 3. Recruit a launch team of at least 35 adults, and get a lease on an appropriate venue.

House Churches

Small groups form and multiply via a network of people meeting in homes. In some cases, the individual cells are connected in a larger network that meets together periodically in a

¹⁸³ www.arc.org (accessed October 4, 2010).

large group setting. This relational model focuses on personal growth, care and teaching through one-on-one and small group discipleship. Groups are birthed through multiplication, and, often die, only to resurface months or even years later. This model requires very little funding.

Multi-Site Church

An existing church opens new locations. This is attractive to larger churches. Smaller churches have also successfully implemented the strategy. Motives range from reaching more non-Christians to making more room at an existing location. The evolving multi-site model is proving important in creating an entrepreneurial spirit of multiplication within existing churches. Where multi-site multiplication results in multiple leadership teams and replication of all aspects of church, then this method is a relevant form of church planting. Where the new expression is integrated into the current organizational unit, then no church plant has occurred, merely an extension work of an existing congregation. It is worth noting that there are many people and organizations involved with house churches and the house church movement.

Restart

An existing struggling church decides to bury the old and plant a fresh new church. The restart may or may not be at a new location and may or may not be with the same leadership. The resources of many older stagnant churches are a good way to bring new life to the community being served.

Split / Cell Division

This is not really a church planting method, but nonetheless is the agency through which many new churches occur. A split typically occurs when competing groups conclude that there is less energy required to “split” or “divorce” than to resolve differences and reconcile. The underlying factors causing the split often develop over years. In many cases, the dysfunctional

character traits of the old church carry forward to the new churches, but the passion on both sides of the argument can often lead to surprising growth.

Fruitfulness

Fruitfulness was God's plan from the beginning. All living things in God's creation are characterized by the ability to bear fruit. Where there is no fruit life is condemned to death. Jesus referred to this law repeatedly when he taught in Matthew 7: 16-17.¹⁸⁴ Both in the literal and in the figurative sense, all of nature is designed to bear fruit. Where no fruit appears, something is wrong.

Natural church development is all about focusing our energies on those quality characteristics that matter most. "Natural church development is not a matter of always doing more. Actually, it should help us to do less than before but more of the right things."¹⁸⁵ If the pastor is aware that he cannot grow the church with his own strengths, he will let God through the divine power grow the church.

Small churches should never try to copy the success of large churches they should learn the principle for growth not the method because methods change. A church which is experiencing explosive growth should be seen to be doing something right in the eyes of the people. Therefore for another church to try to copy that growth could be a disaster. All what the small church should do is to concentrate their effort into areas they are good at and keep doing the right thing. They should use their strengths to work on the minimum factor and accomplish what they are capable of accomplishing. Leaders should help the people release their God given

¹⁸⁴ Matthew 7:16-17

¹⁸⁵ Shwartz, *Natural Church Development*, 52.

potential use them in the church to glorify God. All gifts are important for the growth of the church and people should be encouraged to use their gifts.

Churches are not businesses and should not be run like businesses. Churches should be differentiated from technocratic thinking, the principle of natural church development should apply. “A church will grow “all by itself” principle, no machine will be used to grow a church not even the most ingenious robot is able to produce itself.”¹⁸⁶ A church should be viewed as God’s creation and only God can build and grow His church. In the world of technology energy is needed to produce the product, in the world of life this happens ‘all by itself.

Modeling Kingdom Living

Kingdom living means the church should develop healthy interpersonal relationships with the congregation.¹⁸⁷ Building healthy relationships should be based on prayer and an encounter with the Holy Spirit. The principle of organic growth in particular is that it is time bound and carries the termination of growth within itself. The organism does not grow endlessly, but reproduces a form of ‘growth’ which surpasses its own individuality.¹⁸⁸ For the church to grow there should be multiplication taking place. Jesus grew his ministry using twelve disciples, who in turn made disciples of others. From these examples the pastor should learn that the Great Commission was for disciples to make disciples which had a multiplication effect. This process of multiplication should not be allowed to die it should be carried from generation to generation.

¹⁸⁶ Ibid., 67.

¹⁸⁷ Ken Hemphill, *The Antioch Effect: 8 Characteristics of Highly Effective Churches*, (Nashville Tennessee: Broadman & Holman Publishers, 1994), 206.

