

Liberty University School of Divinity

**A Proposal for Leadership Transition: A Proactive Approach**

A Thesis Project Submitted to  
The Faculty of Liberty University School of Divinity  
In Candidacy for the Degree of  
Doctor of Ministry

by

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## A PROPOSAL FOR LEADERSHIP TRANSITION: A PROACTIVE APPROACH

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The development of leaders for future ministry and equipping them to lead and mentor the next generation of leaders effectively must be an absolute necessity for continued church success. Leaders should endeavor to actively discern gifts and talents early in potential leaders. Once recognized, it is the leader's responsibility to develop and prepare others for leadership transitions. Previous research has shown that churches have a leadership vacuum because of the lack of leadership development and transition utilizing a proactive approach. There is a trust factor created between the present and future leadership secondary to proper training and unwillingness to relinquish control by the present-day leaders. This research will be beneficial to church leaders as they learn how to develop the trust needed to begin the transition process. This will be accomplished through scholarly research and the development of a survey that explores the positive outcomes of a proactive approach.

Abstract Length 149 Word

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## Abbreviations

A *Agree*

D *Disagree*

SA *Strongly Agree*

SD *Strongly Disagree*

SWA *Somewhat Agree*

# **Chapter 1**

## **Introduction**

The new challenge of today's churches is the lack of development of future leaders in a timely manner. One of the glaring problems is the lack of a proactive approach to the development of future church leaders within the body of Christ. The proactive approach is a deliberate and systematic process that is set in place to identify gifted, qualified, potential leaders for the future. During this time, the ministry develops, teaches and mentors the individual with tools that will aid in a successful transition. The proactive approach focus in on a futuristic vision of the ministry that goes beyond the present leader's lifetime. The future leader is developed in a way that does not only fill the needs of the current ministry but builds a bridge that connects the current day ministry to a fresh vibrant ministry that meets the needs of the people while taking the gospel of Jesus Christ to the world.

Leadership development is essential to the church's continuation of the church. This requires that a current pastor, teacher, evangelist, apostle not only know how to manage and wisely use material resources but human resources to inculcate the values in the next generation of parishioners. Patterns of proactive leadership succession can be viewed in both Old and New Testament scriptures. New Testament scriptures set the standard of "making disciples" and designating various positional leaders to equip the body of believers for Mathew 28: 18-20 18 "And Jesus came and spoke to them, saying, 'All authority has been given to Me in heaven and on earth. 19 Go therefore[a] and make disciples of all the nations, baptizing them in the name of



the Father and of the Son and of the Holy Spirit, 20 teaching them to observe all things that I have commanded you; and lo, I am with you always, even to the end of the age.’ Amen”<sup>1</sup>

### Leadership and Factors Affecting Leadership Transition

The definition of leadership is also an issue defined in many different ways. Peter Scazzero the author of the book, *The Emotionally Healthy Church: A Strategy for Discipleship that Actually Change Lives* said, “I doubt it is controversial to describe leadership as the art of inspiring others in a team to contribute their best toward a goal.”<sup>2</sup> Scazzero describes it as the ability to lead to some is a gift and to others, it is a learned ability. Both may be correct, but neither can be done effectively without having the guidance of God. The ability to inspire others to contribute can sometimes be handled in a negative way. Many times, it does not start out in this manner, but a man that is not seeking the will of God is subject to the will of the world. The world and God do not always mix, but many times contradict each other. It does not matter which road to leadership one may take. It is more about inspiring other to holiness with a mind stayed on Jesus. Successful leadership transition is critical to the future of the church/organization. It is not something that is put into place impulsively but often planned several years in advance. An effective transition plan decreases the chances of a ministry declining to the point that it joins the list of the thousands of documented churches that closes each year.

One of the greatest leader in the modern era Winston Churchill said, “It is not enough that we do our best; sometimes we have to do what’s required.” And Jesus said, “Everyone to

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<sup>1</sup> Unless otherwise noted, all biblical passages referenced are in the King James Bible (Zondervan Publishing House, 1994).

<sup>2</sup> Peter Scazzero, *The Emotionally Healthy Church: A Strategy for Discipleship that Actually Change Lives*, (Grand Rapid, MI, Zondervan, 2010), 33.

whom much is given, from him much will be required. Luke 12:41 Great leaders never set themselves above their followers, except in carrying out responsibilities.” Churchill believed that the sign of a real leader is someone that is willing to do more than his or her best but is willing to do whatever it takes to accomplish the task set before them. Churchill said this against the backdrop of a world war in which countless numbers of men, women, and children died horrible deaths. It is his belief a leader does things required of him despite the odds or circumstances. Leaders have a great responsibility not just to themselves but more so to the ones that are following them. Great leaders are not as concerned for themselves as they are for those who lives are in their hands now and in the future; therefore, great leaders have a vision of and for the future of the church.

A leader must first be willing and called of God as in the book of Isaiah 6:8. “Also, I heard the voice of the Lord, saying, Whom shall I send, and who will go for us? Then said I, Here am I; send me.” A leader then must be like the prophet Isaiah and be willing to accept the call of God. It is important in ministry because even knowing that one calling is of God; there will be times and situation that will make one question whether God truly called them. The role of a spiritual leader is not an easy or glamorous as many on the outside think but to do work for Christ is gratifying to the soul of the ones called for Him.

The call of a leader in ministry is one that requires a change in mind or a refocusing of how life is perceived. The call into ministry requires an attitude and mindset of Jesus. In the book of Mark the 10:45 it says “For even the Son of man came not to be ministered unto, but to minister, and to give his life a ransom for many.” Some church leaders have not been in a situation where to serve God is a life or death situation like missionary’s that serve in countries that have laws that prohibit the teaching of Christianity. God does require leaders to take the

lead in ministering to the lost and be active in showing them the way to Christ. The ability to serve as leaders developing and equipping others to carry on the work of the Lord is a necessity of ministry.

There are people that understand and describe leadership in the same way as Stowell described leadership. He writes that “Leadership is a gift. Stewarding that gift is a privileged responsibility for which we will be held accountable. Moreover, the choices we make regarding how we steward the gifts are strategic. There are three pivotal choices. 1) Whether or not you are willing to choose character as the defining priority. 2) Whether or not one will choose “follow” as your leadership identifies. 3) Whether or not you will lead with counterintuitive competencies of the Kingdom of Christ or with the normative ways of earth side leadership advice.”<sup>3</sup> It is up to each to choose how they will use this gift. Every leader has a choice of how they want their leadership to be defined by others and by God. Many time the quality of one's leadership in ministry is closely related to their walk with God. When leaders have a close walk, with God, they understand that ministry is not about them but ministry is about spreading Christ. Leaders that develop a close relationship with God are proactively developing and mentoring other to develop a smooth transition that is capable of leading and caring ministry to a point that it meets the needs of present and future converts.

A good quality of a good leader is their ability, to be honest about every area of their ministry. A good leader does not or should not have an issue with evaluating themselves because they too want to be everything that God want them to be in Him. A leader must have an

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<sup>3</sup> Joseph Stowell, *Redefining Leadership: Character-Driven Habits of Effective Leaders*, (Grand Rapids, MI, Zondervan, 2014), 24.

attitude that Stovall wrote about a question asked of him in a conversation in his book in which he wrote, “In conversation about leadership,

I am frequently asked, “What is your biggest challenge?” My answer is always, “Me!” That is not to say that I have not faced other daunting challenges. It’s just to admit that even in the midst of those challenges, the most important issue is, “How am I managing myself through the situation?” Will anger manipulation, compromise of integrity, plotting for self-preservation, pessimism, despair, shifting the blame, self-pity, or covering up be valid options? Or, in good times will posturing myself to take the credit, seeking the affirmation, and applause of others, thinking too well of myself, or ignoring the contribution that others have made characterize my response.”<sup>4</sup>

### Statement of the Problem

The leadership vacuum has continued to grow among the twentieth-century churches. It seems that a generation of great leaders did not develop and train successor that are capable of carrying the church forward. Too many times, leaders die only to see the labor of their hand die with them. Many of their successors can maintain, but many are not able to increase the membership, the spirituality or even win the confidence of the congregation left in their hands. It seems to reason that a proactive approach to the development of leaders is a glaring need in many of the organization within Christendom. John Maxwell writes in his book entitled *The Maxwell Leadership Bible* a quote from an expert in statistician named George Barna who says that,

The most critical problem facing the church today is the leadership vacuum that grew during the Twentieth Century Church expert, and statistician George Barna asserts ‘Leadership remain one of the glaring needs of the church. People are often willing to follow God’s vision, but too frequently they have no exposure to either vision or true leadership.’ Just a few years ago, Barna penned some sobering conclusion based on his research: ‘After fifteen years of digging into the world around me. I have reached several

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<sup>4</sup> Stowell, *Redefining Leadership: Character-Driven Habits of Effective Leaders*, 13.

conclusions regarding the future of the Christian church in America. The central conclusion is that the American church is dying due to lack of strong leadership. In this time of unprecedented opportunity and plentiful resources, the church is actually losing influence. The primary reason is the lack of leadership... nothing is more important than leadership.’<sup>5</sup>

The objective of this project is to explore the area of leadership transition and hopefully develop or begin to develop the mindset among current and future leaders to be proactive in its approach to leadership development and leadership transitioning. The transition is to pass the role of a leader from an established leader to a person that is capable of moving the church or organization beyond the level of the previous leader. The proper transition cannot take place without well thought out preparation. Transitioning leadership from the elder leader to a younger leader should be a process begun many years in advance of the passing of the mantle. The biggest problem is that the mantle is either past too late, passed on to poorly prepared successors or not passed on at all.

#### Failure of Church Leaders to Be Proactive

Much of the problem with the development of future leaders is that many of today’s leaders are lacking the skills, do not have integrity and are themselves barely surviving in the leadership position. “Biblical leadership takes place when divinely appointed men and women respond in obedience to God’s call. They recognize the importance of preparation, allowing the Holy Spirit to develop tenderness of heart and skill of hands.”<sup>6</sup> A leader must be willing to allow God to work on them first. The mistake that many new generation leaders make is to think that a title makes them a leader. It seems as if many of today’s ministers do not allow God to minister

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<sup>5</sup> John C. Maxwell, *The Maxwell Leadership Bible*, (Nashville, TN, Thomas Nelson, 2002), vii.

<sup>6</sup> James D. Berkley, *Leadership Handbook of Management and Administration*. (Grand Rapids, MI, BakerBooks, 2007), 177.

to them in a way that they can develop, but they rather go about pretending leadership instead of being transparent and allowing God to make and develop them. The book of Philippians 2:3 admonishes, Let nothing be done through strife or vainglory, but in lowliness of mind let each esteem others better than themselves. God does not honor anything done for self-exaltation and recognition. He requires a man to be a vessel of humility; thinking of others without the spirit of haughtiness. Leaders are to be humble even though they are at the top of the pyramid. A leader should not walk with his/her head in the clouds thinking they are better than the ones whom they lead. God has no respect of person and those in positions of authority should not have respect of person.

The expectation for leader has been watered down because of the political correctness of the world. The number of damaged individuals that come into a leadership position seems to be on the rise. The head of the church is the pastor and whether people want to admit it or not "... As go the leaders, so goes the church. We cannot grow an emotionally healthy church if we are not addressing issues deep beneath the surface of our lives."<sup>7</sup> Christendom is full of hurt men and women in a leadership position as well as non-leadership people. Preachers are preaching about healing, and yet they will not open themselves up to God and receive their healing.

It seems at times that many of today's spiritual leaders have moved away from Christ and His teaching on salvation issues and sanctification requirement. Teaching the word of God empowers saint to live godly lives so they may be as an example before men for Philippians 2:5. says that disciples should "Let this mind be in you, which was also in Christ Jesus:" The mind of Christ was to build people up in God. Jesus was about his Father's business teaching and

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<sup>7</sup>Scazzero, *The Emotionally Healthy Church*, 47.

reaching the lost. Many of today's leaders are not teaching the ones that they have reached. It is part of the process of preaching to reach, but leaders also must teach to keep. It not just about keeping people within the wall of one's churches but it is about giving them the tools that they need in order to carry the word of God into the highways and byways compelling men to come to Christ. Discipleship does not stop at the altar. The altar is where the next level of discipleship begins as leaders start the process of empowering saint with the knowledge and skills to seek out leadership roles in the ministry.

Many of today's leaders will not be able to improve upon today's void in leadership because they have not received the necessary training that will need to reshape the status quote that has overtaken many of today's ministries. Hans Finzel, the author of the book, *The Top Ten Mistakes Leaders Make*, points out, "some of the reasons he believes there will never be an improvement. He points out that many of today's leaders will replicate the poor leadership habits they have observed in others. Many often lack basic skills for common leadership demands, many lack good models and mentoring; they lack formal training in leadership, and many of the Christian leaders suffer confusion over the conflicts between secular and biblical leadership values."<sup>8</sup>

The church seems to have awakened to find themselves in a situation in which history is repeating itself. The author Jimmy Long notes, "I am beginning to see that more and more organizations have the same clash that InterVarsity had twenty years ago, it is a clash between two views of leadership, one existing and one emerging. One demands loyalty based on position. The other gives respect based upon earning it. We are now in the midst of a structural

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<sup>8</sup> Fintzel, *The Top Ten Mistakes Leaders Make*, 28.

change in the way people are responding to positional leadership.”<sup>9</sup> Many of today’s leaders knowingly or unknowingly have given themselves over to stubbornness and pride. They do not desire or facilitate a transition process from existing leadership to the younger/emerging leadership. To some of the existing leaders, it appears that turning control of the ministry over to emergent leaders is like saying they are not of any use anymore. Better yet, it seems that they think it means their time as leader was a failure. They seem to think that if someone does think differently than them, it must be heresy.

People within the church seem to hurt and be hurt by others within the body of Christ more than those who are not in the body. Being hurt is not something that is exclusive to lay members; being hurt is also something that happens to leaders of the congregation. “This is a wonderful word for us as leaders today as so many of us often carry resentments for giving beyond what God has asked us relenting duty can destroy our relationship with Jesus, the only source of long-term life and joy. As Christian leaders, one of our greatest challenges is to manage ourselves.”<sup>10</sup> Many pastors go above and beyond expectations and seem to get no respect or thankfulness from their members. Many have been held down or overlooked because they were not the favorite son. People say anything to the young leader and dump on them while feeling that this is acceptable behavior. If not delivered from this negative behavior a leader can carry that same attitude into their next job. The proactive approach to leadership transition is about vision and development of people. A leader that is in constant motion moving forward will not be as affected. By developing others and themselves it will open the door for

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<sup>9</sup> Jimmy Long, *The Leadership Jump Building Partnerships Between Existing and Emerging Christian Leaders*, (Downers Grove, IL, InterVarsity Press, 2009), 87.

<sup>10</sup>Scazzero, *The Emotionally Healthy Church: A Strategy for Discipleship that Actually Change Lives*, 208.



God to either elevate them within their present ministry or open the door for an opportunity for them to connect to a mentor or leader that is willing to not focus on the lack of praise and more on the vision of soul winning. Reaching the lost and helping others to develop a forward-thinking relationship with God can be the inspiration that needs to change the negative mindset that other have tried to project upon them. There is nothing that can cure disappointment or a broken heart of a man after God's heart than the sight of a convert that is happy and basking in the glory of God's salvation. The more forward thinking each will become, this can be a step forward to the lessen of nepotism and more about Jesus message for the lost.

Many of the younger leaders do not realize that as Oswald Sanders wrote in his book called *Spiritual Leadership* that "Leadership is an influence, the ability of one person to influence others. One man can lead others only to the extent that he can influence them to follow his lead."<sup>11</sup> Leadership is about influence, not titles. People do not follow titles they follow people. The title does not make the man, but the man can make the title. The art of influencing people is an art lost on many of the younger leaders of today. "Leadership is influence. That is it. Nothing more; nothing less. My favorite leadership proverb is: He who thinketh he leadeth and has no one following him is only taking a walk. ...Most people define leadership as the ability to achieve a position not to get followers. Therefore, they go after position, rank, or title and upon their arrival, think they have become a leader."<sup>12</sup> Many are not taught, and others did not listen to wise instruction. The results may not always turn out in the way one desire but without an active approach to developing leaders is not implemented the church will suffer or experience the negative impact.

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<sup>11</sup>Oswald J. Sanders, *Spiritual Leadership*, (Chicago, IL, Moody Press, 1980), 35.

<sup>12</sup> John C. Maxwell, *Developing the Leader Within You*. (Nashville, TN, Nelson Publishing, 1993), 1.

The body of Christ has a crisis because as Jimmy Long, *The Leadership Jump Building Partnerships Between Existing and Emerging Christian Leaders* wrote that “Today, all over the world, people are realizing we have a crisis in leadership. There is a growing, pervasive belief that we are facing a shortage of leaders capable of leading organizations into the future.”<sup>13</sup> Many in the church are reluctant to lead much less acquire senior leadership role. Many followers are themselves disenfranchised by events or people in a leadership position.

### Factors That Hinder Leadership Transition

“What makes leaders fail? Why are bad leadership habits perpetuated? Because most of us who lead have neither been formally trained nor had good role models. So we lead as we were led. We wing it.”<sup>14</sup> Finzel questions are real, and his answers are true in many situations in today’s ministry. It does not begin as the fault of the present leader, but it is passed down to him. The cycle of leaders that has not been mentored or trained is becoming a generational curse. This situation will continue as documented in the Old Testament. Generational curses will perpetuate until someone steps up and says it must end now. Generational curses will continue to plague the church. There is a need for current leaders to step up and take a proactive approach to training future leaders to take over and become mentors to others, is necessary in order to end the cycle. The leaders of the churches must step up and bring about a change one leader at a time if necessary.

There is much truth to the statement that many “... some of the younger generation have been disillusioned by the tragedies of failed leadership: political, business and religious leader

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<sup>13</sup> Long, *The Leadership Jump*, 13.

<sup>14</sup> Hans Finzel, *The Top Ten Mistakes Leaders Make*, (Colorado Springs, CO, David C. Cook Publishers, 2007), 19.

who have been seriously flawed.” We are in a rapidly changing time because of the population growth, the growth of technology and the changing attitude of men. Jesus in his time on earth was able to, “... create, articulate and communicate a compelling vision; to change what people talk about and dream of; to make his follower transcend self-interest; to enable us to see ourselves and our world in a new way; ... to bring about the highest order of change.”<sup>15</sup> Today's leaders that do not have integrity seem to be on the rise in today's church environment. The younger generation seem to be confused about what is a good leader? Some preachers and other leaders that are falling into immorality are happening at an alarming rate among many. The goal is to help someone change their lives, or their situation is something that lost on many of today's leaders.

This is a rapidly changing generation that needs leaders that are not trying to catch-up with the changes but are leading change. The proactive approach to leadership transition is something that is needed to stem the tide of the ever-growing population of disillusioned youth. Many of the present-day leaders are investing more into self-interest than they are in development of future leadership. The time to recognize, mentor, develop and transfer responsibility is not something that can be done at the last minute or something that will take care of itself. The need for trained and developed leaders for ministry beyond today is something that present-day leaders must become proactive in their approach. The Bible speaks to the issue of developing leaders that are present in a way that transition is not a stoppage of God's plan but is a smooth continuation of it. In the book of Deuteronomy 1:13 says to “Take you wise men, and understanding, and known among your tribes, and I will make them rulers

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<sup>15</sup> Leighton Ford, *Transforming Leadership: Jesus' Way of Creating Vision, Shaping Values and Empowering Change*, (Downers Grove, IL, InterVarsity, 1991), 15.

over you.” There seems to be a continuing flow of writings and conversation among those in Christendom about leaders ignoring the scriptures. Instead of seeking a wise man from among the church, often pastors instead choose a family member to become rulers over the people of God whether they are qualified or not qualified for the position. The choice of a leader based upon an individual’s relationship to the pastor is also a factor in the void of quality leadership. If this continues there is a high likelihood that the next leader will not only be lacking but will be worse than his predecessor.

Jimmy Long, the author of *The Leadership Jump Building Partnerships Between Existing and Emerging Christian Leaders*, wrote “There is a desperate need for new types of leaders. These new types of leaders are challenged with inventing the future and dealing with the past. They will need to work in new ways.”<sup>16</sup> When bad choices are made based on bad judgment, it can have a snowball effect on the ministry which can lead to the death of a once vibrant ministry. People today need to seek God’s direct will when determining who will become the next leader. A person may appoint a new leader, but God is the only one that can anoint the leader. Organizations can perform ceremonial anointing, but that mountain moving anointing comes from God and God alone.

A leader should desire to follow God’s word when it comes to leading the flock of God. “Neither as being lords over God’s heritage, but being ensamples to the flock.” 1 Peter 5:3. To lead does not mean to command or be their boss. Each person is a child of God, and God has allowed leaders that he has chosen to minister to and lead them in a way that will help them develop a closer relationship with God. Leaders are to be the first partaker of the fruit. A leader that wants to be great in God follows the examples set by Jesus.

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<sup>16</sup> Long, *The Leadership Jump Building Partnerships Between Existing and Emerging Christian Leaders*, 17.

A leader is not satisfied with the status quo. They desire to fulfill the great commission. It is about making disciples for them. “It is not enough to get them to minister effectively. The task is not completed until they are multiplying by making disciples who are making disciples”<sup>17</sup> It is about leading by the example set by Jesus and many of the great leaders that followed the teaching of Christ. Disciples making disciples is how the kingdom is advanced, and it also requires proactive thinking. Teaching and development of disciples are one of the ways to ensure that others are prepared to step forward and take the word of God to the world. When the proactive approach is applied, this should enhance the process of disciples making disciples. It is from this pool that not only does the ministry grow and move forward but the church is not just filling up with people that are sitting looking to be entertained but are taught to be proactive in their approach to ministry. A proactive approach to leadership transition not only will affect leadership but it will bring an attitude of reaching out and forward through the congregation. Christ mandated to His disciples that they should take the gospel and spread it throughout the world. The book of Acts 1:8 says “But ye shall receive power, after that the Holy Ghost is come upon you: and ye shall be witnesses unto me both in Jerusalem, and in all Judea, and in Samaria and unto the uttermost part of the earth.” God gave the disciples a proactive message one that requires continuing movement. Christ did not give the disciples a stagnate message but a command to go to grow. The church is a moving, growing and an evolving organism. The proactive approach to transition is about growth, development, and transitioning leadership that will keep the church moving and reaching from generation to generation by developing and

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<sup>17</sup> Dave Earley and Rod Dempsey, *Disciple Making Is... How to Live the Great Commission with Passion and Confidence*, (Nashville, TN: B & H Publishing Group, 2013), 163.

implementing a process that creates the condition for seamlessly leadership transition as ministry evolves to meet the need of the people while taking the gospel of Jesus Christ to the world.