¹⁸⁸ Schwarz, *Natural church Development*, 73.

Christians should always be thinking how to use this principle to advance the kingdom of God in their own life. With God nothing just happens for example in the book of Acts 7 Stephen was martyred and his blood became the seed that produced Paul. This is God's power that produces energy for transformation. "The principle of sustainability is seen in the leaves that fall off the tree are by no means "waste" whose disposal should cause extra energy."¹⁸⁹ The leaves should ultimately turn into humus which should provide nutrients for further growth. In nature nothing is lost, the principle of sustainability affect all areas of church life, including the finances.

Another very important aspect for church growth should be living in unity with one another. Christians should not be in competition with one another, they should in fact complement each other. There is an element of fruitfulness symbiotic cooperation in many different areas of church life. A church should belong to a convention of churches thereby it does not have to stand alone. There are benefits in doing this, it shares the resources of the convention, or even use people from other churches to help with a project.

Train Laity for Leadership.

Church growth is always stifled if the church does not continually develop its leadership base. The pastor is the main leader, he should lead from a heart of passion and through the building of ministry relationships. For this reason it is crucial for the leadership of the church to make certain that the right method and the right message is preached without compromise. The pastor should create an environment that should encourage natural church development and embrace growth in the process.

¹⁸⁹ Ibid., 76.

Pastors should just remember that they do not build the church but the Holy Spirit does. Nothing happens by accident in church growth, God is always there to see to it that His creation experience organic growth. Following the model of Jesus Christ the pastor should be both servant and leader carrying the responsibility of training and developing lay leadership based on their use of spiritual gifts.¹⁹⁰ For organic growth to happen, information, application, and transformation are crucial.

CONCLUSION

SUGGESTIONS FOR BUILDING HEALTHY LEADERS FOR A HEALTHY CHURCH MOVEMENT IN SA

Leadership Essentials

The key to understanding Christian leadership is learning to lead like the Lord. In Matthew 11:25-30, Jesus describe his leadership as gentle and humble.¹⁹¹ Leadership requires integrity and accountability which means that a leader should walk blameless in the eyes of God and the public. He should have time of preparation by getting trained in leadership skills and spiritual things. The leader should be able to organize, plan, delegate, train, empower, and motivate people to do the work. Very importantly the leader should be the developer of other leaders who should advance and grow the ministry.

Healthy leadership is servanthood, putting the interest of others before his own and making certain that he stays humble as he does all this. It is about respect, focusing on individual worth and dignity, and encouraging people to contribute their ideas.¹⁹² A leader should create an

¹⁹⁰ Hemphil, *The Antioch Effect*, 207.

¹⁹¹ Berkley, *Leadership Handbook of Management and Administration*, 180.

¹⁹² *Ibid.*, 183.

environment where people learn to trust their own abilities and those of others in the team.

Healthy leadership is about accepting that people should have room to move and think not to be told what to do all the time. People should be allowed to risk and make mistakes in order to learn and grow. Servant leaders should help others reach their full potential and find joy in encouraging and supporting staff teams in doing their work. Very importantly servant leaders are strong on relationships and they base their authority on character, not the position they occupy.¹⁹³

Developing Leaders

Leadership in a local church is indispensable if the church is to have direction and purpose. Leadership is essential to the life and mission of the church. Without it the church flounders and staggers on a haphazard course in its pilgrimage to “the better place.”¹⁹⁴ The ultimate leader, normally the pastor, leads others to the accomplishment of a common goal. The Christian leader should be careful to observe biblical guidelines in leading the church, principally in assuming the role of a servant-leader. A pastor is a spiritual leader, a man of God charged with a mandate and required to embody in his person the ideals of the faith he proclaims. He is to practice what he preaches.¹⁹⁵ Effective communication should help the pastor reach his audience with the message. An effective pastor should be more than a theologian, he should be an effective preacher who communicates the divine message. The pastor should be able to inspire the congregation through this effective communication.

¹⁹³ Ibid., 185.

¹⁹⁴ John MacArthur, *Pastoral Ministry: How to Shepherd Biblically*, (Nashville, Tennessee: Thomas Nelson, 2005), 228.

¹⁹⁵ Ibid., 232.