Long points to the fact that, “The overriding need of the church, if it is to discharge its obligation to the rising generation, is for a leadership that is authoritative, spiritual, and sacrificial because people love to be led by one who knows where he is going and who inspires confidence.”<sup>18</sup> The development of spiritual leadership is a problem because many of today’s leaders are giving the churches over to those that they can trust not to change what they are doing. In some cases, the process of selecting a successor, the most qualified person is purposely overlooked because he does not do things the way the current leader does. The new ministry should come to the forefront while the existing ministry begins to give ways to the vision of the new leaders. The simple solution or godly solution would be that the existing pastor turns the ministry over to the emergent leader. In many cases, this does not happen because there is a mistrust factor that has developed between the emergent leader and the present leader.

Jesus gave an example for all to follow in the book of St. John the 13<sup>th</sup> chapter verse 12-15. “So after he had washed their feet, and had taken his garments, and was set down again, he said unto them, Know ye what I have done to you... 15. For I have given an example that ye should do as I have done to you.” Jesus by washing the feet of His disciple showed every leader what humility is. The one that should be having His feet washed is doing the washing of feet. In that era of time, no one had a car or any type of motorized vehicle. The people of that time walked everywhere they went which meant their feet were probably very dirt and rough to the touch. Jesus took it upon himself to show humility to make the point that a leader is not above

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<sup>18</sup> Long, *The Leadership Jump Building Partnerships Between Existing and Emerging Christian Leaders*, 24-25.

doing the work that some may think is beneath them, humbleness is not just a word, but it is a tool that many great leaders use to connect to their follower on a level that they can comprehend. The servant leader should be able to relate to his followers. Humbleness is an element that the mentor and the mentee must have in a proactive transitional relationship. A proactive transitional approach will work smoothly when the mentor and the mentee are not struggling with each other for power but are humble enough to place the good of the ministry beyond the personal desire of oneself.

The reason that many of today's leaders burn out is that they do not, use the resources available to them. Deut. 1:15. "So I took the chief of your tribes, wise men, and known, and made them heads over you, captains over thousands, and captains over hundreds, and captains over fifties, and captains over tens, and officers among your tribes." Often today's leaders when questioned about the resources that they have, the conversation is about computers, the internet, and different media outlets. They forget about personnel resources and take on the do it themselves attitude. One of the greatest resources of help is the people that God has assigned to their part of the vineyard. Moses was much wiser as a leader in the latter part of his ministry. Good leaders must learn from the biblical example of leadership that God gives. Delegation is a must for any leader that plans to stay in ministry for a long period. It is not wise to do everything alone just because a leader does not want to slow down and train someone to take over a job.

#### Statement of Limitations

This thesis project has its limitations. The survey is conducted on a smaller scale with thirty participants returning the survey. The survey does go along a wide scale of ages, but it does not break every participated survey down into ages so that the answers could have been correlated into the formula for interpretation. The survey itself was limited to five multiple

choice questions instead of having several open-ended questions. There were some additional questions that could have been included to clarify what the participant was truly expressing within his or her answers. The survey was not from across culture lines although the survey was a survey of male and female leaders. The survey was from an African-American set of people.

It was done among leaders within the upper hierarchal setting of the church or ministry. The people that took the survey was from the leadership class, but not all have the power and authority to implement the transition of leadership to one person that would become the main leader of the church or the ministry that they represented. The survey was limited in a number of participates that had that authority, but the others that did not have the authority to make such an appointment did have a position of influence to the one that could make such decisions. The survey was not on a national scale but consisted of leaders from several southern states. The people that took the survey although from the southern region of the United States are leaders that belong to a congregation that is rural and metropolitan based ministries. None of the participates are leaders of mega churches. The participant's congregation varies in sizes of thirty up to several hundred. Most of the participants in the survey were of the Pentecostal faith.

#### Absence of Transition Plans and Its Effects

Maxwell concept of "leaders drift" that leaders prepare future leaders when they have limited ability. Another aspect of leaders' drift is that young leader often performs as instructed or taught, only for a short period. Inadequate preparation and skill of the transitioning leader promote conditional performance among new, transitioning leaders who are not steeped in values of consistency, time nor a well-thought out plan for transition. Maxwell writes, "For too often, leaders drift. Once they get some experience under their belt and having a track record of accomplishment: they often abandon the lifestyle that helped them reach the top. They chafe



under the very rules that they established or endorsed.”<sup>19</sup> It becomes easy to fall into a mode that one thinks the church and its success is all about him. While there is no guarantee a newly developed leader will become and consistently do as they have been taught or instructed on a long-term basis. It is important to realize that success can breed arrogance, pride, and self-exaltation. Leaders who develop and prepare new leaders for the transition to a new role must include evaluations of the transitioning leader’s character and offer opportunities to experience and address these temptations.

Leaders of today seem to have lost their way. There are many causes and factors that lead to a leader going astray. One of the causes or factors for leaders going astray is that many do not start or participate in developing integrity. “Developing a personal code of integrity starts when you commit yourself to self-imposed guidelines that provide you with a sense of moral control of your life. Such an effort determines how one will react when temptation arrives.”<sup>20</sup> Many do not think that being tempted will ever happen to them. God does not have any respect for the person, and the Devil does not have one either. He will attack at any time against anyone. Many do not be looking out for the tricks and traps that the devil will set before many. Moral integrity also seems to be on that list of lost art and requirement for leadership. When the Devil attacks a person, title, and positions will not protect or keep them from doing what is the word of God.

The measure of a leader is sometimes measured by man’s standard and not always by God’s standard. The authors of the book *Resilient Ministry: What Pastors Told Us About*

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<sup>19</sup> John C. Maxwell, *The Maxwell Leadership Bible*, (Nashville, TN: Thomas Nelson, Inc. 2002), 646.

<sup>20</sup> H. B. London Jr. and Meil B. Wiseman *The Heart of a Great Pastor: How to Grow Strong and Thrive Wherever God has Planted You*, (Ventura, California: Regal Books, 1994), 227-228.

*Surviving and Thriving* when the subject of successful ministry arose one of the attending pastors made a statement saying, "... But how can you define ministry excellence? Our culture often identifies it by certain markers of success. These markers range from the number who attend worship service to the state of a church's finances to the popular programs a church creates and sponsors. As one pastor puts it; people judge our ministries by noses, nickels, and noise."<sup>21</sup> It is no longer judged by the integrity of its leaders or the lives that are affected outside the walls of the church. Leaders are no longer measured by the number added to the kingdom but are measured by numbers within its walls. Paul wrote that one might plant, another may water, but it is God that gives the increase. Because of this attitude toward ministry many get lost in the numbers. They forget about the effectiveness of the ministry in the lives of people. There are times that people and finances are not coming to the level of impact one's ministry is making in their community.

Many of modern day leaders are not secure in themselves. They realize that they do not have the knowledge or the skill set needed to accomplish the task given to them. It is because of this realization that many of them have a "heavy reliance on authority and is often the result of laziness, since enforcing is much easier than energizing and creating momentum. It also quickly transforms leadership into the rule, which is not the same thing."<sup>22</sup> When leaders hide their weakness behind their title, it creates an environment for stagnation. Good leaders tend not to rely on structural authority. They have a knack for winning people over to their vision of things.

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<sup>21</sup> Bob Burns, Tasha D. Chapman, and Donald C. Guthrie, *Resilient Ministry: What Pastors Told Us About Surviving and Thriving*, (Downers Grove, IL: InterVarsity Press, 2013), 13.

<sup>22</sup> John Dickson, *Humilitas: A Lost Key to life, Love, and Leadership*, (Grand Rapids, MI: Zondervan, 2011), 38.

Good leaders or leaders that work at improving themselves; work on developing everything from a listening ear to a work ethic, and a courteous tone toward subordinates.

Matthew 25-26 states, “But Jesus called them unto him, and said, Ye, know that the princes of the Gentiles exercise dominion over them, and they that are great exercise authority upon them. 26. But it shall not be so among you: but whosoever will be great among you, let him be your minister.” This is a great leadership scripture that all leaders should heed. There are so many people that come to church services burned down through stress from a job or a supervisor on the job. Some have had to endure something that should not be at a place of employment. The church leaders should be sensitive to the issues of life that are weighing them down. Satan uses people to attack the saint when he feels like they are vulnerable. In this economy, a person’s fear of losing a job is a touchy area for many. Members have a financial obligation to meet. God wants his leader not to use the authority that He has given to add sorrow to a person. A leader must have wisdom and also be sensitive to the needs of others. God leaders are not as the world leader. He desires that leaders minister from a position of humility. Instead of expecting people to jump at every command that is made by them. Greatness should be achieved through humility, not by intimidation or abuse of authority.

It is because everyone has a personal theology but the issue of mentoring and training a future leader should not be based on whether a person sees eye to eye theologically. A proactive approach is about developing leaders that can be relevant and lead one's ministry into a future that is not just in one's lifetime but beyond the current leader’s lifetime. This may mean that they view things from a different perspective, but it does not mean that they are wrong or the mentor is wrong both can express the same thought in different ways. Practical theology means that many shall disagree on many issues and ways. It is imperative that a proactive leadership

transition is implemented. Everyone has a personal theology. Personal theology is a way of thinking. Dallas Willard says that “theology is only a way of thinking about and understanding- or misunderstanding God. Practical theology studies the manner in which our actions interact with God to accomplish his ends in human life. So everyone has a practical theology...

Moreover, everyone’s practical theology virtually affects the course of his or her life.”<sup>23</sup>

Practical theology is one's belief system. People can attend the same church and listen to the same message, but each glean a different point according to their background. Knowledge and faith will determine whether one believe or not believe the power of God to change lives.

This generation has more eras of ages existing together in church than any before them. Pastors and leaders are having more challenges than ever before because “Relationships between generations are even more complex. There is a traditionalist in every generation who may identify with those a generation removed.”<sup>24</sup> One generation like for services to be in one way or style has all way been a hot button issue for many of the churches. This problem has become exacerbated with four generation fellowshiping together under one roof. It is a challenge for anyone, but this is not an insurmountable challenge for leaders that has been trained and mentored for such a situation as this. A proactive approach to leadership transition is not just about teaching a mentee how to adjust, learn and bring a differing generational concept or ways together in a way that it will not only benefit the individual but it also benefits present day ministry and future ministerial endeavors.

The apostle Paul tells Timothy in the book of Matthew 25-26 states, “But Jesus called them

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<sup>23</sup> Dallas Willard, *The Spirit of the Disciplines: Understanding How God Changes Lives*, (New York, NY: HarperOne, 1988), 14.

<sup>24</sup> Gary McIntosh, *One Church Four Generations: Understanding and Reaching All Ages in Your Church*, (Grand Rapids, MI: BakerBook., 2002), 215.

unto him, and said, Ye, know that the princes of the Gentiles exercise dominion over them, and they that are great exercise authority upon them. 26. But it shall not be so among you: but whosoever will be great among you, let him be your minister.” A great leadership scripture that all leaders should take heed too. He is giving him the godly advice on how to delegate work of the ministry to other. He is instructing Timothy to choose faithful men and train them to be a leader. The act of training and qualifying people for leadership is a step that can extend the vibrating life of a ministry and the leader himself. Paul is telling Timothy to be proactive in his approach to ministry. Paul is telling Timothy that he should not wait until one’s worn out and worn down. Pastors should not wait until he is too old to give sound instruction but to put into place training and discipleship as a priority. A proactive approach to leadership training and the transition must include anticipatory guidance if ministries/churches are to continue to be successful and relevant in the community.

### Theoretical Basis

God uses men to do his will and to be leaders of others. Leaders that are called by God for a purpose just like many of the congregation do not understand that they have a purpose in God. Leaders cannot forget that this applies to them also. Leaders are not called to lead people in a circle, but they are called to lead people to heights and places they may not have been before. God call of a leader, as in the book of Exodus 3:8-10 God called Moses for a purpose. God said unto Moses, “8. And I am come down to deliver them out of the hand of the Egyptians, and to bring them up out of that land unto a good land... 10. Come now, therefore, and I will send thee unto Pharaoh, that thou mayest bring forth my people the children of Israel out of Egypt.” A leader should take his marching orders from God and should be a willing servant of God. God call men to serve Him. God call men into his kingdom, and there are among them

men that he calls into a leadership position. Leadership comes with responsibility. Leaders are accountable to God for their action. The Bible has warnings against those that scatters His sheep and well as those that lead men astray through vain doctrine.

A good leader is one that takes his calling from God not only as a position that he or she should not take lightly but also with humility. When God called Moses, he replied with an answer of humbleness as he said in Exod 3:11 “And Moses said unto God, who am I, that I should go unto Pharaoh, and that I should bring forth the children of Israel out of Egypt?” The position of a leader is ultimately a position that everything that one does is for the glory of God. In this demanding and sometimes stressful position, today’s leaders can easily lose sight of their calling and their purpose in God.

Moses is one of the most heralded figures in the Bible when it comes to leading the Saints of God. Moses was an example of a leader that did not fit the mode or have the attitude that many of today’s leaders have today. Moses was not selfish. He put the good of his followers ahead of his personal aspiration. Moses desired to please God. Moses leadership style was one that many of today’s leaders should employ rather than the style that Finzel wrote about in his book that has, “The top-down attitude which is defined by people who believe that everyone should serve them as opposed to believing he or she should be serving others within the institution. In reality, it seems that everyone in our organization rests on my shoulders and I am at the bottom of an inverted pyramid.”<sup>25</sup> Moses father in law had to point out to Moses that he could not do it along he needed help.

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<sup>25</sup> Hans Finzel, *The Top Ten Mistakes Leaders Make*, (Colorado Springs, CO: David C. Cook, 2007) 20.

Moses was what Finzel called a servant leader “A servant leader must be willing to get down and dirty with his troops on the implementation his objectives.”<sup>26</sup> He ministers to the people needs. It was not about him, but it was from God. Moses was willing to work from sun up to sun down and beyond if the people were helped, and God was glorified. It had a daunting task that many would have crumbled under long before Jethro gave him the advice to choose and develop helpers. Servant leaders are not too proud or high-minded that they will not get their hand dirty working beside others that labor in the gospel. Servant leaders realize that the harvest is ripe, but the labors are few. There is much work to do in the vineyard. Those that heed the call to do the work required is a servant leader quality that is imperative and must be viewed as part of leaders proactively approach to seek and equip others for ministry leadership.

Moses was a leader from the beginning seems to realize the role of humility in leadership. Moses seems to understand humility as in the way that John Dickson understand it when he wrote that “...Humility is the noble choice to forgo your status deploy your resources or use your influence for the good of others before yourself. More simply, you could say the humble person is marked by a willingness to hold power in service of others.”<sup>27</sup> Moses seems to have a love for God and had a love for the people of God. He saw himself as a servant of God which, in turn, made him a servant of the people. Moses seems to understand that as Dickson also wrote about that humility does not mean humiliation. These words may come from the same root word (humilitas) but it does not mean that to possess this quality mean one has to have low self-esteem or curb strengths and achievements to display humility as leaders. Ultimately a leader can be

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<sup>26</sup>Finzel, *The Top Ten Mistakes Leaders Make*, 32.

<sup>27</sup> Dickson, *Humilitas: A Lost Key to Life, Love, and Leadership*, 24.

one that believes in serving people while ultimately serving God, versus the attitude that people should serve him because he or she is serving God.

Augustine is known for his personable behavior, knowledge, great character and remarkable ministry. He had a great impact on the spiritual leaders of his day and many readers of his works today. He recognized through the word of God the importance of developing leaders so that they may become good leaders. Augustine wrote about the need to be or become a mentor. Augustine believed that becoming a mentor should not be a burden nor does it mean that one has reached the summit. Edward L. Smither, the author of the book *Augustine As Mentor: A Model for Preparing Spiritual Leaders*, wrote in his book that Augustine believed that ...a mentor must still be a disciple. Nothing is more attractive or inspiring to a student or disciple than to see his teacher continually learning and participating in an ongoing plan for spiritual growth for other modern pastors and spiritual leaders. Will these leaders accept a brother at heart as Augustine did Alypius or will the busyness of church business push them into unnecessary isolation resulting in burnout or moral failure?<sup>28</sup> It is one of the most important tasks that a leader can undertake to be a mentor to another person. The reason that many do not do so can lead to much speculation and excuses, but hopefully, this will become a priority for modern day leaders. There are leaders today because of their lack of experience or negative experience with their leaders do not realize that a mentor can be a blessing to them as they are a blessing to them. A proactive approach to leadership transition can be a blessing to both the mentor and the mentee. A proactive process will help in the development of leaders that are capable of leading the ministry into a new era. A mentor that is confident in themselves, their calling and their

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<sup>28</sup> Edward L. Smither, *Augustine As Mentor: A Model for Preparing Spiritual Leaders*, (Nashville, TN, B & H Publishing, 2008), 258.



purpose in God will most likely come from a proactive system that develops confident leaders. Confident leaders, in general, produce confident leaders who will continue the cycle of mentoring future leadership without a spirit of fear, envy or jealousy.

### **God's Succession Plan**

One thing that every leader should have is a succession plan in place in the book Numbers 27:18. "And the Lord said unto Moses, take thee Joshua the son of Nun, a man in whom is the spirit, and lay thine hand upon him; 19 and set him before Eleazar, the priest, and before all the congregation; and give him a charge in their sight... 22. And Moses did as the LORD commanded him: and he took Joshua and sent him before Eleazar, the priest, and before all the congregation: 23. And he laid his hands upon him, and gave him a charge, as the LORD commanded by the hand of Moses." Moses was one of the most dynamic leaders ever born. Moses had many experiences that many after him were not able to repeat or duplicate. God had worked great works through his hands. Moses still was subject to the law of life and death. He like many before and after him succumb to death. God did not allow Moses to die without a succession plan. God instructed Moses to take Joshua from among the people. He wanted him to mentor and established him before the people. God instructed Moses to lay hands on him and put some of his honor upon him. Many of today's leaders seem to think that to mentor a successor means that they must give up all their honor or power. God told Moses to give some of his honor to Joshua this seem to be because of a successor with no power or voice while the leader is alive, will not have it when the leader passes on to be with the Lord. The mentor must mentor and establish him before the people and allow him to function in a manner that he or she can build up credibility in the eyes of the people. A leader that dies without a succession plan or a successor is contributing to the already increasing void of leaders.

## Statement of Methodology

The new challenge of today's churches is the lack of development of future leaders in a timely manner. One of the glaring problems is the lack of a proactive approach to the development of future church leaders within the body of Christ. The proactive approach is a deliberate and systematic process that is set in place to identify gifted, qualified, potential leaders for the future. This author will do extensive review and analysis of the literature on the topic of leadership, its approaches, hindrances to successful mentor/mentee or transition/successor relationships and aspects of a proactive approach. The writer will develop a questionnaire to address the issues associated with proactive leadership development. The data will be compiled and analyzed to find out what is their stance whether they received or receiving what they feel is good instructions or mentoring to prepare them to be good leaders and mentors for future leaders. The survey will also explore the subject of whether there current or past leaders were proactive as well as exploring whether they do or do not believe that there is a leadership problem within the body of Christ. Through this survey and the research of other writers. The author's goal is not to just bring to light the need for a proactive approach to leadership but to also develop a useable method of proactively developing, recognizing future leaders that will have the tools to not only lead but also develop other leaders. Each chapter will introduce and expand on the subject matter of leadership.

Chapter I: Introduction, Literature, Theoretical Review, Methodology

Chapter II: The Development of A Broken System

Chapter III: Becoming Proactive

Chapter IV: Conclusion

The first chapter of this thesis includes the introduction. This chapter will cover a thorough presentation of the thesis outline. The introduction will include the current situation

related to the problem, significance of the problem, the purpose or why it is important to study it, impact on the church( relevant) as these relate to understanding the need for a proactive approach to the leadership transition. The introduction will highlight the state of ministerial organization that has leadership voids and shortcomings that can occur when leaders fail to develop a leadership transitioning plan.

Chapter two will examine some of the issues that have created the problems of leadership in Christendom today. The writer will also present current quantitative and qualitative research to address the leadership transitions when a successor plan is utilized and when it is not to provide an overview and foundation for the development of a proactive approach to the leadership transition. Finally, the researcher will also take a look at the continuing practices that are making the issue larger rather than doing the thing that is needed to reduce the growing void in leadership.

The third chapter of this thesis will focus on things that can and are being done to address the problem of the elephant in the room. The writer will review the literature, practices teaching and system that are presently available for those seeking to change the negative direction of ministerial leadership. This chapter will conclude with a presentation of a proactive approach to leadership transition that can also be used to enhance or add to a plan of succession as well as a description of the survey used to measure current leaders attitudes, beliefs, and use of a proactive approach. It is believed that a proactive approach must be in place to better and strengthen leaders role within the body of Christ.

The fourth chapter will review the purpose and objective of this research, provide a summary of the strengths and limitations, implications for ministry leadership, evaluation of the survey, implementation constraints and the need for future research in the area of leadership

transition and proactive approach. It will present a discussion and summary of the survey data analysis, finding, results and conclusions related to attitude, beliefs, and use of a proactive approach to leadership. This chapter will also discuss the relationship between factors (variable) identified in the review of literature essential to the development and use of a proactive approach to leadership succession.

## Review of Literature

### **Books**

*Leadership Handbook of Management and Administration* by James Berkley writes in a manner that it can be a substantial resource for pastors and church leaders. It is informative information dealing with the daily issues that one may encounter when running a church. It covers the full spectrum of ministry and many of its practices. It deals with time management, crisis, conflict, hiring, raising money and many other perennial topics. It is a wealthy collection of information from several prominent ministry leaders.

The authors of *Resilient Ministry: What Pastors Told Us About Surviving and Thriving* conducted a research study over a period of five years with pastors who were actively working. They share their experiences on being a pastor, what works, what does not work and the various issues that individuals in ministry may face. Through the research five common themes were identified that promotes a healthy ministry: leadership and management, self-care, marriage and family, emotional and cultural intelligence.

*The Spirit of the Disciplines: Understanding How God Changes Lives* by Willard Dallas embraces a call to discipleship with spiritual discipline as its foundation. He stresses spiritual obedience and Christ-like characteristics for lives to truly changed. The author stresses the need for being obedient to the will and word of God. The author in his writing renew the call for the

contemporary and all others not to forget to give proper relevance to the scriptures. The objective of leadership is not to lift oneself up but to lift up Jesus in one's actions. It is everyone's duty not to forget the basic principles of life on the highest plane for the kingdom of God.

*Humilitas: A Lost Key to Life, Love, and Leadership* by John Dickson addresses how the characteristic of humility which is a great quality to possess can make a person's life much stronger. Humility is a quality that he states lacking today. Humility is a great virtue for a leader to possess and exhibit. Possessing the characteristic of humility does not mean that one is weak or has low self-esteem but can turn strengths into something great as a leader.

The authors of *Disciple Making Is... How to Live the Great Commission with Passion and Confidence* writes about how to make disciples. Earley and Dempsey write about being present in a way that should inspire and inform the reader to obey the great commission with great passion. The text inspires and instructs its readers to be grounded within biblically based foundation while reproducing producers that can lead and carry the message of Christ to the world. It is a book that instructs and encourages leaders to create a healthy church through strong biblical leaders.

*Turning Members into Leaders* by Dave Earley is a text that addresses techniques for building leaders using small groups. The author feels that the church is dying secondary to the lack of strong leadership. He spent time searching small groups throughout the country to validate his thoughts and found that many of the most successful churches in the world have been developed through small groups. The small groups developed leaders who in return became group leaders. Effective small groups multiply themselves many times over as they create a leader who can lead their group and create leaders who can do the same. The author's belief is

that many want to be good leaders and create growth but have no idea how to accomplish the desire.

*The Top Ten Mistakes Leaders Make* by Hanz Finzel explores the subject of leaders that find themselves in a position which they have not been properly prepared to function in a positive and productive manner. It is because of the lack of training that many continue to repeat or make the same mistakes. The author reveals to all who read the book that this is one of the most common errors made by many leaders consistently. Many times, mistakes may be made regardless of the training or the age of the leaders. The author not only point out the errors, but he also presents ways to stop these bad habits from undermining their talents and accomplishments. It is a book to teach leaders that want to lead their followers effectively.

Henry and Richard Blackaby, the authors of the book *Spiritual Leadership*, is a book about developing one's ability to lead. The authors write about different issues that come along with leadership. They write about many of the challenges and requirements that come with the position of leader. The authors give great advice and techniques that can be used to better one's ability to be an effective leader.

Bill Hybels book *Leadership Axioms* is a book that is full of leadership proverbs that are very relevant to today's ministerial leaders. The author writes the book based on the principles of four categories. The author writes on the importance for a leader to have a vision and strategy, teamwork and communication, activity and assessment and personal integrity. The author writes about the importance of having these four elements working in one's life as a leader. The author was clear in expressing the importance of personal integrity. It is the key to all without integrity one will not be an effective leader that can last and be effective over the course of years.

The authors of the book *The Heart of a Great Pastor* wrote the book with a focus on the ministries that want a fresh start as well as the ministries that have just begun. London and Wiseman also focus on helping with the passing of the baton to new leaders or pastors. They point to the need for leaders that a stepping into this new role to take the time to count up the cost of serving Christ. They encourage the mentor or the one passing the baton not just to pass the baton and leave but to equip them with tools, wisdom, and encouragement. The authors desire that the older pastor or leader help them to examine their call and place in society. The authors also ask that the new leaders ask themselves questions dealing with everything from mentorship to the commitment of family to the ministry that they have already committed.

*The Leadership Jump Building Partnerships Between Existing and Emerging Christian Leaders* by Jimmy Long offers a positive vision for the up and coming leaders and established leaders to create an intergenerational partnership and leadership transference system rather than create a competitive atmosphere between each other. Each must come to the conclusion that making an effort to understand each leadership styles and a spirit of collaboration will be fruitfully for the body of Christ. The older leader must recognize that leadership roles have changed because of the shifts in society. The younger leader must realize that they cannot dismiss the contribution of those that have gone before them. Emergent leaders and existing leaders must come to understand the differing thought process of each for both to get the maximum benefit from each other.

John C. Maxwell book, *3 Things Successful People Do*, is a great book about success and what is a true success. The author talks about success in a way that has not been communicated to many people. Per Maxwell the problem with what many feel is success is not real success. The author's writing is enlightening to all that read and study the subject of success. Maxwell

says that “The problem for most people who want to be successful is not that they cannot achieve success. The main obstacle for them is that they misunderstand success. Maxwell writes that there are three things that successful people do. They know their purpose, grow to their maximum potential, and sow seeds that benefit others. The author believes that everyone needs to develop the right picture of success to be successful.

John Maxwell book *Everyone Communicates Few Connect* is a book about connecting with people on a level that one can maximize one’s ability and skills to lead. The author wants his readers to understand that the ability to connect with people is a gift, but it is a gift that can be learned. Maxwell writes about developing this skill by using his five principles and five practices that will help develop someone that is not a good communicator and turn them into an effective communicator.

The author of this book *The Maxwell Leadership Bible* uses the Bible as the basis for true leaders. He uses scripture to show that the Bible is a time-tested instrument that still meets the needs of those in the twenty-first century. Maxwell illustrates through people, events, and teaching of the Bible to illuminate the treasury of wisdom and guidance for anyone who desires to be a leader or called to be a leader. The lessons that the author uses are to help develop leaders or work with leaders in the church, business, commerce or any place else. The principle of leadership in the Bible crosses over every genre that requires leadership. The author explains book by book what a godly leader is, what a godly leader means, what empowers others and how God is glorified when all are involved in God’s leadership plans. The author shows leadership that got it wrong as well as those that got it right. He also showed through leaders of the Bible how they learned from their failures and bounced back to be better leaders through God’s redemptive process.



John Maxwell, who is one of the great leaders of this time with many great leadership principles, encourages others to be better. He has experience in what he is writing as the author of this book. He stresses that all leaders are not born leaders, and leadership skills can be acquired when coupled with the desire. True leaders provide inspiration to others. His leadership principles are biblically based. The leadership principle that the author presents in *Developing the Leader Within You* can not only be applied in the church world but also in everyday life and business. God called his people to influence others in a godly and positive manner; is strongly stressed in the writings of this text.

*One Church Four Generations: Understanding and Reaching All Ages in Your Church* by Gary McIntosh provides the survey findings from the four generations which make up the church. He labeled them as builders, boomer, busters, and bridges. He focuses on how the church can reach a multigenerational church. He studied the characteristics of each group and what type of ministry appeals to each generation.

Oswald book *Spiritual Leadership* is a book written for anyone that is involved in a spiritual leadership role. The author's book is beneficial as it deals with the fullness of the Spirit, the cost of Leadership, delegation, replacement and reproduction of leaders. The author points to the fact that leadership comes with its share of perils, trials, and tribulations. The author also writes on the spiritual issues and the criterion for leaders. The author takes differing angles when expressing the qualities of leaders. The author stresses the need for leaders to embody the biblical qualities of a true godly leader.

In *The Emotionally Healthy Church: A Strategy for Discipleship that Actually Changes Lives*, author Peter Scazzero addresses the truth that spiritual and emotional health must be integrated is a concept neglected by many. This neglect has caused a lack of healthy disciples

which results in a lack of healthy churches. He addresses issues that he has struggled with, and this allows people to understand that his information is not only theoretical based. He stresses it is important to know who one is and whom God created one to be in his Kingdom. Knowing who one is essential to emotional health because there is understanding in whom God created individuals to be. The great commission will be fulfilled and will require healthy disciples to fulfill this call.

Augustine was an African Bishop from the fifth century, but he is still studied and referenced by many in the twentieth century. He was a spiritual leader in his day and guided many others who were in spiritual leadership positions. Augustine mentored church leaders who were shepherding others. He realized that even spiritual leaders are in need of mentoring. This book shows Augustine most prevalent methods of mentoring.

Andy Stanley book the *Next Generation Leader* is a good book on about how important it is for present-day leaders to understand that sooner rather than later other men and women are going to rise and replace the current leadership. The author also points to the fact that the up and coming leaders will eventually catch up and pass the current leadership. It is the current leader's duty to make sure that they have prepared the next generation of leader to lead without making many of the same mistakes of their predecessors. Leaders capable of leading other without encountering many of the pitfalls that come with leaders who have not properly trained for the role.

Joseph Stowell is a pastor, author and college president who explores the true meaning of successful leadership. It cannot be measured only by achievements and questions if there are more important guidelines for measuring success. In *Redefining Leadership: Character-Driven Habits of Effective Leaders* he shows that successful leaders are not measured by the standards of

the world but should be driven by the characteristic of Christ. He shows the contrasts between the character - driven leader who utilizes Kingdom principles and the world's measuring stick. He writes that Jesus model of leadership is a model that will give the most effective results.

The book *Reimagining Church: Pursuing the Dream of Organic Christianity* by Frank Viola is a book changing the way people see the church and many of the things associated with Church institution. The authors make it clear that this book is not about God's people but is about the institution. The author primary goal is to get his reader to think about relationships with Christ and others more than anything. He speaks of how churches use programs and rituals in place of developing a relationship. The organic church, on the other hand, is a church that the author describes as one that walks together at a slower pace than the church institution. The organic church is one that everyone focuses on Jesus. The author writes that the organic church does not just have Bible study, prayer groups or a prayer session. The people that attend an organic church are more about Jesus Christ.

### **Scriptural**

(Luke 12:41) Moreover, Jesus said, "Everyone to whom much is given, from him much will be required. Leaders have been given much authority and responsibility. They must live a life worthy of the position and authority that comes with the role as a leader.

(Isa 6:8.) "Also, I heard the voice of the Lord, saying, Whom shall I send, and who will go for us? Then said I, Here am I; send me" Leaders are willing to go when other are not willing to go. Leaders will go and do what others may be thinking. Leaders are willing to lead people to place that they have not been. Leaders must be willing to answer the call of the Lord no matter how the situation looks.

(Mark 10:45) “For even the Son of man came not to be ministered unto, but to minister, and to give his life a ransom for many. During His time here on earth, Jesus served many; He displayed the heart of a servant. He ministered in many ways to those who were in need. He lived on this earth for thirty three years preparing for what was ahead. Leaders need to follow the example of Christ because they need to mentor, coach, serve and be willing to do what they expect of others.

(Phil 2:3) “Let nothing be done through strife or vainglory, but in lowliness of mind let each esteem others better than themselves.” A leader cannot be self-serving and untouchable to the people. They must often put themselves before others and do what is best for the whole. Be truthful; displaying integrity and godly characteristics. The mind of a leader should be what’s best for all and done out of love not out of an ungodly state of mind.

(Phil 2:5) “Let this mind be in you, which was also in Christ Jesus:” The mind of Christ was to build people up in God. Jesus was about his Father’s business teaching and reaching the lost. Many of today’s leaders are not teaching the ones that they have reached. It is part of the process of preaching to reach, but leaders also must teach to keep. It is not just about keeping people within the wall of one's churches.

(Deut 1:13) “Take you wise men, and understanding, and known among your tribes, and I will make them rulers over you.” When choosing leadership, seeking the direction of God is necessary. Leaders should possess qualities necessary to be an effective leader. Leadership skills can be natural and also acquired; both are not as effective if not given to God’s wisdom.

(1 Pet 5:3) Neither as being lords over God's heritage, but being ensamples to the flock” To lead does not mean to command or be their boss. Each person is a child of God, and God has allowed leaders that he has chosen to minister to and lead them in a way that will help them

develop a closer relationship with God. Leaders are to be the first partaker of the fruit. A leader that wants to be great in God follows the examples set by Jesus.

(John 13: 12- 15) “So after he had washed their feet, and had taken his garments, and was set down again, he said unto them, Know ye what I have done to you... 15. For I have given an example that ye should do as I have done to you.” Jesus many times gave an illustration of the humbleness leaders need to possess. Jesus did not correlate humbleness with weakness. A leader that is confident within one’s self can be humble and authoritative at the same time. A leader can be humble and command respect. A leader does not have to command respect by being ruthless and creating an atmosphere of fear.

(Deut 1:15) “So I took the chief of your tribes, wise men, and known, and made them heads over you, captains over thousands, and captains over hundreds, and captains over fifties, and captains over tens, and officers among your tribes.” Many of today’s leaders are questioned about the resources that they have and the conversation becomes about computers, the internet, and different media outlets. They overlook the personal that are one of their most valuable resources. Many tend to not use them but develop a do it myself attitude. One of the greatest resources of help is the people that God has assigned to their part of the vineyard. Moses was much wiser as a leader at this time in his ministry. God’s leaders must learn from the biblical example of previous leaders.

(Matt 25-26) “But Jesus called them unto him, and said, Ye, know that the princes of the Gentiles exercise dominion over them, and they that are great exercise authority upon them. 26. But it shall not be so among you: but whosoever will be great among you, let him be your minister.” A great leadership scripture that all leaders should take heed too. Many of today’s leaders do not have a servant's, heart. They inherit positions without ever learning how to serve

others and only expect to be served. Leaders have to be first partakers of the fruit. Leadership is not about demanding others to do the things that one do not want to do. A good leader will not ask someone to do anything that they have not done will not do themselves.

(Exod 3:8-10) “8. And I am come down to deliver them out of the hand of the Egyptians, and to bring them up out of that land unto a good land... 10. Come now, therefore, and I will send thee unto Pharaoh, that thou mayest bring forth my people the children of Israel out of Egypt.” God called Moses for a purpose. A leader should take his marching orders from God and should be a willing servant of God. God call men to serve Him. God call men into his kingdom, and there are among them men that he calls into a leadership position. This position comes with responsibility. Leaders are accountable to God for their action. The Bible has warnings against those that scatters His sheep and well as those that lead men astray through vain doctrine.

(Exod 3:11) “And Moses said unto God, who am I, that I should go unto Pharaoh, and that I should bring forth the children of Israel out of Egypt?” The position of a leader is ultimately a position that everything that one does is for the glory of God. In this demanding and sometimes stressful position in today’s society leaders can easily lose sight of their calling and their purpose. A good leader is one that takes his calling from God not only as a position that he or she should not take lightly but also with humility. When God called Moses, he replied with an answer of humbleness.

(Num. 27:18-23) “And the Lord said unto Moses, take thee Joshua the son of Nun, a man in whom is the spirit, and lay thine hand upon him; 19 and set him before Eleazar, the priest, and before all the congregation; and give him a charge in their sight... 22. And Moses did as the LORD commanded him: and he took Joshua and sent him before Eleazar, the priest, and before

all the congregation: 23. And he laid his hands upon him, and gave him a charge, as the LORD commanded by the hand of Moses.” Moses was one of the most dynamic leaders ever born.

Moses had many experiences that many after him were not able to repeat or duplicate. Moses is a great example of leadership for all to follow. He had much power and authority, but he was humble and did not want to do anything outside of the will of God. He had many good ideas, but he sought out the Lord for confirmation and approval.

(Matt 20:27-28) And whoever desires to be first among you, let him be your slave— 28 just as the Son of Man did not come to be served, but to serve, and to give His life a ransom for many.” Jesus served others and did not pridefully Lord over anyone. He clearly speaks in the gospel of purpose here on earth, and it was not a selfish purpose but one that would show his love for humanity to his very last breath. Leadership sometimes call for self-sacrifices on the part of the leader.

(I Cor 12:12) “For as the body is one, and hath many members, and all the members of the one body, being many, are one body, being many, are one body; so also, is Christ.” It takes many body parts to make up one body. Just as our body has many members which function together to achieve its best capacity; so does the body of Christ. Everyone has different gifts and abilities to use for the work of the Lord body of Christ and leaders should be able to call out and help develop the potentials, gifts, and talents that many within the body of Christ.

## **Chapter 2**

### **The Development of A Broken System**

#### Introduction to the Chapter

This chapter will examine some of the issues that created the problem of leadership in Christendom today. The writer will address the leadership transitions when a successor plan is utilized and when it is not in order to provide an overview and foundation for the development of a proactive approach to leadership transition.

#### Unplanned Leadership Transition

The void in leadership that has become a common theme in much of Christendom did not just appear like a rabbit from a magician's hat. This problem was born out of decades of common practices that are not conducive to the development and implementation of a strong proactive leadership transition system or plan. Many over the years have come to find themselves in the position of leadership that they are not qualified or capable of filling. The next generation of leaders finds themselves not properly prepared because the one that should mentor others were themselves not mentored. This situation has led to a breakdown of the mentor and mentee relationship. When a mentor/mentee relationship does not exist, it can create a situation in which a person's ambition and shortcoming can produce an environment of tension, anger, and politics.

#### Poor Leadership: Contributing Factors

A number of factors contribute to unplanned transitions. Some of the factors discussed in this chapter include: poor leadership, lack of courage, desire to establish a legacy, inaction, lack of proper transition plan and communication. Allowing a problematic situation to thrive by



feeding its existence is detrimental to any organization. A cycle of continued evaluation and redirection is necessary and should be based on what previous outcomes have revealed. Two ineffective ways to acquire leaders is to appoint people that are not qualified or appoint a successor based on relationship to a former leader. The lack of trained and prepared leaders is growing in Christendom. In summation, the problem of people being placed into a leadership position that is not qualified or has not been mentored has become larger than life but many of today leaders refuse to or are willing to acknowledge its presence. The leaders of today in Christendom started to promote and appoint based upon personal relationship and not through the leading of God a great contributor, and it has also become a part of a culture that is feeding the growing problem of poor leadership. Henry and Richard Blackaby, the authors of *Spiritual Leadership*, writes that “God appoints leaders. People may apply for various leadership positions, but God is the one who ultimately determines which leadership role they will have and which ones will bless leadership development comes through character maturation because leadership is a character issue.”<sup>29</sup>

The lack of unplanned transition is advanced further by present day leaders who see the problem but fail to address the issue. Many have seen the problem, and some have even seen the results of the problem that exist in other ministries and organizations. Too often leaders are chosen for the wrong reasons. The choice of leadership succession must always be based on the will of God. The book of 1 Sam 16:1 reads, “And the LORD said unto Samuel. How long wilt thou mourn for Saul, seeing I have rejected him from reigning over Israel? Fill thine horn with oil, and go, I will send thee to Jesse the Bethlehemite: for I have provided me a King among his sons.” Today’s Christendom succession plans are filled with similar situations like the one

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<sup>29</sup>Henry Blackaby and Richard Blackaby, *Spiritual Leadership*, (Nashville, TN, B and H Publishing Group, 2011), 82.

written about in the book of 1 Samuel. God has anointed and chosen the next leader, but the one that is leading God's people is not concerned about the will of God, but their will. Their desires are the same as King Saul. He recognizes that David has been anointed by God to lead the people, but he wants his offspring to be the next leader of Israel.

### Establishing A Legacy

When the unplanned transition to leadership roles exist, it signals an open invitation to self-promoting individuals seeking leadership positions. Additionally, ministries with poor selection processes may inadvertently select unmentored candidates. Neither the self-promoter or the unmentored applicant's goals will be in sync with the real mission of most ministries, that of spiritual growth and development of the Body of Christ. The hidden motive within the hearts of these types of applicants will be bent toward building a legacy. There are ministries and organizations that are being led by man's choice.

Despite what may be seen or known, the current leadership is determined to place whom they want where God is not leading. Saul did not train David; God trained him. Saul, in his attempt to entrap David in a battle which may have killed him, ended up blessing David but God used the situation to train David in perseverance, hardship, discernment and dependence on God. In Saul's attempt to circumvent the will of God, David earned the respect of the hearts of those he commanded and the hearts of the people.

Leaders must be willing to put the good of the body of Christ ahead of personal pride and aspirations. Leaders want to ensure their offspring a position and thereby leave a legacy. The authors of the book, *Spin-Off Churches: How One Church Successfully Plants Another* writes "A life lived for God leaves a legacy. In an age when generally everyone lives for the

moment and is enamored of erection their memorials, Samuel's greatness is a worthy goal. We need a revival of ministers in our churches, in our communities and around this nation ...."<sup>30</sup>

Great leaders are not fixated on leaving a legacy, but if it happens, it is a secondary result of doing the will of God. Leaders of present day ministries seem to have their priority out of order. It seems that the goal of the ministry is the exalting of the leader to glorifying status and not giving all to and for God's glory. Leaders that are not chosen by the standard of God tend to move over the course of time into this direction. When leaders are properly identified at an early stage and properly mentored and they are more likely to be a leader written about in the book *Spin-Off Churches: How One Church Successfully Plants Another* written by Rodney Harrison, Tom Cheyney, and Don Overstreet writes, "George Washington Carver's sensitive heart and willing obedience to God bring to mind the experience of Samuel when he was living with Eli, the priest. Samuel responded to the Lord saying simply, "Speak, for Your servant is listening" (1 Sam.3:10). During Samuel's lifetime of distinguished service to the Lord, he honored God by listening to and obeying his call. The result to this day is a rich legacy and lasting example for others to admire and follow."<sup>31</sup>

### Leadership and Family

An often undiscussed but related aspect of the legacy building is the impact of family loyalty or nepotism. Loyalty and nepotism often breed poor choices and hinder appropriate succession decisions. Sometimes after years of labor in a ministry people who aspire to top leadership positions may feel the ministry owes them the leadership role. Although they may not deserve it nor is qualified for it they still expect it. There are people who will be faithful to the

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<sup>30</sup> Rodney Harrison, Tom Cheyney and Don Overstreet, *Spin-Off Churches: How One Church Successfully Plants Another*, (Nashville, TN, B & H Publishing Group, 2008), 159.

<sup>31</sup> Harrison, Cheyney and Overstreet, *Spin-Off Churches: How One Church Successfully Plants Another*, 159.

previous administration in a supporting role because of family affiliation. This category of people feels as though they have a vested interest in the leadership position. They believe because of the work of a family member, that family member will be the next one in line for the leadership position. These individuals may not have actual works or experience and have not been groomed or mentored for the task at hand. Nepotism is a prevalent thing in ministry. Nepotism is defined as the practice among those with power or influence of favoring relatives or friends, especially by giving them jobs. This practice is also referred to as “the old boy network” or “preferential treatment.” There are instances where the son or daughter are qualified and have been trained to carry the ministry forward, but this is not true in all cases. Acceptance of a son or daughter’s transition to the leadership role includes earning respect based leadership qualities of which courage, communication, possessing the heart of God and humility rather than merit, becomes a priority.

There are ministries, however, in which leadership selection committees or congregations after assessing and finding that the son or daughter are not the quality of their predecessor, and have questionable moral standards are disqualified as leadership candidates. Matthew 5:19 “Whosoever, therefore, shall break one of these least commandments, and shall teach men so, he shall be called the least in the kingdom of heaven: but whosoever shall do and teach them, the same shall be called great in the kingdom of heaven.” A leader must know and follow God’s teaching and word. The appointment of leaders who have not been taught the word of God is on the rise in Christendom. There are too many teachers that need to be taught. There are too many leaders who have not studied the word of God nor possess righteousness. The days of being holy as a qualification does not exist in several organizations, yet, these teachers and leaders are being

selected to transition into top levels of leadership. This has led to the erosion of the base and the basic function of Christian ministries.

Leaders that are called by God are not concerned about establishing a personal earthly legacy; they are concerned about Jesus' legacy in the lives of others. Leaders who think they deserve status within a ministry tend to think that they are God's gift to the ministry and often suffer a fall into humiliating circumstances often reported to millions by today's media. Proverbs 16:18 attempts to warn leaders of this possibility: "Pride goes before a fall, a haughty spirit before destruction." Leaders who have the desire to be more important to the ministry than they are, and who view the ministry as a vehicle for personal use to achieve a status in this world casts a shadow upon Christendom and decrease the credibility and trust of the unsaved.