A good leader is the one who inspires and gets along with people. He is the one who manages his leadership style and makes good decisions. An effective leader learns from the leadership style of Jesus Christ by becoming the developer of leaders. To lead an organization or a church, a leader knows that he is not capable of doing it alone; he needs other people to work alongside with him. The pastor should prayerfully select those he wants to disciple carefully and spend purposeful time with them. Any effective pastoral ministry should emphasize spending valuable, Christ-honoring time with those who should eventually follow their pastor by entering the ministry.¹⁹⁶ A good leader pours himself into his followers the same way Jesus did with his disciples.

Servanthood

One characteristic of a healthy church is a serving church as found in Matthew 20:20-28. This concept is the one Jesus Christ used when he told his disciples what servanthood is all about. Jesus emphasized that servanthood is leading with humility, focusing on others and not on self. Jesus used two Greek words to express his concept of servanthood. One is *diakonos*, which in the first century referred to one who serves others voluntarily. Thus greatness in his kingdom involves being a willing servant. The other is *duolos*, which was used in the first century to refer to one who was in a servile position and had forfeited his rights.¹⁹⁷ A pastor with a servanthood heart should give without expecting anything in return. He does not look at his own interest and does nothing out of selfish ambition or vain conceit, but in humility considers others than himself.

¹⁹⁶ Ibid., 268.

¹⁹⁷ Malphurs, *A New Kind of Church*, 130.

Church Model

A good leader should develop a model that should enhance the growth of the church. The model should be simple, biblically based and kingdom-focused. The leadership of the church should look for the model that is people friendly, such as small groups. In a healthy small group friendship deepens, and members are able to challenge one another to take new steps in growth.¹⁹⁸ When people are free to engage and challenge one another, growth is eminent because people learn to trust each other. When trust exists there is the spirit of oneness which is a sign of good relationship and friendliness.

Stewardship

A healthy leader practices good stewardship and develops his people to do the same. The leader should insist on good stewardship and teach the congregation on how to use their money talents and time for the ministry. Integrity should be the key word when the pastor talks about stewardship. The pastor should preach confidently because the word of God has much to say about giving. When the pastor loves the people enough, he should teach them about the basic part of Christianity which is giving. The pastor should be careful not to put emphasis on prosperity due to giving. God promises only to meet the needs of people, (Philippians 4:19). The congregation should be taught to give to God and his work because of who he is and as an act of worship and an investment in the kingdom.

Giving is a demonstration of how the individual loves God for who He is. It is an expression of love for Him whether He does something in return or not. The pastor's preaching should be consistent with the principle of biblical truths. Encouraging stewardship is one of the

¹⁹⁸ Arnold, *The Big Book on Small Groups*, 31.

most demanding and rewarding dimensions of pastoral leadership.¹⁹⁹ “Do not store up for yourselves treasures on earth, where moth and rust destroy, and where thieves break in and steal,” (Matt.6:19). Teaching the church stewardship should be taken seriously because people need to know that the Bible speaks about money more than it speaks about love.

Empowerment

To lead the congregation well, the pastor should help them to reach their full potential. That means being on their side encouraging them, giving them power, and helping them to succeed.²⁰⁰ The pastor should realize that leading well is not about enriching himself it is about empowering others. Empowering brings constant change because it encourages people to grow and innovate and that is what the pastor should do. The pastor should be patient when developing leaders because the process requires an entirely different focus and attitude from simply attracting and leading followers. It takes a different mind-set.²⁰¹ When the pastor has developed enough leaders in the church, he should be able to handle church growth that follows.

Once the pastor has developed leaders in his church, he should try to keep them. He should empower them and encourage them to study and grow spiritually by allowing some flexibility to do their work without interference. The pastor should keep growing and stay ahead of the people he leads and by so doing he adds value to the leaders he leads. The goal of the pastor should be to keep on developing the leaders so that they can realize their potential. Only a leader can do that for another leader, because it takes a leader to raise up another leader.²⁰² The

¹⁹⁹ Berkley, *Leadership Handbook of Management and Administration*, 464.

²⁰⁰ John C. Maxwell, *The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You*. (Nashville, Tennessee: Thomas Nelson, 2007), 145.

²⁰¹ *Ibid.*, 248.

pastor should learn that leaders need the help of other leaders who are ahead of them in the leadership journey. If the pastor adds value by empowering his leaders, they are more likely to stay with him and if he does it long enough, the new leaders may never want to leave.

²⁰² Ibid., 253.

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