No matter what style of leadership an individual may employ, one's passion, heart, and love for what they are doing can be felt. Many follow not just what they hear but also what they feel. Leaders have acknowledged recognizing that issues exist but do nothing to correct the problem. Shying away from a problem that existed before the current leader will not correct the problem. To change or address it takes courage. Andy Stanley, the writer of the book *The Next Generation Leader: Five Essentials for Those Who Will Shape the Future* say that "Courage is essential to leadership because the first person to step out in a new direction is viewed as the leader. And being the first to step out requires courage in this way courage establishes leadership"<sup>32</sup> It seems to be the nature of people to resist change even if it is a change in a positive direction. Leaders and Ministry congregations will live in lack rather than suffer through an uncomfortable period of transitioning. A true leader must have the courage to do

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<sup>32</sup>Andy Stanley, *The Next Generation Leader: Five Essentials for Those Who Will Shape the Future*, (Colorado Springs, CO, Multnomah Books, 2003), 51.

what needs to be done instead of what is popular. When the whole world is cheering, and patting a leader on their back, it is easy to lead people in a specific direction but to lead when the direction is not the way that the crowd views it takes courage. It is at this time that courage to do what is necessary and vision casting must be implemented. Leading people where they and sometimes the leader has not gone requires both confidence and courage. The fear of failure is one of the greatest weapons that the adversary uses against many of today's leaders. A leader must possess courage that overrides fear. Andy Stanley, the author of the book *The Next Generation Leader: Five Essentials for Those Who Will Shape the Future* writes, "The leader who refuses to move until the fear is gone will never move. Consequently, he will never lead there is always uncertainty associate with the future. Uncertainty presupposes boldly into the future in spite of uncertainty and risk."<sup>33</sup>

#### Inaction or Poor Action

Inaction or poor action is a generational plaque of leadership. The seceding generation of leaders finds themselves doing the same thing as the last generation. Present day leaders find themselves in a situation best described by Andy Stanley, the author of the book *The Next Generation Leader: Five Essentials for Those Who Will Shape the Future*, who writes "Keep in mind what everyone loathes about your current environment, or organization was originally somebody's a good idea. At the time, it might have even been considered revolutionary. To suggest change is to suggest that your predecessors lacked insight or worse that your current supervisor does not get it! Consequently, it is easier to leave things as they are, to accept the status quo and learn to live with it."<sup>34</sup> It seems as though status quo should be a leader's hell on

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<sup>33</sup>Stanley, *The Next Generation Leader: Five Essentials for Those Who Will Shape the Future*, 55.

<sup>34</sup>Stanley, *The Next Generation Leader: Five Essentials for Those Who Will Shape the Future*, 49-50.

earth. Leaders are expected to improve bad situations by leading the way into a better situation. The excuse of not hurting someone's feeling or diminishing someone status is an easy excuse for not acting upon something that is not working and in some cases getting worse.

It is important to make known when mentoring an individual for the transition that to seek change is not a slap in the face to one's previous leader but to not change over may indicate that one did not comprehend the lessons taught by one's previous mentor or leader. However, if a proposed candidate for leadership has not been mentored, it is possible that an aura of awe of the potential status of the position and desire to fit in rather than question the status quo and inaction may result, it was mentioned earlier, courage coupled with action must be in the heart of a newly transitioned leader if strategies for healthy ministry change is to occur.

An example of a poor action is reliance on and primary integration of secular leadership's business strategies in faith-based ministry. Ministries without planned, well-thought-out and coordinated transitions for leadership may place a priority on efforts to obtain a leader who has great administrative, fundraising and financing skills to increase the ministry's budget. Successful people in the secular world are in many instances a disaster in Christendom. Selfish people that are successful in an occupation built for selfish people to thrive but they do not have the heart for the people they want to lead in ministry. There are times; people are good at what they do in the secular world and try to bring those skills over into the ministry. The problem is often the skills that worked in the secular world does not cross over into the ministry. Leaders who attempt to implement what worked for them in the secular world into the church often will not work in ministry. Integration of secular principles can become problematic.

In the business community, it is often all about the financial bottom line. In ministry, finances also have a large role, but there are times when the saving of souls far outweigh the

financial gains of the ministry. In the secular world, the definition of success is different. In secular business, to achieve or match what a competitor does is a success but in Christendom “Even if you avoid the trap of thinking that success means being like some other person, you might still have a wrong picture of success. Frankly, most people misunderstand it. They wrongly equate it with the achievement of some sort, with arriving at a destination or attaining a goal.”<sup>35</sup> Followers expect new leaders to exceed the previous leader. It is expected by the congregations that ministry budgets are based on well thought out plans. However, a well thought out plan that has no passion for the people and does not have an end goal of soul winning can be a disaster for a ministry. Skills that qualifies a person in the secular world does not always translate into a qualified leader in Christendom. If the ministry’s mission has the heart of God, they will resist the temptation to allow a budget crisis, lack or want to become a priority in the leadership selection process. However, this is more likely to happen when a ministry does not have a planned transition in place. Jesus’ plan for ministry leaders and follower is stated succinctly in Matthew 6:33: “But seek ye first the kingdom of God and his righteousness and all these things will be added unto you.” The lack of planned transitions can increase the temptation to seek candidates whose focus will be on building the budget verses the kingdom.

#### Lack of a Proper Transition Plan

People whom after years of labor in a ministry may feel as though the ministry owes them the leadership role although they may not deserve it nor is qualified for it. There are times people will be faithful to the previous administration in a supporting role or a role because of

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<sup>35</sup> John C. Maxwell, *3 Things Successful People Do: The Road Map That Will Change Your Life*, (Nashville, TN: Nelson Books, 2016), 7.



family affiliation over the course of time. This category of people feels as though they have a vested interest in the leadership position. They believe because of the work of a family member that the next one in line for the leadership position should be them. These individuals do not have actual works and have not been groomed or mentored for the task at hand. Leaders who are not properly mentored or trained tend to shake up churches and organizations but not for good. A proper transition plan has been shown to decrease stress on new leaders as well as ministries followers. Nepotism is a prevalent thing in ministry. There are many instances where the son or daughter are qualified and have been trained to carry the ministry forward, but in many cases, this is not true. The son or daughter must have won the respect of the people to some extent on their merit for the people to accept this transition of leadership. At times, it is the ones that are not qualified or lack a heart for the people that desire or feel entitled to the position that has been left vacant by the previous leader.

In addition to a well-communicated transition plan, every leader should pray and receive their instruction or vision from God. The word of God says that God's people perish because of a lack of vision and knowledge. An ill-prepared leader can lead to the early demise of a ministry due to inability to make a good decision or to understand the magnitude of their decision made. Like Saul some leaders today do not seek help because of pride. Leadership can take a ministry to new heights, and it can also take it to new lows. Leadership is not something that every organization should desire: it is something that every organization must have to survive and fulfill the mission that God has set before them. A leader must follow God teaching and God word. The appointment of leaders that have not been taught the word of God is on the rise in Christendom. There are too many teachers that need to be taught. There are too many leaders that have a questionable moral compass. Matt 5:19 "Whosoever, therefore, shall break one of

these least commandments, and shall teach men so, he shall be called the least in the kingdom of heaven: but whosoever shall do and teach them, the same shall be called great in the kingdom of heaven.” The days of being holy as a qualification does not exist in many of today’s organization. This has led to the erosion of the base and the basic function of Christian Ministries.

Without a proper transition plan, damage occurring to ministries or organizations will be recognized not only to the insiders but outsiders as well. Just as a living functioning organizations and ministries functions in the same way. A weak, diseased body part can make moving a slow process. Due to decreased availability of the strength necessary to move the body from one place to another. However, over a period of time, the weak, diseased part makes other parts of the body work harder in order to compensate for the weakness of the body part. Soon other parts of the body begin to decline, and if not addressed, it will shut down the entire body.

Just as a diseased body part can lead to the death of the body. Selection of individuals with poor leadership skills, ungodly attributes, and vision, if not effectively addressed can lead to the death of the whole ministry or organization. The ministry can only absorb so much and after it has reached its limits people within the ministry begin to do what they have to do in order to survive. A leader is important to church growth Thomas S. Rainer’s book *The Book of Church Growth: History, Theology, and Principles* writes that “Nearly twenty years ago, C. Peter Wagner Boldly proclaimed a central church growth principle: “In America, the primary catalytic factor for growth in a local church is the pastor. In every growing, dynamic church I have studied, I have found a key person whom God is using to make it happen.” 1 Wagner further stated that strong pastoral leadership is the first of many church growth signs of health: “Vital Sign Number One of a healthy church is a pastor who is used to catalyze the entire church into

action for growth.”<sup>2</sup> Wagner later devoted an entire volume to the subject of Pastoral Leadership, *Leading Your Church to Growth*.<sup>3</sup> ... There is little doubt that leadership in general and pastoral leadership, in particular, is a major factor in the church growth process.”<sup>36</sup> Without the selection and transition of a ministry leader, people will be patient, and many will not be quick to react to negative events. When the event become, a daily occurrence, they will express their displeasure by leaving the ministry. A recognizable outcome of this is the ministry finances will begin to suffer because more often than not people will sacrifice financially to support a ministry that is vibrant and moving with a defined vision and direction. The spiritual level begins to diminish, and ministry attendance begins to drop. Just as church growth is an outward, visible sign of a leader selected with godly leadership characteristics, the decline will be evident in the outward visible signs of leadership flaws. A ministry that has no true leader will begin it decline soon after the formal transition of the reign of leadership is passed from the former to the present/current leader. As Rainer suggest “There is little doubt that leadership in general and pastoral leadership, in particular, is a major factor in the church growth process.”<sup>37</sup> A healthy pastor will be one to create a healthy people and according to Ezek 44:23, “And they shall teach my people the difference between the holy and profane, and cause them to discern between the unclean and the clean.” The leader is supposed to be one that is an example of the believer. They should know and teach the difference between what is holy and right in the eyes of God. Leaders should get their marching orders from God not from what someone else does that looks and sound good.

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<sup>36</sup> Thomas S. Rainer, *The Book of Church Growth: History, Theology, and Principles*, (Nashville, TN, B&H Publishing Group, 1993), 185.

<sup>37</sup> Rainer, *The Book of Church Growth: History, Theology, and Principles*, 185.

The needs of the many are overtaken by the desires of a few and often in the cases of one. They want to be the head because they have a misguided belief that leads them to think they are the one when in essence they are train wrecks as a leader. They do not have the skill or the heart to lead God's people. Matt 15: 13-14 states, "But he answered and said, every plant, which my heavenly Father hath not planted, shall be rooted up. 14 Let them alone: they are blind leaders of the blind. And if the blind lead the blind, both shall fall into the ditch." The blind leading the blind happens when someone has the leadership position but does not have a vision or direction for the ministry. People can inherit a leadership role and think that having the title of leader is the end all to everything. Some people believes that a title makes one an exceptional man or woman, but it is the man or woman that makes the title. It is a shame to see people fight tooth and nail for a position or title. When the title is obtained, they get it, they do nothing with it but push out their chest and declare their conquest. Interest about growth or doing something great in the kingdom of God now is low in priority.

There is also the belief that a ministry or church is safe from the trapping of not having a qualified leader because it is guided by a board or a committee. It is a great misconception that has lead countless numbers of ministries and churches into a state that they could not grow or maintain a vibrant ministry. Whether it is a board or an individual leadership format each must have an individual that have been trained and mentored to lead them into the future. An organization that is led by a group model without a proper leadership transition model will, in the end, meet the same destiny as the individually led organization. A group of nine leaders can be as deadly to a ministry as an individual led one can be. Instead of having one inept leader now they have several. Proper transitional managed system is needed for all not just for individual led systems.

### Lack of Courage to Make a Change

The ability to exhibit courage for change comes with some unspoken requirements. When people talk about leadership in the ministry, today they do not talk about courage. The conversation is about budgets and other superficial issues within the ministry. A leader must possess courage that overrides fear. Andy Stanley, the author of the book *The Next Generation Leader: Five Essentials for Those Who Will Shape the Future* writes, “The leader who refuses to move until the fear is gone will never move. Consequently, he will never lead there is always uncertainty associated with the future. Uncertainty presupposes boldly into the future in spite of uncertainty and risk.”<sup>38</sup> A leader that allows fear to dictate his or her action in many circles is not considered a leader. The military gives out medals for acts of valor. A large number of metal winners say that the fear of doing nothing was greater than the fear of dying. The fear of one dying in a foxhole and knowing they did nothing to change the situation was worse than dying. There are so many things that would not have been accomplished or achieved if the fear of uncertainty, would have dominated their spirit and mind. Nothing in this life is guaranteed but to do nothing about a situation in most cases guarantees that the problem will not change or go away.

### Lack of Mentoring Plan

Leaders that are not properly mentored or trained tends to shake up churches and organization but not for good. It occurs because they have not been trained or experienced a proper transitional system. The followers do not have any confidence in the new leader. The people do not trust the direction in which the new leader is trying to move them in because of

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<sup>38</sup>Stanley, *The Next Generation Leader: Five Essentials for Those Who Will Shape the Future*, 55.

their lack of confidence in his/her leadership. If the new leader keeps going in the same direction as the previous leader, the organization will soon die out.

Every leader should pray and receive their instruction or vision from God. The word of God says that without a vision people will perish. The elephant motions are not smooth neither are they graceful, but it is easier to look at their movements than that of an ill-prepared leader. There is organization ripped up and destroyed because of the decisions of leaders that do not understand the magnitude of their decisions. Many of them must pretend that they know what they are doing because of pride. Pride prevents many from seeking help because of how they came into the role. Leadership can take a ministry to new heights, and it can also take it to new lows. Leadership is not something that every organization needs; it is something that every organization must have to survive and fulfill the mission that God has set before them.

### Crunch Time

When there is a lack of planning and implementation of leadership transition plans, crunch time occurs. Crunch time is a state of emergency; no longer can the ministry limp along. Crunch time may make the process of selecting a successor disorganized, hurried and inept and lead to unwise decision-making. In a crunch time, there may be no one qualified, that is, mentored, experienced, skilled with the godly characteristics to assumed the predecessor's role. Something must be done but who, what, when and how will it be accomplished? Crunch time can also occur when the identified problems start at the top, and the person, committee or board in charge of succession, is part of the problem. How does the initiation of the solution begin? Usually, there are individuals who are committed to the ministry and do not want to see losses. The effective ministry should have life and see growth but when mentorship is lacking the void becomes evident with time. There are times when a leader will rise; maybe not one with

authority given by the people but one with influence and has a true heart of concern to make a difference. A leader with courage and grace given by God.

Another sign of crunch time in the transition process occurs when membership starts to dwindle but when the spiritual well-being of the church starts to suffer. Ministries cannot function for long in this state like John C. Maxwell writes about in his book, *3 Things Successful People Do: The Road Map That Will Change Your Life* a common event around ocean towns is called a cruise to no nowhere. It is a cruise that people get on board a ship that travels in a circle on the ocean while those passengers dine on a sumptuous meal, lounge around the pool, enjoy shows, and participate in onboard activities. Passengers do this for several days and then return to the same port and get off not to have traveled to another location. Maxwell writes “The problem for many people is that their lives are too much like those cruises they’re on a trip with no set destination, no charted course. They’re in a holding pattern, and they occupy their time pursuing pleasures or engaging in activities that don’t have any lasting benefit for themselves or others. Meanwhile, they travel in circles, in the end, they finish no better than they started. A cruise to nowhere may be a fun way to occupy a few days of vacation time, but it’s no way to spend your life.”<sup>39</sup> Some ministries can survive for a while in this crunch state or mode, but few can grow and remain productive for long. Leaders may be chosen even though they are not called by God to lead that particular ministry, however, these leaders will introduce additional stress to a broken system void of direction. In cases where ministries have failed to prepare for a leadership transition the ministry may not suffer from a major decline but will not go any higher or further than the previous leader has taken them.

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<sup>39</sup> Maxwell, *3 Things Successful People Do: The Road Map That Will Change Your Life*, 23.

### The Lack of Planning and Its Results

Isa 9:15-16 “The ancient and honorable, he is the head; and the prophet that teaches lies, he is the tail. 16 for the leaders of the people cause them to err, and they that are led of them are destroyed.” At this time, there is a lack of information or research that identifies the amount, frequency, and duration of leadership preparation or ministry for a leadership transition. When leadership plans are implemented there is less chance of selecting leaders that cause people to err. Trained, mentored prospective leaders will not lean and tilt toward fads but lead the people according to God’s words and way. Aubrey Malphurs, the author of *Planting Growing Churches For the 21<sup>st</sup> Century*, writes “Today, of the approximately 350,000 churches in America, four out of the five are either plateaued or declining.”<sup>40</sup> These statistics exist in part due to lack of planned transitions to obtain a trained successor have the training and ability to take the ministry to new levels. Dave Earley writes in his book, *Turning Members Into Leaders: How to raise up your group members to lead new groups* quotes George Barna as saying,

I have spent the last 15 years researching all facets of American life... Some have said I am obsessive about having information before making a judgment... Now after fifteen years of diligent digging into the world around me, I reached several conclusions regarding the future of the Christian Church in America. The central conclusion is that the American church is dying due to a lack of strong leadership... Nothing is more important than leadership.<sup>41</sup>

High priority must be given to plans to produce effective leaders who are able to develop effective leaders. Whatever mechanism use for leadership development the growth within the church comes through planning and use mentored leaders who in turn continuously reproduce quality leaders.

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<sup>40</sup> Aubrey Malphurs, *Planting Growing Churches For the 21<sup>st</sup> Century*, (Grand Rapid, MI, BakerBooks, 1998), 32.

<sup>41</sup> Dave Earley, *Turning Members into Leaders: How to raise up your group members to lead new groups*, (Houston, TX: Cell Group Resources, 2001), 9.



Leaders who are vacating a position may find it hard to give the position up. This can lead to the practice of last minute decision being made concerning who will lead the ministry. Sometimes due to sudden death of the predecessor leads to the act of thrusting a person into leadership roles without proper training, or mentoring. This scenario has increased in frequency over a vast period. The responsibility for the rise or the fall of a ministry rest upon the shoulders of someone who is not prepared, ready or understand the scope of the task that has been entrusted to them to fulfill. It has been discussed why some predecessors do not prepare leaders for transition, but it is an unwise decision. Leaders who are vacating positions must safeguard the foundation that has been built and prepares the ministry followers as well as the successor for a future without them. People purchase life insurance to care for the ones that are here after they are gone. People make a will so that it is clear to all what they want other to have and has with specific direction or instruction concerning their estate and desires to make it clear to all what they want others to receive. Leaders are holding onto organizations until the day they die. They have not prepared a future successor capable of leading a church or organization. If leaders have the heart for the ministry and the people within the ministry, they will take the necessary steps to prepare and equip those that will be left after they are gone.

There is a crisis not because there is a shortage of leaders. There is a crisis because there is a lack of leadership preparation and training. There is a lack of a leadership transition plan in place. However, God has not left his people without leaders. God has supplied and planted leaders in every ministry and organization. Poor leadership, ill-equipped, poorly shepherded congregations, are not the failure of God but man. Men have neither identified qualified successors or if identified have not taken the time to develop and mentor them. Ministries and organizations are a very dissatisfied with the lack of leaders, but still, continue to

try to reap where they have not sown. Leadership by attrition which seems to be the most popular method of leadership transition must not continue. The new leader must be trained and mentored. They should not become the leader because there is no one available to lead others than that person. While some ministries who have been left without a successor have faced court battles and even physical fights over who should be the next leader, this is not an acceptable method of filling the vacated position. Another transitional method used to fill a vacated leadership position primarily focuses on the use of a hiring committee or a trustee board entrusted with the task of hiring someone to keep the ministry from dying. A leader who transitions in under these conditions commonly will inherit budget deficits, congregational woes, lack of support and much disagreement and strife. Succeeding leaders who inherit a host of problems are often under tremendous stress, often without support or direction, soon lose passion for the leadership role. They then start to seek another ministry or position that does not come with the pressures of their present job. Once a new position is acquired by the newly hired leader the process of finding a replacement begins again. For far too many ministries this is a continuing cycle that has gone on for years. A cycle that could have been prevented if the older leader would have had a proactive leadership transition approach to ministry in place.

#### Identification of Individuals for Development

Henry and Richard Blackaby, the authors of the book *Spiritual Leadership*, writes “Clearly people’s life experiences can dramatically affect the caliber of leader they become.”<sup>42</sup> While life experiences affect a person’s life, caution must be taken if life’s experiences themselves are viewed as the final outcome and are not balanced with other personal

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<sup>42</sup> Henry Blackaby and Richard Blackaby, *Spiritual Leadership*, (Nashville, TN, B and H Publishing Group, 2011), 55.

characteristics and opportunity to become resilient by the hardships suffered. Leaders learn from many situations that occur in life. These life situations provide the foundation of approaches that will be used to analyze, evaluate and solve problems within the ministry. Leaders who were hurt by those closest to them in the past seem to be more distant or detached from the congregations that they lead. In Psalm 55:12-14, David states 12 “If an enemy were insulting me, I could endure it; if a foe were rising against me, I could hide. 13 But it is you, a man like myself, my companion, my close friend, 14with whom I once enjoyed sweet fellowship at the house of God, as we walked about among the worshipers.” Those selected for leadership transition must have a strong fortitude, an ability to withstand and endure hardships as a good soldier while remaining kind, tenderhearted and forgiving. This balance can only be gained through prayer, counseling from the Holy Spirit and at times a Godly mentor and support of objective and prayerful ministry friends.

There are leaders who are mentored in a nurturing environment. These leaders tend to exhibit a nurturing and caring persona with their congregation. However, it is important that hiring boards and committees recognize that leaders learn from their past hurts, but leaders are also human and will likely be hurt again. Being hurt is viewed by prospective leaders as part of the territory of leadership. However, it is expected by congregations and hiring boards that leaders can display a good façade. Paul speaks to 1Tim 3:1-3 about the issue of leadership maturity and self-control as an overseer, 1 “Here is a trustworthy saying: Whoever aspires to be an overseer desires a noble task. 2 Now the overseer is to be above reproach, faithful to his wife, temperate, self-controlled, respectable, hospitable, able to teach, 3 not given to drunkenness, not violent but gentle, not quarrelsome, not a lover of money.

When choosing the next leader in a planned transition, those on the transition team or the predecessor must choose leaders with discernment. Several of today's leaders think that they can lead and make a decision based on the current situation to them. A leader that is not willing to accept or address past issues or hurt may tend to make a present decision based on the past hurts. A good sign of denoting a good leader is that many of today's leaders are able to talk about and acknowledge their past hurts and victories openly. The open sharing of past hurts and victories decreases the distance between ministry leaders and followers and leads to a higher acceptability and trust of the leader as a representative of God. Yet, people, if unhealed can carry the past, hurts into a new environment. While some prospective leaders are affected more than others, but if unhealed will have some residual effects of past life. It is important that ministry leaders have structural and people supports in place in which they can receive healing from these residual effects of past and present wounds.

### Training Leaders

Leaders need to be mentored, trained, unselfish and knowledgeable but they also must possess integrity. These are just some of the major ingredients because the health of the ministry is dependent largely on the quality of leadership. John Maxwell wrote in his book; *Everyone Communicates Few Connect* that "If you want to become more productive and influential, learn to become a better leader because everything rises and falls on leadership. And the best leaders are always excellent connectors."<sup>43</sup> Some leaders want people to follow them because of the title or the position they hold. In contrast, many are not good communicators which means that they are not good at vision casting. Mediocre leaders do not care whether one is perceived as good or bad leaders. In many cases, the previous leader was an anointed and dynamic leader and

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<sup>43</sup> John C. Maxwell, *Everyone Communicates Few Connect*, (Nashville, TN, Thomas Nelson, 2010), 4.

was gifted at communicating the vision and keeping the followers focused on the vision. Many times, the followers take things for granted and became used to their leadership methods and the way they were led. Eccl 12:9 “And moreover, because the preacher was wise, he still taught the people knowledge; yea, he gave good heed, and sought out, and set in order many proverbs.” A wise leader passes on wisdom and knowledge. They prepare and set their house in order long before they are called home to be with the Lord. Too many build up vibrant and productive ministries to only neglect and tear it down in their old age. They will die with a tight grip on the leadership reins all the way to the grave. The previous leader is taken home to be with his Lord, and the next leaders come into a rude awakening of how the ministry was run. They discover that the ministry did not run on it is on. It was the skills of the previous leader that gave the impression to people on the outside looking in that it ran smoothly without great effort from anyone. Ps 71: 17-18 “O God, thou hast taught me from my youth: and hitherto have I declared thy wondrous works. 18 Now also when I am old and grey-headed, O God, forsake me not; until I have shewed thy strength unto this generation, and thy power to everyone that is to come.” Some leaders feel no obligation to pass the knowledge accumulated over the course of time is not a requirement or a necessity in today’s society. Leaders that were taught from their youth are not teaching the youth today. Many are coming out of a dying ministry that at one time was a productive and thriving ministry. They stay in leadership too long and do not prepare for a future without them.

The organization or the church starts to decline not just in numbers but also in spiritual things. Henry Blackaby and Richard Blackaby wrote in their book *Spiritual Leadership* that “Leadership, everyone experiences it, or lack of it, daily... church attendance is declining,

and Christian values are being publicly ridiculed.”<sup>44</sup> The new leader cannot connect to the people on the same level as the previous leader. The new leader is overwhelmed, but pride will not let them admit it and seek help. It will lead to the physical and spiritual decline of the ministry because in many cases after years of decline and at a point of death of the ministry. The people realize that a leader can build or kill a ministry, so many ministries are dying today due to inadequate leadership.

### Result Analysis of Survey

The objective of this project is to explore the area of leadership transition and encourage the development among current and future leaders to use a proactive approach to leadership development and leadership transitioning. This section will describe the data collected from a brief survey used to assess current leaders’ use of a proactive approach.

### **Description of Sample**

The sample includes 30 male and female participants ranging from 28-82 years. Twenty-nine (95%) of the participants were male and 1 (5%) female. The sample consisted of 95% African Americans and 5% non-African American (Caucasian). All participants were in leadership positions consisting of senior pastor, assistant pastors and senior leaders of women auxiliaries.

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<sup>44</sup> Henry Blackaby and Richard Blackaby, *Spiritual Leadership*, (Nashville, TN, B and H Publishing Group, 2011), 4.

### **Data Collection method and survey**

All data was collected in Alabama at ministry-related meetings during a two-day seminar in April of 2016. Participants completed the survey independently and anonymously. The survey was explained to participants who agreed to complete the survey. Instructions given was for the participants of the survey to circle the best answer that describes aspects of their transitional training. The participant was asked to choose from strongly agree, agree, somewhat agree, disagree, and strongly disagree. The survey completion time varied between ten and fifteen minutes. Surveys were returned at the end of each meeting. Surveys were stored in locked file cabinet until data analysis.

### **Data Collection Tool**

The data collection tool or survey consisted of five questions using a Likert-type scale from one to five and measured the participants level of agreement with the question content from 5 strongly agree, 4 agree, 3 somewhat agree, 2 disagree and 1 strongly agree.

1. I was given the proper amount of training and instruction from the present leadership positioning that I presently occupy.
2. I have identified a person, and I am in the process of developing my successor.
3. I was given the proper amount of training and instruction for the present leadership positioning that I presently occupy.
4. I have read and researched many books on leadership, and I have gleaned all the information necessary to be the best leader that I can possibly be.
5. I have an adequate pool of people in leadership position from which to choose a qualified successor to choose leadership.

## Data Analysis

Data was analyzed by converting participant's numerical responses into percentages for the level of agreement for each survey question. Findings are displayed below in pie graph charts.

## Survey Findings

Presented below are the results of the descriptive data analysis. The pie charts were chosen to represent the results of the survey analysis. The questions presented to the participants and the resulting analysis gives a good picture of various ministries today.

Question 1: I was given the proper amount of training and instruction for the present leadership position that I presently occupy.

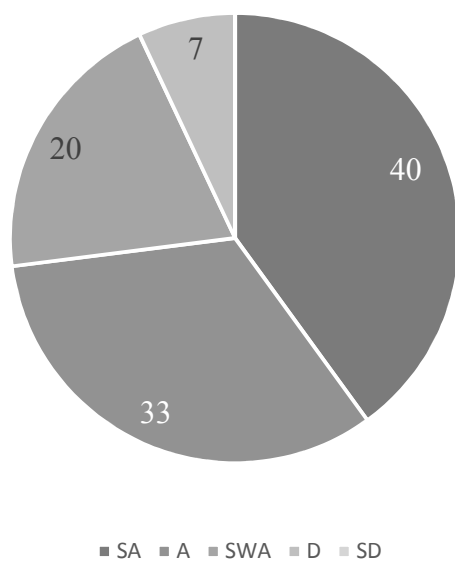


Figure 2.1. Survey Question 1

Forty percent of leaders that strongly agreed and an almost equal proportion of the sample (33%) agreed to have received proper training and instruction for the currently occupied



position. Thus, almost three-fourths of the sample believe they were adequately prepared. While 20 % less than one-fourth somewhat agreed. The percentage of disagreement was seven percent (n=1). No (0%) participant strongly disagreed. Thus, while less than one-fourth of the participants feel (20%) they could have used more training for the current leadership position, most of the leaders feel that they were adequately trained and none felt they were not prepared but not necessarily because of the training from the previous leader. (See Figure 2.1)

Interpretation: The age range of participants may account for feeling adequately trained, and unfortunately, we do not know what criteria are being used to evaluate their training; all may be using different criteria? Many of the participant have the same job title and responsibilities. Second, some may feel embarrassed since they are in their current position to say they were not adequately trained for the position. Third, the qualifications that legitimize the person who trained them vs. content and mentoring received (was ordained as a Bishop, the ordaining person had a degree or certificate, etc.) may be a factor in such positive responses.

Question 2: I have identified a person, and I am in the process of developing my successor.

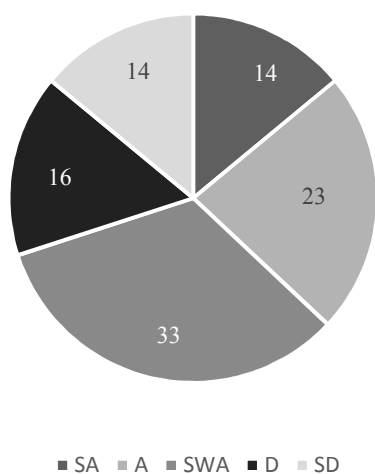


Figure 2.2. Survey Question 2

Almost equal proportions of participants strongly agree and agree (27%) as those who strongly agree and disagree (30%) that they have identified and are developing a successor. Nevertheless, collectively 70% of the participants either strongly agree, agree or somewhat agree. Thirty-three percent somewhat agree may indicate that they at least are in the process of being proactive by considering the need to have a successor and considering what to do. On the flip side, it is somewhat concerning to note that 33% (n=10) of the participants only somewhat agree. Does this mean they are not doing anything or have an idea but are not developing since they are responding to a two -part question? Or does it mean that they are not committed to being proactive for a number of reasons (teaching-remember that (n=6, 20%), somewhat agree and about 1 disagree to having proper training and instruction – this may be some of the sample participants responding here. Hard to tell because of the way the data was collected and survey constructed. Nevertheless, that 10 out of 30 only somewhat agree makes a statement that at best, that they have mixed feeling about planning for transition regardless of the mitigating circumstances. This is again concerning not only in use of a proactive approach but in relation to the church and its growth.

Interpretation: Those that disagree or strongly disagree (n=9, 30%) are not using a proactive approach. They are failing to look at the future of the church by developing leaders. They are not making disciples and thus not fulfilling the Great Commission. Age again may have influenced the responses. Younger ones may think they have more time to identify a successor. Others may not have identified a successor because they have not found one suitable to develop (the leader may be looking within the congregation of a very small church). Some churches have self-ordained and fail to see the importance of the process because they have never experienced it or understood the practice of being proactive in this area.

Question 3: I have a transition plan in place.

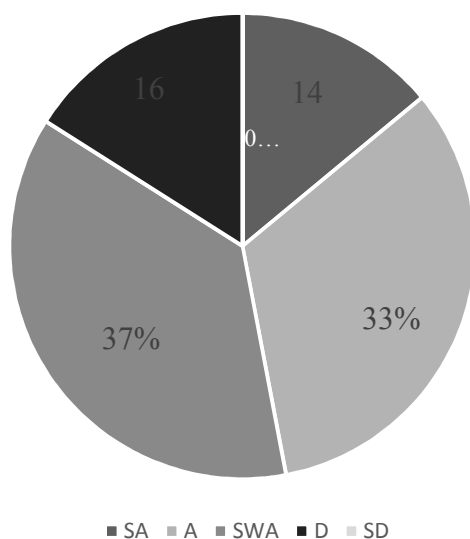


Figure 2.3. Survey Question 3

Only 47% (n=14) almost one-half of the participants have a transition plan in place while 37% may or may not have a plan in place and may be developing it. Only a small percentage (n=5, 16%), do not have a transition plan in place.

Interpretation: Given that almost half of the sample have a transition plan in place, what would be important for the future direction of implementation of proactive approach would be to find out what factors hinders putting the transition plan in place. This is encouraging to note that approximately one-half of the sample has a transition plan in place, but one must wonder what it is. This in agreement with the approximately 60% who mentioned that to some extent they have either definitely or somewhat identified and are developing a successor. Even so, responses to this question raise concerns about the knowledge level of what is required in a transition plan. Since over 1/3 (37%) of the sample responded as being in somewhat agreement, this indicates that there are still a number of leaders who are not totally committed to a transition plan -for

whatever reasons. This interpretation is supported by the 33% who are in “somewhat agreement that they have ID a person and developing as successor. Again, one may have to look at the type of training & instruction received based on age, and other factors named above to understand responses. This data show that there an area of non- commitment among participants which means that a window of opportunity is available to train and mentor them to be more proactive. Coupled with those whose responses are already proactive this is encouraging.

Question 4: I have read and researched many books on leadership, and I have gleaned all the information necessary to be the best leader that I can possibly be.

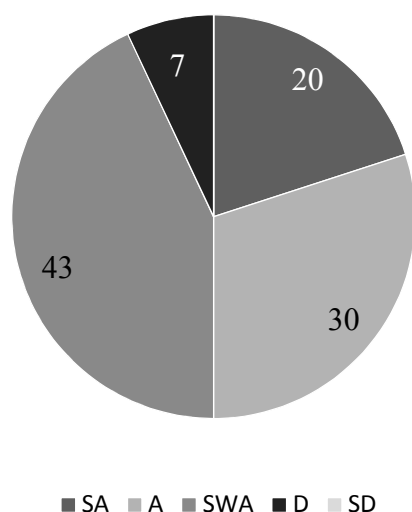


Figure 2.4. Survey Question 4

A total of fifty percent strongly agrees and agree. Participant in somewhat in agreement (n=13, 43%) comprise the next largest percent of the sample. It is worth mentioning that overall 73% of participants, have completed some readings on leadership and believed that they are the best leader they can be. While only n= 1 (7%) participant had not completed adequate research on leadership and had not become the best leader possible. This participant response may indicate the need for mentorship.

Interpretation: This question in some ways refers to independent, proactive action on the part of the leader as opposed to being given or passively receiving from another leader what should be known about leadership. This goes to the heart of a leader. A leader should want to be knowledgeable about the role to be assumed. However, the type of knowledge may be in question. Reading books outside the Bible may mean introduction & use of secular methods into the church. There are leaders who believe that only the inerrant word of God should be used for knowledge related to spiritual things 1 Tim 3:16. Nevertheless, the 43% are not totally committed and may be open to further instruction especially if they also perceive that they are not the best leader they can be. There is still a need for this group of “somewhat agrees” to be more proactive and not straddle the fence.

Question 5: I have an adequate pool of people in a leadership position from which to choose a qualified successor.

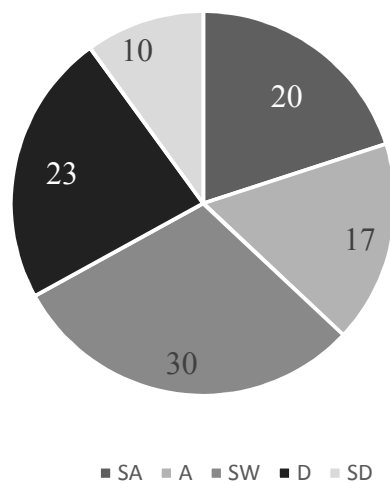


Figure 2.5. Survey Question

It can be seen that n =11, (37%) agree or strongly agree, an almost equal amount (n=10, 33%) disagree or strongly disagree; while n=9, 30% somewhat agree that there is an adequate pool of leadership candidates to choose from in order to select a successor.

Interpretation: Those 37% who have a qualified pool are probably more proactive may be larger churches and have more candidates to select from, have more resources/people to mentor qualified candidates and educated to be able to identify qualified candidates- the size of the ministry/church, its resources, education may be factors that are related to and promote proactivity. It is possible that these ministries/churches followers/members have family members who are viewed as potential candidates who are encouraged to move up in the ranks and make themselves known. These churches may also have more education and training that they are doing for potential candidates who may have self-identified.

The 33% of the sample who do not have a strong pool may go back to membership, education about transition plan or lack of commitment to a plan or to be proactive, or not fulfilling Great Commission. Additionally, there may be generational aspects of keeping a present system in place of not looking for or expecting to get someone from the ranks as successor. Another aspect is that the leaders' own insecurity to keep a legacy for oneself prevents looking for someone or accept the skills of in the ranks

### Chapter 3

#### A Leadership Transition Proposal

##### Introduction to Chapter

In the previous chapters, this author has explored the void in leadership and deficits that have helped to perpetuate the problem. The problem will continue to grow until modern leadership develops and implement a proactive approach to developing leaders. Addressing the growing issue this author will take a brief look at some of the leadership development practices and programs that many churches and organization have implemented. This chapter will also look at the author's "A Proposal for Leadership Transition: A Proactive Approach" and examine its strategy to enhancing leadership transition.

##### The Natural Transition

Lovett H. Weems Jr., the author of *Church Leadership: Vision, Team Culture, and Integrity*, writes that

Leadership, like other work of the people of faith, depends on upon the vigorous and responsible use of the talents God has given to each of us. It depends upon the work of the Spirit weaving those talents into a rich tapestry. It is the marvelous and mysterious working of God through our lives and works that we call grace. Leadership is a gift from God, confined by the church. For the service of others and the upbuilding of the body of Christ.<sup>45</sup>

However, the error in various leadership models is the inability of man to get out of their own way and allow God to move on their behalf when it comes to the leadership transition. The reason so many ministries die is that they will not prepare and run the organization in a way that prepares it to keep growing and reaching without them in control.

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<sup>45</sup>Lovett H. Weems, Jr., *Church Leadership: Vision, Team Culture and Integrity*, (Nashville, TN, Abingdon Press, 1993), 17.

Although Maxwell and others write about developing leaders, they do not talk much about transitioning. Many of the books are about developing oneself and others to be leaders that function within a business or a present-day ministry under the present leadership. In other writings, when it comes to leadership transition the problem with each system is that the author does not address the issue of when to let go. The problem with those that do, recognize that they are limited and that they do not want to let go too early or too late. It is a given that the first step is to pray about the situation. It cannot be denied or overlooked that it is often difficult to give up a life of ministry that one loves and have invested much sweat and tears. No matter how much one prays, leaders have the same issues as the congregation in the end. Praying leaders are human. Many have some of the same flaws to conquer that comes with being human. The fear of moving into another phase of life within or outside of a ministry that a leader has overseen for years is another area that they do not know anything about.

To let go of one's status and power to many is just not something that they are ready or willing to talk about much less do. Proactive leadership transition is about what is good for the whole. It is not about a single person. God's program of salvation is not about one; it is not about a few, rather it is about all humanity. It is about reaching the world. It is about changing lives for the good. It is about helping other to come into the kingdom of God and develop a relationship with Him. If one is not prayerful and careful, it is easy to lose focus. It is easy to think that God needs any one person to achieve His goals of reaching the lost. The vision must always be larger than one person. A vision that is not larger than one person is a goal or a personal dream.

The problem with many of the surveys that given are the same, even the one that this author provided is that even when others do not know one's answer, it is hard to put the truth



about one's shortcoming and failures on paper. Being transparent is not easy for many in ministry because a large majority have been hurt in ministry. Most likely, this is one of the factors that led to the first approach that many of the present-day ministries employ.

One of the methods that some have deployed in leadership transition is that it will go away or they will proclaim what happens after their death is not their problem. They were sent to work the work while they are here and they are going to do it this way until the day that they die. God will send the ministry someone to lead them into the future when they are gone. What individuals saw personally and what others within ministries report is not a written or researched method, but it is a somewhat accurate report that many will agree. The sad thing about this technique is that many are doing it and they know exactly what they want to do. What may be more disturbing is several leaders are doing this and are unaware that they are doing this to the ministry that they are leading. In some cases, they are not aware of this error because the congregations are so focused on the moment that the future is not part of their vocabulary.

Talking about the future of the ministry is something that some congregations feel should be done from the top and not from the pews. The previous statement may be true in so many ministries but there is not any survey that speaks to this, but the religious community does acknowledge that this point of view exists in ministries. Other congregations have come to a conclusion among themselves that a younger leader needs to be in the process of being prepared to lead into the future because of other factors (fear, hurt feeling, do not want to start trouble, overstepping one's authority). This effect may lead to silence at the top and silence at the bottom, which leads to a ministry that is preparing itself for death. Even with the small sample survey of this author, what the survey revealed is not a clear picture of what one sees going on in the participant's ministries.

### Maxwell: Leadership Development Technique

One of the leading authors on leadership and leadership development is John C. Maxwell. Maxwell is an authority in the field of leadership development. He does workshops and seminars on leadership. Many of his books deal with the development of oneself as a leader. He also has written other books on how to develop others to become competent leaders. In his writing, Maxwell brings out the importance of becoming the best person that one can become. In Maxwell's book, *3 Things Successful People Do* which is a great book about success and what is a true success. The author talks about success in a way that has not been communicated to people. Per Maxwell, the problem with developing successful leadership is that many do not know the true meaning of success. Maxwell says, "The problem for most people who want to be successful is not that they cannot achieve success. The main obstacle is that they misunderstand success. Maltbie D. Babcock said, "One of the most common mistakes and one of the costliest is thinking that success is due to some genius, some magic, something or other which we do not possess."<sup>46</sup> Many times people do think that success does happen to people by happenstance or through magic. Some think that success has something to do with wealth or a tangible thing that the whole world can see and say is a success. In this book, the author writes in a way that sheds light and enlightens his readers as they read and study the subject of success.

Maxwell points to one of the flaws in the system of leadership development is that a person may reach some goals that they have determined internally as being a sign of success. Once they have reached this level they have arrived at success's doors. Leaders definition of success must be redefined to achieve true success. Unfortunately, material things are what some individuals correlate with success. To many, success is the accumulation of things or perceived

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<sup>46</sup> John C. Maxwell, *3 Things Successful People Do*, (Nashville, TN, Nelson Books, 2016), 6.

power. They are forever reaching for more because they have an empty feeling when they have accumulated what they think is a symbol of success. Success is when people are learning, growing, improving and are in a continuing process of change. People want to progress but are reluctant to change. Change and growth go hand and hand: leaders and ministries cannot have growth without change.

Ministries are developing leaders for the sole purpose of growing the ministry under their administration. The definition of success for the current leadership is how many people are in the pews on Sunday. The only definition of success is how much have finances increased from one-quarter to the next quarter. The method and purpose of development of leaders seem to be a system for an immediate outward growth of the ministry. A foundation for future ministry beyond them is not one of the key factors of success. Leaders are judged by numbers and not by character development. Leadership is training and developing leaders for their use and being surrogates for their ministerial agendas. There are leaders today who are not the of type leader described by J. Robert Clinton the author of the book *The making of a leader*, who writes, “I have stated that a godly leader is a person with God-given capacity and God-given responsibility to influence specific groups of God’s people toward His purposes of the group. Inner life growth testing focuses on developing capacity and responsibility in a leader, the character is foundational, if a leader is to influence people for God’s purpose.”<sup>47</sup> Leaders use the information written by Maxwell to develop a productive ministry that is still dependent on them to accomplish the vision because the vision has been and is about what they can do and does not address the future of the ministry.

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<sup>47</sup>J. Robert Clinton, *The Making of A Leader*, (Colorado Springs, Colorado, NavPress, 1988), 74.

Maxwell writes the three things that successful people do is that they know their purpose, they grow to their maximum potential, and they sow seeds that benefit others. What the author writes about purpose is that it is hard to reach one's purpose when they scatter themselves in multiple directions. To reach one's potential people must focus. The author wants leaders to teach and learn to be successful they must be willing to sacrifice. This sacrifice comes with a continual commitment to improving ones' self. A person must be able to forget the past mistakes and work their way through them and move on. A leader, according to Maxwell must be focused on the future.

Maxwell writes that one must believe in their ability to be successful. On the journey to success, a person cannot become too prideful. David Stark the author of *Christ-Based Leadership Applying the Bible and Today's Best Leadership Models to Become an Effective Leader* agree with Maxwell on this issue after examining several pastors he writes, "... I think of another pastor, another church with a happier story that has one of the largest and most successful ministries in its niche ...Its leader demonstrates an ideal balance. Personal humility and professional will, often giving statement like 'I don't aspire to greatness, but I do hope to influence those who will be great in the church.'"<sup>48</sup> It did not matter how talented and gifted a person may be, pride can hinder and in some cases, destroy a person and a ministry.

A person must be willing to move outside of one's comfort zone. A person cannot be content but must have a mindset of discontent to keep a person moving toward their goal. People must be willing to think and not do things out of habits. A person must examine everything that they do and evaluate weightier it adds value to the direction that one is going.

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<sup>48</sup>David Stark, *Christ Based Leadership Applying the Bible and Today's Best Leadership Models to Become an Effective Leader*, (Minneapolis, Minnesota: Bethany House, 2005), 28.

Maxwell believes that a person must grow to their maximum potential. Leaders must teach potential leaders that to grow a person must be willing to change. If a person does not want to change then, they do not want to grow. The author writes that Gail Sheehy wrote in one of his books that “If we do not change, we do not grow. If we do not grow, we are not living. Growth demands a temporary surrender of security. It may mean a giving up of familiar but limiting patterns, safe but unrewarding work, values no longer believed in relationships that have lost their meaning. As Dostoevsky put it, ‘taking a new step, uttering a new word is what most people fear most.’ The real fear should be the opposite course.”<sup>49</sup> To not change a person has condemned themselves to live a stagnant life because it would be one that is devoid of change and improvements. People must choose to grow because growth is a personal choice.

Dan Reiland agrees with Maxwell in his book *Amplified Leadership*. He writes, “It is important for you as a leader to push yourself to a new level of leadership. And if you’re moving toward growth, the persons will be uncomfortable.”<sup>50</sup> A person must choose a life of growth and then do the work necessary to grow. Growth can be gained today, but growth is not automatic. The growth that leaders teach their mentees is not like physical growth that comes as one ages, as long as nothing is done to hinder the natural process. This growth can only take place if a person is teachable. The mentee must focus on self-development. There is a difference between self-development and self-fulfillment. Self-fulfillment is about making self-feel good. Whereas, self-development is about developing one’s self to reach one’s full potential.

Maxwell writes that the third step is to start sowing seeds that benefit others. The author believes that each person should have the ability to appreciate each other. The author

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<sup>49</sup> Maxwell, *3 Things Successful People Do*, 86-87.

<sup>50</sup> Dan Reiland, *Amplified Leadership*, (Lake Mary, FL, Charisma House, 2011), 174.

encouraged his readers to explore the issue of personality traits. The more one understands about how other personality functions and what is their personality trait the easier it will be to establish relationships with others that one work and interact. The author writes about avenues that a person can use to get along with other people.

The author writes that one way to handle difficulties in other areas of life is to handle them in the same way one does at home. The author believes that a leader should remember to attack the problem and never attack the person. It showed to be one's goal to be supportive of each other. A leader should not take their frustrations out on another person. A leader should have the patience to get all the facts before concluding. It will help to solve a problem by listing all the options before investing time and energy and like always choose the best solution. The solution may not always be the best for the leaders. There are times that the people must take priority because it is what is best for everyone involved.

The book is a great teaching tool to follow in ministry where the development of people is important. The things that Maxwell writes in his books are great for any ministry to use in developing leaders within the church or ministry. This author knows of another ministry that uses and follow Maxwell teaching also. This author uses the writing of Maxwell in ministry also, but the issue with the writing of Maxwell when it comes to the proactive approach to leadership transition is that it stops before dealing with transitioning of leadership. If one follows the teaching, Maxwell write about in his many books on developing the leader in you and others. They will have developed a good leader that can be used to help grow the present-day ministry. Many of the present-day leaders that use Maxwell writing to develop leaders develop them for the soul purpose of advancement of their vision and theirs only. Many do not develop them with a proactive approach to transitioning the ministry in mind. This author

believes that much of Maxwell's writings do not address the issue of transitioning of ministries but more about growing oneself and others to their fullest potential for the use of the present-day ministry. Every system implemented within ministry should have a proactive approach to leadership transition woven within its fibers.

#### Earley Small Group Technique

Another system applied to the development of leaders is the small group method. The book *Turning Members into Leaders: How to raise up your group members to lead new groups* by Dave Earley is a book that addresses techniques for building leaders through the use of small groups. The author feels that the church is dying secondary to the lack of strong leadership. Earley believes that by developing small group is a method of teaching and instilling leadership qualities in members while increasing the membership of one's congregation. Earley spent time researching small groups throughout the country. Through this research, he validated his thoughts and found that many of the most successful churches in the world are develop through small groups. The system establishes small groups that developed leaders who in return became group leaders. The small groups multiply themselves many times over and over as they create leaders, who can lead their group and create leaders who in return develop another small group.

Earley believes there are eight universal biblical steps that are beneficial to developing leaders. The author believes that groups or anyone can use these steps because they are not complex but practical. Earley believes that the following eight steps will provide a track for developing strong leadership which is needed to decrease the trend of the dying church. The churches are dying secondary to lack of leadership development. In his book, the author lists the steps as:

- Dream – Of mentoring healthy, growing, multiplying leaders.

- Demonstrate – Demonstrating multiplying leadership for them.
- Discover – Be on the lookout to discover potential leaders.
- Deepen – Deepening your relationship with them.
- Describe – Describing the vision.
- Determine – Determining expectation and commitments.
- Develop – Developing them.
- Deploy – Deploying potential leaders into ministry.

Per Earley, dreaming is important because it allows an individual to be futuristic in their plans. An example is the placing a photograph of the goal one wants to achieve in a place where it can be a constant reminder. The photograph provides the motivation to work toward the plans that are put in place. Nothing can be accomplished successfully alone; it is easier with strong and effective leaders. Multiplication breeds faster success than addition.

The author describes demonstration as providing the example of how to create leaders from the group model. Allow the future leaders to see the current leader developing leaders from the groups and those groups creating leaders within their groups. It is a continuous process that each group must follow. It is necessary to be on the lookout for potential leaders. Leaders must have the mindset to realize that the time to look for new leaders is not when one is needed, and the situation is critical. Great leaders are proactive, realizing that they cannot be the leader forever. They must be observant for the ones who have the potential and can be developed into the quality of a leader that is needed and can take the organization to the next level.

Earley believes relationships are necessary to get to know others. Once a person has been recognized as one who has potential as a leader, a relationship should be built to help with the process of developing them. Through this, a mentoring relationship can be developed which



deepens the relationship. The vision is described as Habakkuk was admonished in Hab 2:2-3, “And the LORD answered me, and said, Write the vision, and make it plain upon tables, that he may run that readeth it. For the vision is yet for an appointed time, but at the end, it shall speak, and not lie: though it tarry, wait for it; because it will surely come, it will not tarry. Was admonished in the scripture, write the vision make it plain that all that read it may run. The dream cannot be multiplied unless the potential leaders can catch the vision.

The author writes that it is necessary to state the expectations and commitments clearly. When communicated initially it is easy to remind the one involved in the expectations and commitments if not met but not if it was not made clear from the very beginning. A plan must be developed for training and putting all steps together. Earley’s last step is to deploy the new leaders finally. He reminds the reader that focus is not creating more follower and making the groups larger but this group focus is on creating more leaders to develop groups with a leader that are capable of being effective leaders. The new leader is to train and develop others that will become small group leaders and the process continues. Building leaders using the group system is a system that is rooted in the growth of ministry but does little to address the overall needs of the future church. To bring people in through small group ministry and do not have a strong leader that can minister to the needs of the whole church can be problematic. A person may be a great group leader but this does not mean they have the skills to be the leader of a congregation. Holistic leadership can get lost in small group ministry. The small group grows the present-day church but does it prepare someone for the leading of the congregation. Through small groups, the goal or vision of present day ministry can achieve many of their goals, but the system stops short of being a proactive approach to the leadership transition.

## Proactive Approach to Transition

There are many leadership development plans that are available for leaders to model their program. Previous chapters have examined the need for a proactive approach to leadership transition in ministry. The problem with many of the models is that the visions cast can be confused with goal setting. A proactive approach to leadership in ministry should be approached with a different mindset. One must be willing to be inspired and follow the leading of God rather than man's status quo system. A proactive approach to leadership transition means that one must be actively mentoring. A proactive approach to leadership transition applies to all levels of leadership within a ministry. A proactive leadership transition plan must be applied to every level of the ministry because every ministry must have a vision that goes beyond them. The senior leader may have an overall vision for the ministry, but every leader of every ministry must have a vision within the leader's vision that goes beyond their lifetime. For example, it may be the vision of the leader to have a food ministry that can feed the community. The senior leader cannot operate all the ministries. God will send a person with the skill, vision, and function to build a ministry that feeds the community. The leader of the food ministry should also be mentoring and training someone to lead the food ministry beyond his lifetime. The next person that takes over the food ministry may be given the vision to feed the city. A proactive approach to leadership transition is essential to every level of leadership. The study is more about the senior leadership position, but it is that position that sets the standard for every level within the organization. The organization may be able to survive downline leaders that are not fully qualified for the ministry, but it will be very difficult to move forward if the senior leader does not have a proactive approach to leadership transition functioning within the ministry. A proactive approach to leadership transition that is functioning within the organization and

developing mentees while working to achieve the goals and vision of the ministry is not an option but a necessity. A proactive approach is about a well-planned approach to ministerial transition and not a reactive approach.

Many feel like they are proactive, but they are reacting to the problem of lack of leaders to transition the ministry also. A leader that is proactive has seen and come to the conclusion that Lovett H. Weems, Jr. the author of the book *Church Leadership: Vision Team Culture and Integrity* writes that “A person wants to have a strong, competent leader, but if a leader refuses to exercise power granted, people will leave or turn to others.”<sup>51</sup> Leaders that desire for their ministry to grow and thrive beyond their life will work to have a competent leader in place before any major decline or death becomes a factor in the transition process.

A true change agent must be inspired by God and cannot be confined to man-made laws and tradition. Ralph Moore writes in his book *How To Multiply Your Church: The Most Effective Way To Grow* , “If we embrace the goal, the goal of spiritual reevaluation, we will only be happy in a church that sees itself as a force for a change and acts accordingly. It will be easy to set aside comfortable tradition (even the tradition of the last decade) for functional steps toward the goal of Christ’s kingdom realization in our generation.”<sup>52</sup> There will be times when a proactive approach may not fit into the traditional pattern of how this has been accomplished in the past. God’s laws are written and is a sacred institution to be adhered to and referenced with respect. Man’s laws are made to be broken or changed especially when they run contrary to God’s will.

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<sup>51</sup>Lovett H. Weems Jr., *Church Leadership: Vision Team Culture and Integrity*, (Nashville, TN: Abingdon Press, 1993), 9.

<sup>52</sup> Ralph Moore, *How to Multiply Your Church: The Most Effective Way to Grow*, (Ventura, CA: Regal Publishing, 2009), 114.

A leader of change must be confident and have a positive view of themselves. The change will bring about change; a strong leader should not be fearful of change but embrace it and lead the way into a new era. There are times problems may arise because of the current leader's fear of the upcoming leaders. In too many occasions, current leadership will create an environment that put out, discourage and not develop true leaders. These type leaders tend to promote and position people that they can control. The younger generation calls them "Yes Men." Leaders that are proactive tend not to emulate this trait rather they are the opposite.

The first thing that cannot be forgotten in the proactive approach is prayer. Prayer is an important element of any ministry and decisions that are made with one's ministry. Tony and Felicity Dale and George Barna the authors of *The Rabbit and the Elephant: Why small is the new Big for Today's Church*, writes that "The simple church movement has been birth in prayer by the many people in both simple and legacy churches across the nation who has been asking God to take back his church. However, if this movement is not nurtured on our needs, it can rapidly go off course or simply fizzle into nothing. We cannot expect a move of God to come cheaply; we must be a people who are willing to pay the price."<sup>53</sup> Leadership must be active, and that is a demonstration of a consistent prayer life. If future leaders see and are taught that a consistent prayer life is important, they must see the leader in prayer. They must see how important prayer is through the leader's example. They must learn from the mentor that in order to keep things in perspective they must find time to do as Kevin Harney the author of the book *Leadership from the Inside Out: Examining the Inner Life of A Healthy Church Leader* writes

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<sup>53</sup>Toney Dale, Felicity Dale, and George Barna, *The Rabbit and the Elephant: Why small is the new Big for today's Church*, (Brentwood, TN, Tyndale House Publishing, 2009), 58.

that “Leaders who want to experience a continual process of mind expansion are wise to make time in their daily schedules to pull away from all distractions and sit at Jesus' feet.”<sup>54</sup>

There are many who want to live a Godly Christian life but do not know how. Often individuals become discouraged and frustrated because of a lack of knowledge. Prayer sometimes is lost in the quest to develop a person capable of taking a ministry to the next level. A prayer is also a teaching tool. A mentee must be taught things that Andy Stanley, the author of the book *The Next Generation Leader: 5 Essentials for Those Who Will Shape the Future* writes “To become a leader worth following, you must give time and attention to the inner man. To leave a legacy that goes beyond accomplishment alone, a leader must devote himself to matters of the heart.”<sup>55</sup> Through prayer is the way that a person learns to be patient and start to understand what God is speaking into one's life. It is important that prayer is in the forefront because of prayer a person can learn discipline. J. Robert Clinton writes in his book *The Making of A Leader* that “A leader must learn obedience in order to influence others toward obedience”<sup>56</sup> Prayer is a teacher of obedience.

A person without a prayer life will not be able to discern something that takes place in ministry. Everything in ministry is not black and white. It is because of this that one needs the guidance of God to see behind and beyond the veil. There are times in every ministry when things develop that one does not have control over. It cannot be corrected or made better by man; God can only correct it. Prayer is necessary for an effective leader. Prayer plays a major

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<sup>54</sup>Kevin Harney, *Leadership from the Inside Out: Examining the Inner Life of A Healthy Church Leader*, (Grand Rapids, MI, Zondervan, 2007), 47.

<sup>55</sup>Andy Stanley, *The Next Generation Leader: 5 Essentials for Those Who Will Shape the Future*, (Sisters, Oregon, Multnomah Publishers, 2003), 152.

<sup>56</sup>J. Robert Clinton, *The Making of A Leader*, (Colorado Springs, Colorado: Navpress, 1988), 63.

role in the development of a proactive program that will recognize and develop leaders that are capable of taking ministry to the next level.

The Bible says that my people perish because of the lack knowledge and without a vision the people perish. This author believes that many of the shortcomings of leadership transition are a lack of forward thinking visions. Many seem to seek God's face about a vision for their ministry. They work to achieve the vision, and when it comes to the past, they do not know what to do next. Many pray for another vision for the ministry. The problem with this is that one person is the center of all activities within the vision. The ministry may miss the opportunity to expand and bring fresh ideas on board because it may not be within the confines of the leader's vision for the ministry.

Vision casting should go beyond one's lifetime. A vision for a ministry should be laid out in some form that goes beyond one's present generations. It should reach beyond one's lifetime into another segment of time that goes far in advance of the need for action. To limit God's movement within the life of one person is creating an inept God. People look around at declining churches and failing ministries that at one time was a thriving and growing ministry. The death or incapacitation of the leader in many cases leads to the downfall of the ministry. A proactive approach to leadership transition works at its best when the vision goes beyond the visionary's lifetime. Leadership must realize that the vision will not come to pass within their lifetime. Present leadership should grasp and understand that they have a role and a segment of time within the vision. They must do the work that is assigned to do within a segment of time. The vision is not totally dependent upon one person, but each leader is building a part of the vision that the next leader can build upon.

Current leadership should be working and looking for the next person to take the mantle and run with it. The shortness is not in God; the shortness is within one requested vision. Many times, present leadership will not take a proactive approach to recognizing and mentoring younger leaders because they fill threaten. They will hold on to something that they have built until it dies with them. This author believes that to have a vision limited by one person or time does not necessarily validate a ministry. A vision that sells God short is a goal. A vision must be bigger than any one person. God called Abram out of the land of Ur. He promised that he would be wealthy and many nations shall come from him. He also promised him a prosperous land. Abraham did not possess it, but he passed it down, and so did his sons. Joseph was on his death bed, but he requested that his bones be taken and buried in the land promised. They knew that the vision would come to past and that they would not reap the benefits of all of it. They kept the vision in front of the people and passed it on to the next generation for them to accomplish.

Proactive leadership transition is about leaders recognizing the calling that God has placed on someone else's life. A true leader must be or develop into an agent of change. George Barna, the author of the book *Leaders on Leadership*, writes "I like the phrase 'leaders-agent of change.' It provides a fascinating picture. An agent is a person who represents someone else. So, a leader who serves as a change agent is representing either the change itself or the one who wants the change. Change agents serving in ministry capacities are those who represent the cause of the Lord by bringing about the change."<sup>57</sup>

The leader should utilize his ministerial mind to mentor and develop their gifts. Vision casting is not just for the direction of the ministry, but it is also to the attitude of the leadership

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<sup>57</sup>George Barna, *Leaders on Leadership*, (Ventura, California: Regal Books, 1997), 199.

within the ministry when forward thinking visions can work within a ministry all involved prosper. A ministry that has a vision beyond the life of one person will realize that the present phase and the next phase of a vision can both coexist within the same segment of time. Just like athletes in a relay race will run together with both hands on the baton before it is handed off to the next runner. Proactive leadership should resemble this event. Passing the baton should not be an end of ministry or the end of one's life's event. It should be smooth and leads the passer to a lesser but productive role within the ministry. The receiver should then be able to continue to work the bigger vision minimal interruption. The passing of the baton should never be a point that people look back at as the moment the ministry began to die.

Leaders must be proactive in their approach to mentoring future leaders. For one to prepare leaders for the future, they must also recognize one's need for adjustment and improvements of themselves in their approach to leadership techniques and methodology. The development of leaders within one's ministry is a growing need because as Neil Cole writes in his book *Organic Leadership: Leading Naturally Right Where You Are* that "The churches that have the most leaders do not recruit leaders at all and therefore they have enough. The churches that recruit can never find enough leaders."<sup>58</sup> The days of finding great leaders that will be committed and will stay with one ministry are just about non-existent today. When a ministry finds a great leader outside of their ministry, it means that they hired him or her from another ministry, which means the leader that is hired by the ministry is not above leaving for another ministry.

When one begins to develop a potential leader, it is a given in most cases that in the process of development and teaching of other, the mentor will also learn about or develop

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<sup>58</sup>Neil Cole, *Organic Leadership: Leading Naturally Right Where You Are*, (Grand Rapids, MI, Baker Books, 2009), 131.



another part of themselves. Andy Stanley, the author of the book entitled *Next Generation Leader: Five Essentials for Those Who Will Shape the Future* talks about a proven concept that people that desire to be a great leader. The author wrote, “The more you know about leadership, the faster you grow as a leader, the farther you are able to go as a leader. Learning from the experiences of others enables you to go, farther, faster.”<sup>59</sup> Once a leader grows and becomes a leader, they may be able to grasp what the author calls the best-kept secrets of leadership. The author says that a person that leads need to apply the concepts “The less you do, the more you accomplish... The less you do, the more you enable others to accomplish.”<sup>60</sup> Leaders have to learn how to give others responsibility for areas that they are not as competent in as others. The further leaders get away from their core competencies the more a leader's effectiveness diminishes.

One of the strong method or concepts that many leaders strive to reach is just that; is a myth. People believe that being balanced or well-rounded is a necessary goal. It looks good on paper, but it is not a realistic goal. It can also keep one from being an effective leader. A leader is one that focuses on their arena in life. Learning to develop one's strength is an asset that a mentor must teach the mentee, do not dilute the effectiveness of one's gift to please everyone. Jesus was the son of God, yet he could not please everyone. George Barna writes in *Leaders on Leadership*,

Mentoring has become a buzz word today. It is an ancient concept, however, one exemplified by the wise, older guide who helps a younger protégé along the journey... We have found that most young leaders are hungry for an older person who will simply be available and interested, providing a listening ear and an

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<sup>59</sup>Andy Stanley, *Next Generation Leader: Five Essentials for Those Who Will Shape The Future*, (Colorado Springs, CO, Multnomah Book), 2003, 9.

<sup>60</sup>Stanley, *Next Generation Leader*, 17.

understanding heart and whatever counsel a person can give from his own experience and knowledge of God, life, and people.<sup>61</sup>

For a proactive transition plan to work efficiently, today's leaders must approach it with the same intense mentality as in ancient time. When leaders have developed the proper attitude about mentoring they will be surprised to find that many of the mentees are looking for a mentor that is fully invested into his or her mentee.

The development of leaders must become part of one's ministerial culture. Developing and empowering others has a double blessing for all involved because as Rowland Forman, Jeff Jones and Bruce Miller writes in, *The Leadership Baton: An Intentional Strategy for Developing Leaders in Your Church*, "In a culture of people development those who get reward are not the ones who 'do things' but those who empower other people to do things.' They see it as their role to equip other people. If you want to deepen this value of leadership development in your church culture look for ways to reward it."<sup>62</sup>

Mentoring in a proactive system should have a beginning and an end. Mentoring is a process that must take place to develop and empower future leadership Dan Reiland the author of *Amplified Leadership* writes, "No matter how raw talent a leader may have, he or she needs mentoring... Earning an academic degree and receiving a paycheck for leading in ministry don't make a person fully ready to lead. Mentoring is continual."<sup>63</sup> Mentoring must be a perpetual process. Gifts and talents do not guarantee greatness. God gives gifts and talents, but they must

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<sup>61</sup> George Barna, *Leaders on Leadership*, (Ventura, California, Regal Books, 1997), 141.

<sup>62</sup>Rowland Forman, Jeff Jones, and Bruce Miller, *The Leadership Baton: An Intentional Strategy for Developing Leaders in Your Church*, (Grand Rapid, MI, Zondervan, 2004), 35.

<sup>63</sup>Dan Reiland, *Amplified Leadership*, (Lake Mary, FL, Charisma House, 2011), 168.

be developed and nurtured to maturity. The mentor must lead the mentee to the point that he is not just a mentor, but he is more looked upon as a spiritual advisor.

Mentoring is something that cannot be done by those that have a title alone, but it must be done by those that have a calling. The duty of a mentor is not superficial they are as Linda J. Miller, and Chad W. Hall writes in their book *Coaching for Christian Leaders: A Practical Guide* that “The coaching journey unfolds as the connection between coach and the person being coached is established. In Christ, deep connections support all interactions throughout the coaching experience; the focus remains on the topics that the person being coached bring to teach conversation. This includes challenges, opportunities, goals, objection, or specific circumstances.”<sup>64</sup>

Mentoring within the proactive approach to leadership transition is dependent upon everyone doing their job. Each mentor must be on one accord with each other. A mentor should not get so fixated on one mentee that they neglect to recognize another gifted potential leader. The mentor just like in every part of the proactive approach must be continuously mentoring other. Because a mentee turns out to be a competent leader that can help move ministry into the future does not mean that one’s job is over. Mentoring and advising are important because the mentee at some point should mature that they also can become a mentor to someone that God has shown to them.

Leaders cannot allow themselves to transition without a proper passing of the baton. Too many times people will not appoint or recommend anyone to be their successor. Many times, this may be because they have not done a good job of mentoring and do not feel comfortable doing so. In the proactive approach, the list of qualified candidates should be vast because of the

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<sup>64</sup> Chad W. Hall and Linda J. Miller, *Coaching for Christian Leaders: A Practical Guide*, (Saint Louis, Missouri, 2007), 13.

never-ending act of recognizing gifts and mentoring of them. Through mentoring and prayer God will give revelation and peace in ones choice of the next leader. Others who have to develop through mentoring will be more likely to recognize and start working in a productive role within the ministry. Many will come to the realization that they are not the person that God desire to lead, but they may have a supporting role that is vital to the continued growth of the ministry.

The leader must be willing to pass the baton to the next carrier. The decision to pass the baton is not an easy thing, and it is not something that should motivate by a forced need. The decision to pass the baton must be a process that includes prayer and self-evaluation of one's situation. There is not a formula that will fit all situations, but there are things that take place within the ministry that are signs that it may be time to pass the baton over to the next leader.

- When a leader's passion, drive and desire to lead is no longer present, this is a tell-tell sign that the time is here or near.
- Fresh ideas are at a premium.
- The current leadership does not have a listening ear for fresh ideas and thoughts.
- Present leadership does not see the need for futuristic in their thinking.
- More members are leaving the church by way of the graveyard than are coming in through the front doors.
- A non-functioning leader or leaders.
- When leadership does not understand the pulse of the people or clearly hear the voice of God.

“Have you ever stopped to think strategically about developing leaders in your church? The word strategy is made up of two old Greek words Stratos, which refers to an arm of a large group of people, and eggy, which comes from the verb “to lead.” Around 500

BC a senior commander in the Athenian army was called a strategos, and the whole army was led by ten strategosi, who were elected by their fellow citizens. They were chosen for their ability to think well. Strategic thinkers determine the most important long-term goals, then develop plans to reach the goals.”<sup>65</sup>

This is the thought behind proactive leadership transition. The proactive approach to leadership transition is a system that does not react to the situation, but it is a system that works to produce the answer before the problem develops. A proactive approach is an active approach to the leadership transition. It is a tool that ministries can use to remain relevant and vibrant in one’s community and city. There should not be a great drop off within a ministry when a proactive approach is active within one’s ministry. There should be a strategy in place for transitioning to leadership which may need to have many prayers behind it, but should be a proactive process that one implements when the time is right.

In the book of Numbers, chapter 27 verses 16-23, Moses prays, “Let the LORD, the God of the spirits of all flesh, set a man over the congregation, 17. Which may go out before them, and which may lead them out, and which may bring them in; that the congregation of the LORD be not as sheep which have not shepherd. 18. And the LORD said unto Moses, take thee Joshua the son of Nun, a man in whom is the spirit, and lay thine hand upon him; ... and Moses did as the LORD commanded him; ...” about his successor and begins the process of passing the baton to Joshua. Moses not only prayed for the Lord to show him someone that can take up the baton and lead the people but he obeyed the instruction of the Lord. True leaders realize that there can be no success without a successor. Examples of those who prepared for leadership

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<sup>65</sup>Rowland Forman, Jeff Jones, and Bruce Miller, *The Leadership Baton: An Intentional Strategy for Developing leaders In Your Church*, (Grand Rapid, MI, Zondervan Publishing, 2004), 61.

transition can be seen in the relationship between Moses and Joshua, Elijah and Elisha, Paul and Timothy and most of all Jesus and His disciples. The expectation is that the next leader will come from inside the church. There may be times that a ministry may have to look outside of the ministry, but if the proactive approach is implemented early and mentoring is a continuing process, then the possibility that a leader will be identified from within the ministry is greater. The leadership spotlight should start to dim on the older leader, and it should start shining brighter on the future leader.

The new leader should have the opportunity to express the vision in their language, and the older leader should express himself also within the vision while showing support for the future leader. Each one must move forward keeping the thought in mind that it is all about the vision and not the personality, the programs, the places. The old and the newer leaders should be together and up front together. The older leader or the new leader should not make sudden or radical changes because it can put stress on the organization and erode the confidence of the people in the transition process. Each should ask themselves what he or she can do to help strengthen the transition process or make the process better? Both must continue to seek God for connectedness as well as, regular schedule times for developing a connection between them. It is about us serving Jesus, and each must be an attitude of dependence on God. The past leader should watch out for and protects the future leader, and the future leader should do the same. Neither should entertain criticism of the other and both work to protect the overall vision for the ministry. The passing of the baton is one of the most crucial parts of leadership transition, but if the previous step is administered with vigor and passion, it will allow the process to be smoother and without much reservation. When the praying and preparing individuals meet each other then the passing of the baton will become less stressful and with minimal anxiety.

In the book of Numbers when God gave him Joshua as the one to pass the leadership role to, Moses did not hesitate. Moses has already seen Joshua's faith. Moses has already witnessed some of the skill sets needed to lead the people of Israel. Joshua has already been in a situation that he had to make a split decision based on what he had learned and observed. It is important to mentor and pray. It is important to have the mindset that the ministry is bigger than a person. Moses was a humble person from the beginning to the end. Moses was not perfect or did everything in a perfect manner, but his heart dictated his actions. Leadership transition cannot work without leaders that have the heart for the people more than a self-serving desire to be great. The word lets us know that when a person action is motivated by a heart and mind that has their affection on things that are on a high, they will also reap some of their earthly heart's desires.

The passing of the baton should not be an overnight thing. The passing of the baton should be a process. The one that is passing the baton is not the only one that is affected by it. The people that are following must also have time to adjust to the thought and reality that someone else is about to lead them into another phase of the vision. People are not quick to accept change, but if done properly leadership can minimize the anxiety that comes with change. Leaders making changes out of necessity or because of present day leaders is not able to continue will not create an environment of calmness within the congregation. A proactive approach to leadership transition will allow the congregation to see the present and future leadership functioning at the same time.

The present leadership will be able to continue to run their race while the future leadership can begin to run their race at the same time. When two people are working the same vision, there should not be a great conflict if the present respect the actions of the future and vice

versa. There should be no competition between them but a spirit of cooperation that helps the passer to complete their phase. In turn, the passer should be helping to launch the future leader into his phase of the vision. Just like the relay runners they must coexist with both hands on the baton at a point that both are dependent on the other to complete their roles. The race can be won or lost within this short time of coexisting. Each must remember that one selfish act can hurt the ministry. Once this happens, the present leader should allow the future leader to have complete control of the baton. The success of a ministry is dependent upon leadership having a proactive approach to the leadership transition. The proactive approach to leadership transition is dependent upon leadership being deliberate and active in the field of praying, identifying and mentoring future leaders before it becomes a necessity for transitioning of the ministry.



## Chapter 4

### Conclusion

#### Purpose of the Thesis Project

The purpose of this thesis project is to provide a proposal for a leadership transition in ministry: a proactive approach to leadership transition in ministry. The purpose is not just to enlighten the reader but also to bring to light the problem of a present-day leadership vacuum. This thesis project is to present a proactive approach to leadership transition in ministry that can be used by ministerial leaders to help in the development and implementation of a proactive system that will create the environment for smoother leadership transition and the development of future leaders. Christendom leaders largely are in the situation that is best described by Don Cousins in *Experiencing Leader Shift: Letting go of Leadership Heresies* writes “While churches and ministries certainly need paradigm shifts, the reform most needed is not of the organizational variety, but the individual. Hearts and minds are broken ... and in desperate need of being repaired.”<sup>66</sup> This thesis focuses on present day ministry with a futuristic vision that goes beyond one’s lifetime in the leadership role in ministry and lay the foundation for a ministry that will continue to be vibrant, outreaching and relevant in the community. It is also the writer’s intent to address the importance of starting the process before it becomes an emergent situation. Leaders should begin their leadership with this proactive thought in mind.

Bill Hybels, the author of *Courageous Leadership* writes about a point in his ministry when he concluded, “Before we developed a clear vision for leadership development at Willow,

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<sup>66</sup> Don Cousins, *Experiencing Leader Shift: Letting Go of Leadership Heresies*, (Colorado Springs, CO, David C. Cook, 2008), 53.

we fell into the trap that catches many churches, the trap of urgent demands. For years, almost all our efforts went into meeting the immediate challenge of the next service, the next outreach event, the next extension effort for the poor, the next building program. We rarely paused long enough to wonder about future leaders. *How will we identify them? Who will develop them? Will they be prepared to face the challenges of tomorrow?*<sup>67</sup> The question for current leadership should not be just who but what all can this present-day ministry do to produce qualified and capable successors that can lead the ministry into the future. Often the process is begun too late and at a time when a hasty decision must be made. A proactive approach allows the ministry to identify, mentor and develop potential leaders that can lead, grow and expand the vision God has given the previous leader while seeking and working the vision that God has given them. “We often use different words to emphasize the importance of listening, especially if listening to God is important, but all are saying we must learn to listen in greater depth to one another and our world if we are to better address the continuing environmental, social, political, economic, and religious challenges.<sup>68</sup> In this writing, the author used the example of a relay race where the runner passes the baton to the next runner. The proactive approach is an example of how when the passer is handing the baton over to the receiver; the passer and the receiver are both running at the same time to prevent the loss of momentum. The passer and the receiver both will have their hands on the baton at the same time running together causing the transfer of the baton to be seamless, without dropping it or loss of forwarding momentum. Stopping the process to make the transfer would result in unnecessary loss of valuable time and momentum.

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<sup>67</sup> Bill Hybels, *Courageous Leadership*, (Grand Rapids, MI, Zondervan, 2002), 123.

<sup>68</sup> Donald E. Zimmer, *Leadership and Listening: Spiritual Foundations for Church Governance*, (Herdon, VA, The Alban Institute, 2011), 75.

It is time for leaders to come to the realization that change of a leader does not mean that the ministry must stop and pivot in another direction for the new leader to be relevant in their new role. Nor should the ministry suffer or lose focus while the incoming leader attempts to refocus or create a new vision for the ministry. In the book of 1Kings nineteenth chapter, Elijah is instructed by God to take actions that will leave the state of Israel and the office of the priesthood in good standing. When it came to the office of the priesthood in the nineteenth verse it says, “So he departed thence and found Elisha the son of Shaphat, who was plowing with twelve yokes of oxen before him, and he with the twelfth: and Elijah passed by him, and cast his mantle upon him.” Elijah knew that Elisha was to take his office soon and Elisha knew that he would take the office of Priesthood soon. Elijah role in this transitional relationship was as that author Aubrey Malphurs wrote in his book *Being Leaders: The Nature of Authentic Christian Leadership*, “First, Christian leaders are servants with the credibility and capabilities to influence people in a particular context to pursue their God-given direction. The second build off the first. Christian leadership is the process whereby servants use their credibility and capability to influence people in a particular context to pursue their God -given direction.”<sup>69</sup> Elijah was still doing the duties of his office and Elisha was with his learning, serving and observing the actions of Elijah. No matter what Elijah said or did, Elisha would not leave his side. When the time came for Elijah to leave the scene, Elisha asked for a double portion of his anointing. Elisha at no time tried to overstep the authority of Elijah. Elisha waited his turn and when it was his time he took the mantle and continued the works of the office. There were some that wanted to hunt for Elijah. Elisha did not argue with them or assert his authority over them because he was

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<sup>69</sup> Aubrey Malphurs, *Being Leaders: The Nature of Authentic Christian Leadership*, (Grand Rapids, MI, BakerBooks, 2003), 10.

comfortable and confident in the calling that was on him and the lessons that he had to learn from Elijah. When the moment of transition started to unfold no matter how much one may prepare for a smooth event free transition of leadership there may be some that may give some resistance to the change. If the new leader handles the change in love and not as a threat to their authority there is a chance it will work itself out for the good of all involved.

This is the relationship that would be a good model for leaders and future leaders to take heed and use for the growth of the ministry. Leadership must be in sync with God when it comes to ministering to the needs of today as author Donald E. Zimmer Herndon wrote in his book, “Our world is soiled because we have too often pursued our own interests and goals, however novel and right, without first listening to God. God is at work to redeem and restore creation.”<sup>70</sup> The mature leader must be confident in their calling and know that although God has shown them and chosen the next leader, they must continue to function, teach and establish the future leader in the eyes of the people. Although the transfer of power was very abrupt, it did not affect the power and authority that was given to him after Elijah was taken from the earth. In a proactive transition approach, a person does not have to force the people to accept them in their inherited position because the outgoing leader has already established them in the eyes of the people. At no time, did the people question the authority of Elisha but they were still concerned about the state of Elijah.

When an effective proactive approach to leadership transition is established it should create the environment in which transition of leadership should not hinder the effectiveness of the ministry. When a proactive approach to leadership transition is in place, it creates the environment that can best handle a situation that rapid change becomes as Bobbie Read and John

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<sup>70</sup> Donald E. Zimmer, *Leadership and Listening: Spiritual Foundations for Church Governance*, (Herndon, VA, The Alban Institute, 2011), 75.

Westfall express *Building Strong People: How to Lead Effectively* "... There is no "right time!" Therefore, the time to change is now. There will be many obstacles even if everyone involved agrees with the planned changes. Some obstacles will be harder to overcome than others."<sup>71</sup>

## Summary of the Chapters

### Chapter One

Chapter one explores leadership and its many definitions. The first chapter examined the positional leader and its affect on Christendom. The results have not always worked out for the good of the organizations. The first chapter explored leaders that have the knowledge and ability to lead other people. The focus of the first chapter is the problem with the lack of leaders who do not have a proactive approach to leadership transition. Future leadership is not implemented on the front end of the current leader's tenure, and this is where the problem begins. A leader that does not have a proactive approach to leadership transition has created a leadership vacuum that has been filled by leaders that are less qualified to fill the position as leader. The absence of a transitional plan has influenced many of today's ministries resulting in a weak link.

Considering that organizations are only as strong as the weakest link, a weak area in leadership creates a situation that may cause problems for years that could have been prevented by a proactive approach to the leadership transition. The proactive approach to leadership transition must be embraced by the its leader as authors Aubrey Malphurs and Will Mancini writes, "The lead pastor must be on board.... The pastor must own the leadership-development process and

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<sup>71</sup> Bobbie Read, and John Westfall, *Building Strong People: How to Lead Effectively*, (Grand Rapids, MI, BakerBooks, 1997), 179.

be accountable for it. He must bear the responsibility for it, intentionally support it, and be enthusiastic about it if it is to be effective.”<sup>72</sup>

Literature shows ministries that do not have a proactive approach to leadership transition in place have and are experiencing a devastating effect on their potential and its resulting success. Others have become stagnate, and there are those that have never reached their potential. The first chapter explores the problem of the absence of a leadership transition plan. This chapter points to the theological expression of a need for leaders to have a transitional leadership plan in place and ready to activate at the appropriate time in the ministry. In Num 27: 15-19, Moses addresses the need to appoint a successor officially.

15 And Moses spake unto the Lord, saying, 16 Let the Lord, the God of the spirits of all flesh, set a man over the congregation, 17 Which may go out before them, and which may go in before them, and which may lead them out, and which may bring them in; that the congregation of the Lord be not as sheep which have no shepherd. 18 And the Lord said unto Moses, Take thee Joshua the son of Nun, a man in whom is the spirit, and lay thine hand upon him; 19 And set him before Eleazar, the priest, and before all the congregation; and give him a charge in their sight.

The problem is not that Christendom does not recognize that the quality and the availability of qualified leaders has declined, but the problem is that more and more ministries are not taking a proactive approach to solving the leadership transition deficit. In the book, *Building Leaders: Blueprints for Developing Leadership at Every Level of Your Church*, the authors states that “Today some experts argue that the problem is a general lack of people with leadership ability- we just don’t have as many leaders as we used to. Our experience as church trainers and consultants, as well as Aubrey’s involvement in seminary education over the past twenty years, has shown us that we have many potential leaders, but we’re not developing

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<sup>72</sup> Aubrey Malphurs, and Will Mancini, *Building Leaders: Blueprints for Developing Leadership at Every Level of Your Church*, (Grand Rapids, MI, BakerBooks, 2004), 107.

them.”<sup>73</sup> It is because of the lack of a proactive approach to leadership transition that the numbers of qualified leaders are on the decline instead of the incline. It is because of this decline that many of the ministries answers to the problem are to go out and hire the best available person for the position. This is nothing but a temporary fix because it does not solve the problem of decreasing qualified individual. There are ministries today that find themselves recycling the same person from ministry to ministry. This will continue and grow to the point that it becomes the norm in Christendom until there is an implementation of a proactive plan that will develop future leaders that are capable of leading ministries into the future.

## **Chapter Two**

Chapter two examines the problems that decades of common practices which were not conducive to the development and implementation of a strong proactive leadership transition plan. It has led to men and women who are finding themselves in leadership roles that they are not qualified, capable or have the passion for filling. This chapter looks at common practices that over the years have led to the growth of a problem of leadership recognition, development, training and proper transition of a leadership position as it exists in much of present day ministry. The chapter speaks to the need for leaders with a heart for ministry and a heart for the people. *The Cost of Discipleship* by Dietrich Bonhoeffer writes, “At this critical moment, nothing on earth, however sacred, must be allowed to come between Jesus and the man he has called- not even the law itself. Now, if never before, the law must be broken for the sake of Jesus; it forfeits all rights if it acts as a barrier to discipleship.”<sup>74</sup> The leadership transition should have a focus

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<sup>73</sup> Malphurs and Mancini, *Building Leaders: Blueprints for Developing Leadership at Every Level of Your Church*, 10.

<sup>74</sup> Dietrich Bonhoeffer, *The Cost of Discipleship*, (New York, New York, The MacMillian Company, 1995), 51.

that considers not only the gifts and qualities of a man but also the heart of the man. The absence of this process is the main factor that creates the problem. There are talented people within many of the ministries, but so many of them do not have a proactive approach to leadership transition resulting in a desperate situation. Secondary to this deficit, the tendency to either settle for what they have although they know it is inadequate or seek to hire a short-term solution from outside the ministry unfortunately keeps the cycle going. When it comes to the transition of leadership; leaders must remember as author Dietrich Bonhoeffer states that they are "... disciples, then, must not only think of heaven; they have an earthly task as well. Now that they are bound exclusively to Jesus they are told to look at the earth whose salt they are."<sup>75</sup> The second chapter illuminates the results of a cycle of poor planning and the lack of a proactive approach to the leadership transition. There are ministries and organizations that are being led by men chosen by men. Despite what they see or know, they are determined to place whom they want into the leadership position.

In the Old Testament Scripture, King Saul did not want David to be king because he wanted his son to inherit the kingdom. Saul attempted to entrap David in battle in the hope that he may be killed. In the end, David became more skilled, knowledgeable, experience and earn the respect of his men. Saul attempt to circumvent the will of God cemented David in the hearts of those he commanded. Leaders must be willing to put the good of the body of Christ ahead of individual pride and personal desire. Too many leaders have a desire to leave a son or daughter in charge as a way of solidifying their legacy. Preachers sometimes are slow to receive the message that they share with their congregation. Throughout the years preachers have preached on the relationship between King Saul, David, and God. Numerous times they have preached on

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<sup>75</sup> Bonhoeffer, *The Cost of Discipleship*, 104.



David being the chosen leader of Israel by God. They preach on the fact that when you are God's chosen man; men can only delay or try to hinder the plan that God has for his servant. Yet, time after time when it comes to appointing a successor to their ministry they look for the next leader inside of their household. Too often it does not matter whether another person has been more faithful to the ministry than their own children. It does not matter that they have been there every step of the way and are more qualified and more anointed to lead the people. They reach down and try to elevate that son or daughter to the senior leadership position despite what they see, believe and teach. Leaders are the one that should be looking to improve a bad situation by leading the people into a better situation. Many times, the excuse of not hurting someone's feeling or diminishing someone status is an excuse for not acting upon something that is not working. It does not matter whether the situation is stagnated or getting worse. For a leader to seek change does not diminish the works of one's previous leader but to not change over time says that one did not comprehend the lessons taught by the previous mentor or leader.

Loyalty in ministry is something that leaders desire whether they will freely admit it or not. In turn when people are loyal to a leader they too expect loyalty in return. When people are loyal to a leader, they too expect a certain amount of loyalty after years of laboring in a ministry. They may feel as though the ministry owes them something or that their loyalty is to that leader more than it is to God or the ministry. People feel as though they have a vested interest in the previous leadership and feel as if they are deserving of a leadership position in the current or future administration. Many times, they do not have actual works and has not been groomed or mentored for the task at hand as Author Aubrey Malphurs writes, "While character development refers to the leader's soul work (being), knowledge is the leaders' headwork. The leader's

knowledge is the relevant information that the leader applies to his or her leadership situation.”<sup>76</sup>

There are many instances where the son or daughter is qualified and have been trained to carry the ministry forward, but in many cases, this is not true. People can inherit a leadership role and think that having the title of leader is the end all to everything. Some people believe that a title makes the man or woman, but it is the man or woman the makes the title. Leaders should want to do something to impact the ministry and lives of other people. A person that desire to be a leader and is honest with themselves and realize that they do not have the gift of leadership should love God and His people enough to do as author Don Cousins writes, “Success is based on your ability to lead. If you have “the gift,” you have a promising future. If you don’t, then start attending every leadership conference and start reading every leadership book you can get a hand on because if God didn’t make you a “gifted leader,” you’ve got to make yourself one.”<sup>77</sup>

Leaders that are call by God are not concerned about their legacy they are concerned about the legacy of Jesus in the lives of others. Leadership is not something that every organization needs; it is something that every organization must have to survive and fulfill the Great Commission. The Great Commission is a continual charge that the church must fulfill until Christ return to receive His own. A proactive transitional approach to ministry is a necessity in the fight to defeat Satan and his Demons.

### **Chapter Three**

Chapter three addresses different leadership development plans of others that stop short of a proactive leadership transition plan. Though they are successful in various ways, the

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<sup>76</sup> Aubrey Malphurs, *Being Leaders: The Nature of Authentic Christian Leadership*, (Grand Rapids, MI, BakerBooks, 2003), 82.

<sup>77</sup> Don Cousins, *Experiencing Leader Shift: Letting Go of Leadership Heresies*, (Colorado Springs, CO, David C. Cook, 2008), 19.

proactive approach which would be helpful to individuals in this day is not available for even greater success. The third chapter not only addresses the need for a leadership transition plan but it also presents a proactive approach to leadership transition as compared to the leadership development plans that others have in place. The writer shows where the leadership development plan is more focused on developing leaders to the point that they can assist with the growth of present day ministry but does not speak directly to the futuristic needs of the ministry.

The proactive approach to leadership transition is about reaching beyond the confines of present day ministry. The proactive approach is about reaching present day goals and laying the foundation for ministerial leadership that goes beyond one's lifetime of ministry. The proactive approach to leadership ministry is more than developing a succession plan, but the proactive approach to leadership ministry is a visionary plan for perpetual growth and sustainability of leadership that can keep a vibrant, outreaching, relational and relevant ministry whose existence can be timeless. A proactive approach to leadership in ministry should be approached with a different mindset leaders cannot be as the authors of *Leading Congregational Change* writes "The demand for change and continuous learning is stressful for leaders, especially those who crave security, independence, and certainty and seek to avoid risk, interdependence, and ambiguity. Change leaders will increasingly need to embrace personal challenges, revolution, paradigms, team learning and complexity."<sup>78</sup> To develop and implement a proactive approach to leadership transition one must be willing to be inspired and follow the leading of God. A proactive approach to leadership transition means that one must be actively mentoring and developing mentees while working to achieve the goals and vision of the ministry. A proactive approach to leadership transition applies to all levels of leadership within a ministry.

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<sup>78</sup> Jim Herrington, Mike Bonem, and James H. Furr, *Leading Congregational Change*, (San Francisco, CA, Jossey-Bass A Wiley Company, 2000), 96.

There is an old saying that says “A fence is only as strong as its weakest link.” A proactive leadership transition plan must be applied to every level of the ministry. A proactive approach is about a well-planned approach to ministerial transition and not a reactive approach.

A proactive approach is about reaching and teaching it is not about reactionary ministry. When a person is prepared and prayed up, it will lessen the impact of negative events because prayer is an important element of any leader. Leadership must be active, and that is a demonstration of a consistent prayer life. Future leaders must see and be taught that a consistent prayer life is an important element of leadership. A proactive approach to ministry must be driven by a visionary that is not afraid to seek a vision from the Lord that goes beyond one’s lifetime. A vision for a ministry should be laid out that goes beyond one’s present generations. It should reach beyond one’s lifetime. The death or incapacitation of the leader should not lead to the downfall of the ministry. A proactive approach to leadership transition works at its best when the vision goes beyond the current leader’s lifetime. The vision should not be totally dependent upon one person. Current leadership should be working and looking for the next person to take the mantle and run with it. Vision casting is not only for the direction of the ministry, but it also speaks to the attitude of leadership within the ministry when forward thinking visionaries are allowed to minister within a ministry. With this approach, all involved prosper. Leadership must be proactive in their approach to mentoring future leaders.

When preparing leaders for the future, leaders recognize the need for adjustment and improvements of themselves and their approach to leadership techniques and methodology. Bill Hybels writes in his book that, “... When a leader develops not only his or her own leadership potential, but draws out the leadership potential of scores of other leaders as well, the kingdom impact from one life is multiplied exponentially. It produces far more fruit than any single

leadership achievement could have.”<sup>79</sup> The development of leaders must become part of one’s ministerial culture. Mentoring is a process that must take place for the development and empower future leaders. The mentor just like in every part of the proactive approach must be continuously mentoring. Because one or two mentees turns out to be a competent leader that can help move ministry into the future does not mean that one’s job is over. Mentoring and advising are important because the mentee at some point should mature and become a mentor to someone else. In the proactive approach, the list of qualified candidates should be vast because of the never-ending act of recognizing gifts and mentoring them. Through mentoring and prayer God will give revelation and peace in one’s choice of the next leader. The proactive approach to leadership transition is a system that does not react to the situation, but it is a system that works to produce the answer before the problem begins. A proactive approach is an active approach to the leadership transition for ministries to remain relevant and vibrant in one’s community and city.

#### Implication of the Thesis Project

The implication of the thesis project is that ministry leaders will adopt and introduce a proactive approach to leadership transition that will lead to the development and mentoring of capable leaders. Leaders that can lead ministries into a changing society and not lose the message of the kingdom. The idea is to develop leaders that will not just sit back and watch the continuing decline of leadership but react proactively. Leaders become leaders that began a transition movement within ministry based on a proactive approach to the leadership transition. The use of a proactive approach among a clear majority of leaders will aid in the turning of the trend that has gone on for several generations where leaders do not implement a strong system

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<sup>79</sup>Bill Hybels, *Courageous Leadership*, (Grand Rapids, MI, Zondervan, 2002), 122.

that will increase the possibility or create the condition for God to illuminate the right person for the vision. The person who is chosen by God will not have to be taught how to lead at the expense of the ministry. God will be able to bring things to their remembrance and give them the wisdom to use the knowledge that has been placed within them using a proactive approach to the leadership transition. It is through this system that not just the person who is taking the main lead role but it will lead to the development of leaders that are in the subordinate roles.

The implication of the project is to put in place a system that will produce future leaders in a way that it will help in their development. It is through this system that current leaders will not only teach others how to be leaders, but they will learn that because you develop leaders and start the implementation of a proactive transitional system; it does not diminish their current ministry. Hopefully, through the implementation of a proactive leadership transition system leaders will conclude that putting this system into action is not something that is done just to be doing it, but it is part of their legacy and a part of God's mandate to take the gospel to the world.

#### A Brief Review of Survey Results

The instruction given was for the survey was for the participants to choose the best answer that describes their transitional training by circling the answer. The participant was asked to choose from strongly agree, agree, somewhat agree, disagree, and strongly disagree.

The five questions were:

1. I was given the proper amount of training and instruction for the present leadership positioning that I presently occupy.
2. I have identified a person, and I am in the process of developing my successor.
3. I have a transition plan in place.

4. I have read and researched many books on leadership, and I have gleaned all the information necessary to be the best leader that I can possibly be.
5. I have an adequate pool of people in a leadership position from which to choose a qualified successor.

The survey taken can be interpreted in many ways, but there is one thing that stands out at first glance. When the first question asked is about how the present leader was trained or mentored to the point that they feel that they were ready to take on the leadership role that they are in today. They strongly agree 40 percent, they agree on 33 percent and somewhat is 20 percent. The next four questions are about the transition of the present leader. The strongly agree start to fall significantly. The agree on two stays close to the same number, but the somewhat disagree, and the strongly disagree percentages start to increase in percentage points. The people that were surveyed ranged in ages from twenty-eight up to eighty-two. It is obvious to the naked eye that the former leaders did not have a transition plan in some form. It appears that present day leaders have not addressed the issue of future leaders within their ministry. The survey shows that many do not have a leadership transition plan that is actively working within their ministry. The percentages are high with the ones that have not identified a potential leader. The survey shows that there is a need for a proactive approach to the leadership transition.

**Table 1. Survey Questions Results**

<b>I was given the proper amount of training and instruction for the present leadership position that I occupy.</b>				
<b>Strongly Agree</b>	<b>Agree</b>	<b>Somewhat Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
<b>40%</b>	<b>33%</b>	<b>20%</b>	<b>7%</b>	<b>0%</b>

<b>I have identified a person, and I am in the process of developing my successor.</b>				
Strongly Agree	Agree	Somewhat Agree	Disagree	Strongly Disagree
14%	23%	33%	16%	14%

<b>I have a transition plan in place.</b>				
Strongly Agree	Agree	Somewhat Agree	Disagree	Strongly Disagree
14%	33%	37%	16%	0%

<b>I have read and researched many books on leadership, and I have gleaned all the information necessary to be the best leader that I can possibly be.</b>				
Strongly Agree	Agree	Somewhat Agree	Disagree	Strongly Disagree
20%	30%	43%	7%	0%

<b>I have an adequate pool of people in a leadership position from which to choose a qualified successor.</b>				
Strongly Agree	Agree	Somewhat Agree	Disagree	Strongly Disagree
20%	17%	30%	23%	10%

#### Limitations of Thesis Project

- The number of participants was limited to thirty people. The number of participants could have been a larger number. This would have given the study a larger and diverse pool of respondents. The larger number could have created a wider range of answers from the participants of the survey.
- The participants could have been more geographically diverse. The participants were from the southern region of the country. The surveys do not reflect the opinion of those



in other regions of the country. Although from previous readings, the probability that northern ministries may have a greater emphasis on proactive leadership transition does not seem to be yielding differing outcomes.

- The survey could have been broken down into urban and rural ministry. There could be greater or lesser views on leadership transition because of the differing relationship of small town ministry and urban ministry. The relationships could be the same in both places, or there could be a relational different between them. The community effect may be stronger in rural America than it is in urban America. The tendency of having more family-oriented churches or churches that the leadership is more family connected can either be a strong positive or a strong negative. The previous writing in chapter two has shown that many of the leadership that has been passed down because of blood line has helped in the deterioration of strong leadership that can take the ministry to a higher level.
- The survey could have been broken down into the age of the participants. It would have been a positive thing to see the difference between the response of the age groups. The older leaders may have had more mentoring in preparation for transition into their role as leaders, or it could have been vice versa. The age of the participant could have been a factor in the response of the participant whether they were more open with their answers. The age of the participant could have determined just how open the respondent would be in their answers.
- The survey was taken from a makeup of ninety-five percent of the participants were of African American decent and the other five percent was Non-African American decent. The survey is limited because cultures within Christendom at times yields a differing

result when taking from a more diverse group of believers. The result of the survey could be differing if the leaders were Caucasian and led a Caucasian congregation. The result of the survey may have yielded a different result if the leader was a Caucasian and the congregation was an African American congregation. The survey is limited because it does not include African American leaders that lead a Caucasian congregation. The cultural makeup of the church and its leaders could be a factor in the result of the outcome of the survey.

- Although the participants of the survey consisted of male and female. The numbers of male participants outnumbered the number of females. The survey again had about ninety-five percent of the participant's male, and about five percent were of the female gender. The males may have received more hands-on mentoring than the females experienced. This also could have worked in the opposite manner if the female received more. When you consider what Maria Harris and Gabriel Moran wrote about women and their spirituality in *Reshaping Religious Education: Conversations on Contemporary Practice* that, "... we have discovered that our gender identity shapes our spirituality. Reflecting on that identity, many of today's most articulate women have discovered that our way of being in the world is influenced and fashioned by being in the world as female."<sup>80</sup>
- The thesis did not narrow the type of leadership role. Some of the participants did not have the top role in the ministry. Several of the participants were assistant pastors or had the title or position that they would be the next person that would oversee the ministry. It may or may not have been more beneficial if only the senior pastors were the ones that

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<sup>80</sup> Maria Harris and Gabriel Moran, *Reshaping Religious Education: Conversations on Contemporary Practice*, (Louisville, Kentucky, Westminster John Knox Press, 1998), 77.

took the survey. Although having the person next in line for the top leadership role did give the survey a current look at what is happening within the ministry from a person that should be in the process of receiving mentorship from the present leader. The other benefit is that it may have started a conversation between the mentor and the mentee that could produce out of a situation that a proactive approach to leadership transition was not accruing now. This could have been the spark needed to ignite a fire for proactive leadership transition where there were none.

- Another limitation of the survey is that a question about whether the mentor was male or female was not a part of the survey. The question of does a female have more of a proactive approach to leadership transition than their male counterpart. That also could lead to the question if the mentor was a female and they had a vibrant proactive transition plan was her successor male or female. This also could apply to the male mentor and a potential female mentee. This would open to another question about the mentor being more concern about the ministry or did they feel that the female might be the weaker vessel and needed the extra attention because of her gender. The answer could lead to a follow up question depending on the number of answers is one of the reasons that a mentor does not have a proactive approach to leadership transition. They feel that a male can handle the negativity and they do not need to be mentored.

#### Suggestions for Future Thesis Projects

The results of this study do not answer all the questions that have been created through the lack of a proactive approach to the leadership transition. Future studies can be done on a wider scale than was done by this author. There needs to be a study that breaks down leaders regionally. Future studies can also explore the approach that is taken along cultural

demographic. The process of transition may be different from culture to culture. Future studies can also be broken down into educational levels of the leaders. It is not a given that the more education a leader has determines if they are willing to develop a proactive transitional system. The question of educational level determining willingness to give over leadership to future leaders may surprise many.

Does the size of one's congregation influence the leader to develop a proactive transition or does it hinder the process? Future study can also be done to determine if a person is the founder of an organization do they establish a proactive transition process and if so at what point and time in the ministry. The question of rural or suburban ministry versus urban ministry. Does ministry that are in less populated areas tend to look for an opportunity to develop a transitional process more often than do urban leaders? The age of leadership is also an issue that can be the subject of future studies. A leader that in their middle ages do they tend to be less sensitive to the need for leadership transition than their older counterparts.

Does a leader that has been in ministry for a long period look for an opportunity to pass the baton more than a minister that has been in leadership for a short time? The issue of race could also be an issue that can be explored when it comes to the proactive leadership transition. Does a Caucasian leader establish a proactive leadership transition approach to ministry more readily as compared to the African-American leader? The approach that a leader takes when developing leaders can also be one that could be studied among all racial lines. The effect on leadership transition based on racial diversity can be an issue worth the research. When it come to a proactive approach to leadership transition does a leader that take over an older established church that has been in the area for twenty years are they able to establish a proactive transition system. As compared to a leader that takes over a church that has been establishing for more

than twenty years. Does the economic condition of the church influence whether leadership will be willing to establish a proactive system as it is comparable to a church that has a solid financial base? The lack of finances can be a factor when it comes to older leader's ability or willingness to give up the position because it is a source of lively hood.

Is there a difference between a male and female when it comes to a proactive approach to leadership transition? Do a male leader looks at a need for a proactive approach to leadership transition differently than a female? Who is most likely to implement a proactive approach to leadership transition on a consistent basis. Do the male or female begin their mentoring and proactive transition system around the same time or at a different time within the ministry.

Considering that Galatians 3:28 says, "There is neither Jew nor Greek, there is neither bond nor free, there is neither male nor female: for ye are all one in Christ Jesus." Does the gender make a difference in the need for leadership transition? Does a ministry look at the gender of the next leader in comparison to the current leader? Does the ministry tend to look skeptically at the appointment of a female leader that is taking over for a male leader? Does the congregation accept the transition of a male to male faster than if it was a male to female leadership change? If the new leader is female and the previous leader was a male does the current members, and staff give them the same respect as they would a male leader? When there is a leadership change from male to female, does the board give more autonomy to a male than it does to a female? How does a ministry that is a firm believer in Titus 1:5-6 which says, "For this cause left I thee in Crete, that thou shouldest set in order the things that are wanting, and ordain elders in every city, as I had appointed thee: 6. If any be blameless, the husband of one wife, having faithful children not accused of riot or unruly?" How do they implement a proactive approach to leadership transition when they have eliminated almost three-thirds of the

congregation? It would also mean that it does not matter how qualified, educated or anointed they would not be considered for leadership because of their born gender.

A project should be conducted to see if male and female are given equal consideration when it comes to the role of the senior pastor or the senior leader. If, all things being equal will the mentoring of the potential future leader be tainted by gender preference? The amount of time, education and effort were given are they based on gifts and ability or are they based on the gender of the possessor. The study would be a difficult one because the surveyor would be asking a person to admit to gender bias although we are all the same in God's eyes per the teaching of the word. Although the participants may have the assurance that it is totally secret or a blind survey fear, pride and not unwillingness to face one's inability to be transparent would taint the study.

Further thesis project should be conducted to see if the one that was a part of a proactive leadership transition plan feel that the program was more beneficial than that of one that did not receive the amount of mentorship that should have been given to a potential future leader. Further research should be conducted to see the effect on a ministry that had a proactive leadership transition plan and its effect on the ministry in the short-term basis of the new leadership and a study on the same ministry after several years of ministry under the same leader. A thesis project should be conducted to see the effect on a ministry that did not have a proactive transition plan whether having one was a positive or negative thing. The study should be conducted on ministries that are about the same size and have some of the same assets as well as similar flaws.

## Conclusion

The results of the thesis project are that many of the leaders surveyed do not have a proactive plan for a leadership transition. There is the differencing reason for not having a plan. The biggest reason is that many just do not have a vision large enough to take present day ministry into futuristic ministry. "The quantity of information on leader transition has increased substantially over the past 10 years; however, the quality of research on the topic is questionable. Most of the information available on leader transition resides in a white paper by consulting organizations such as the Corporate Executive Board, McKinsey, Development Dimensions International, and Exccelera Consulting Group."<sup>81</sup> Many of the present-day leaders have not had the proper mentoring while others have gotten so busy building their ministry that they have not developed a plan that includes a transitional element to it. The programs that many have adopted is to develop leaders that can enhance their ministry today and not move the ministry to the point that a smooth transition can take place within one's ministry. There are those that seems to believe it is their obligation to prepare ministry for transition beyond them. The present-day problem of leadership is not something that just began but it is an accumulation of lack of preparation that has gone on for several years, and it is not on the decline but seems to be holding steady at its current rate or increasing. Many of today's leaders are working to build large and thriving ministries but are not looking far enough into the future to recognize and prepare leaders that can take the ministry beyond their lifetime. There is a great need for a proactive approach to the leadership transition. Present day leaders have not addressed the issue of future leaders within their ministry. The project shows that many do not have a leadership transition plan that is actively working within their ministry. The percentages are high with the ones that have not

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<sup>81</sup> Steven Manderscheid and Nancy Harrower. "A Qualitative Study of Leader Transition and Polarities." *Advances in Developing Human Resources*, Vol.18, no.3 (2016): 390-408.

identified a potential leader. The thesis project shows that there is a need for a proactive approach to the leadership transition in ministry.



## Appendix A

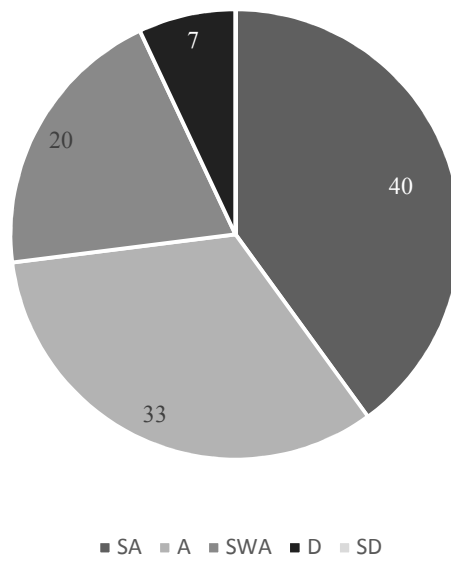


Figure 2.1. Survey Question 1

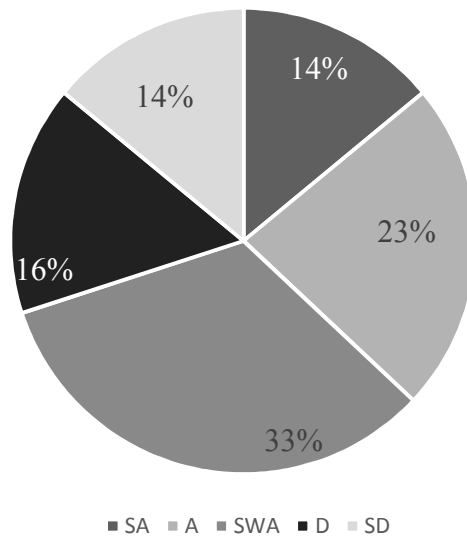


Figure 2.2. Survey Question 2

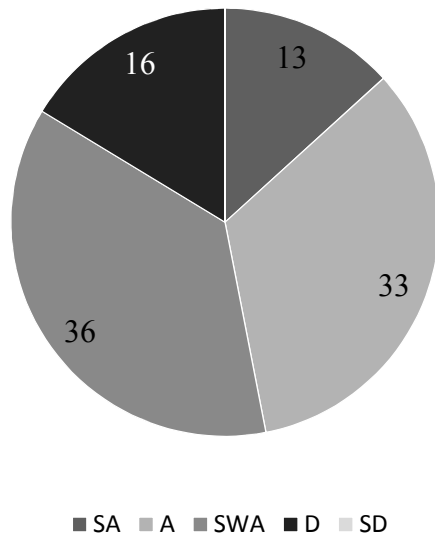


Figure 2.3. Survey Question 3

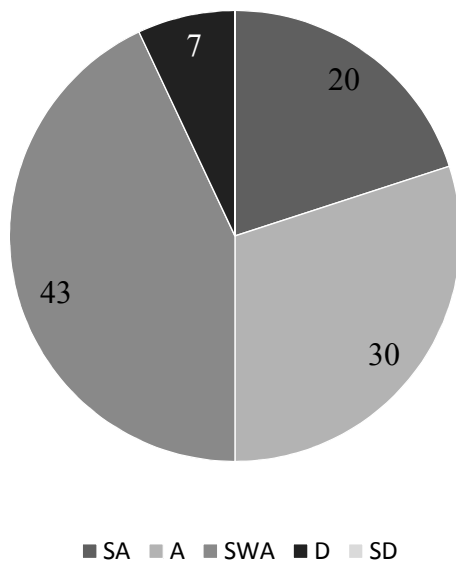


Figure 2.4. Survey Question 4

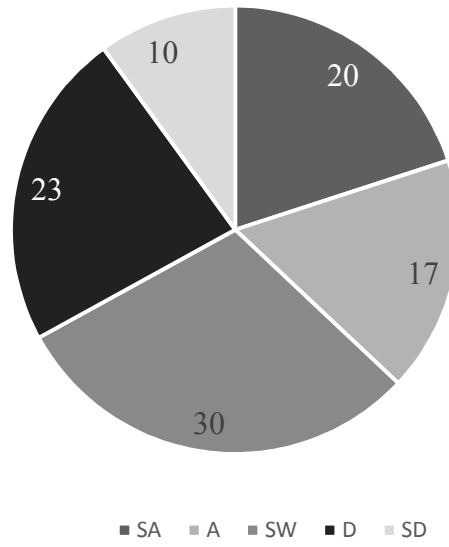


Figure 2.5. Survey Question 5

## Appendix B

**Table 1. Survey Questions Results**

<b>I was given the proper amount of training and instruction for the present leadership position that I occupy.</b>				
<b>Strongly Agree</b>	<b>Agree</b>	<b>Somewhat Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
40%	33%	20%	7%	0%

<b>I have identified a person, and I am in the process of developing my successor.</b>				
<b>Strongly Agree</b>	<b>Agree</b>	<b>Somewhat Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
14%	23%	33%	16%	14%

<b>I have a transition plan in place.</b>				
<b>Strongly Agree</b>	<b>Agree</b>	<b>Somewhat Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
14%	33%	37%	16%	0%

<b>I have read and researched many books on leadership, and I have gleaned all the information necessary to be the best leader that I can possibly be.</b>				
<b>Strongly Agree</b>	<b>Agree</b>	<b>Somewhat Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
20%	30%	43%	7%	0%

<b>I have an adequate pool of people in a leadership position from which to choose a qualified successor.</b>				
<b>Strongly Agree</b>	<b>Agree</b>	<b>Somewhat Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
20%	17%	30%	23%	10%

## Appendix C

PowerPoint Presentation

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# LIBERTY UNIVERSITY

## INSTITUTIONAL REVIEW BOARD

133

March 24, 2016

Fred Hill

IRB Exemption 2444032416 A Proposal for Leadership Transition Ministry: A Proactive Approach

Dear Fred

The Liberty University Institutional Review Board has reviewed your application in accordance with the Office for Human Research Protections (OHRP) and Food and Drug Administration (FDA) regulations and finds your study to be exempt from further IRB review. This means you may begin your research with the data safeguarding methods mentioned in your approved application, and no further IRB oversight is required.

Your study falls under exemption category 46.101(b)(2), which identifies specific situations in which human participants research is exempt from the policy set forth in 45 CFR (46):

- (2) Research involving the use of educational tests (cognitive, diagnostic, aptitude, achievement), survey procedures, interview procedures or observation of public behavior, unless:
  - (i) information obtained is recorded in such a manner that human subjects can be identified, directly or through identifiers linked to the subjects; and (ii) any disclosure of the human subjects' responses outside the research could reasonably place the subjects at risk of criminal or civil liability or be damaging to the subjects' financial standing, employability, or reputation.

Please note that this exemption only applies to your current research application, and any changes to your protocol must be reported to the Liberty IRB for verification of continued IRB status. You may report these changes by submitting a change in protocol form or a new application to the IRB and referencing the above IRB Exemption number.

If you have any questions about this exemption or need assistance in determining whether proposed changes to your protocol would change your exemption status, please email [irb@liberty.edu](mailto:irb@liberty.edu)

Sincerely,

**G. Michele Baker, MA, CIP**  
*Administrative Chair of Institutional Research*  
**The Graduate School**



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