

LIBERTY UNIVERSITY SCHOOL OF DIVINITY

A Strategic Plan to Grow a Healthy New Church Start

A Thesis Project Report Submitted to

The Faculty of Liberty University School of Divinity

In Candidacy for the degree of

Doctor of Ministry

By

Andrea Bernadette Anderson

Lynchburg, Virginia

February 28, 2022



Liberty University School of Divinity

**Thesis Project Approval Sheet**

---

Grade

---

Dr. Adam McClendon

Reader

---

Dr. Michael Sanders

Mentor

## ACKNOWLEDGEMENTS

Primarily, I would like to give all the glory and thanks to almighty God for keeping me alive, strengthening me, and inspiring me to complete this thesis project. I want to acknowledge my mentor, Dr. Michael Sanders for encouraging me throughout this project. I wish to also acknowledge all my professors and the staff who are part of the DMIN administration at liberty University. I thank them for answering all my questions, which contributed to making this journey easier and possible.

I dedicate this project to my family, namely my mother who passed away several years ago, and envisioned me completing this chapter of my life. I am thankful for my sister Pauline also known as Esther who passed away November 1<sup>st</sup>, 2021, at 1:00 AM. Her dying wish was for me to complete this project and set an example for those who I lead, to finish any project they have started. I am sincerely grateful for my two children, Teshawn, and Tiffany Marshall, whom I seek to inspire through my dedication and persistence to complete what I started years ago.

To my other big sister, and motivator, Cedeca Anderson, a big thank you for insisting that I finish, and continually praying that I will complete this project. To all my other family members, thank you for your prayers, for insisting that my health is important, and for encouraging me to finish this race. To my church family, thank you for your prayers and for being part of my journey.

All the glory and the honor belong to God almighty.

## **ABSTRACT**

The purpose of this thesis is to examine the health and spiritual maturity of a new startup church, namely People of Destiny Healing and Deliverance Ministries (PODHDM) and identify ways in which PODHDM can grow spiritually and numerically, in the 21<sup>st</sup> century. The thesis will supply characteristics of a healthy church from the writer's viewpoint, and from suggestions by notable scholars. The thesis will also explore hindrances to church growth, looking through the lenses of the church, as well as scholars, and provide insights and strategies to foster healthy church growth. This study will suggest that Sunday sermons are not enough to feed the flock and spur them on to spiritual maturity. This thesis project will share how the characteristics of a leader and his/her role in ministry can affect church health. With the use of questionnaires, spiritual growth of congregants, and the health of the church can be assessed. Compiling this information will help to bring to the forefront the issues that a startup church faces, while trying to grow its congregation numerically and spiritually.

**Abstract length: 176 words**

## CONTENTS

Chapter	Page
<b>ACKNOWLEDGEMENTS.....</b>	<b>iv</b>
<b>ABSTRACT.....</b>	<b>v</b>
<b>CONTENTS.....</b>	<b>vi</b>
<b>LIST OF TABLES.....</b>	<b>viii</b>
<b>CHAPTER 1: INTRODUCTION .....</b>	<b>1</b>
The Statement of Problem.....	3
The Statement of Limitations.....	5
The Range of Research and Brief Methodology .....	6
Theoretical Basis.....	7
Literary Review.....	8
<b>CHAPTER 2: ATTRIBUTES OF A HEALTHY CHURCH.....</b>	<b>22</b>
Wagner Perception of a Healthy Church.....	26
Macchia Perception of a Healthy Church.....	28
Getz Perception of a Healthy Church.....	29
Wagner Perception of a Healthy Church.....	26
Tackett Perception of a Healthy Church.....	32
Summary.....	33
The Healthy Leader.....	37
Biblical Example of a Leader.....	42
Wholeness.....	44
Selfcare and Leadership.....	45
The Leader as a Disciple.....	46
Early Church Model of a Healthy Church.....	51
Biblical Leadership.....	52
Practical Incorporation.....	56
Hindrances to Church Growth.....	56
<b>CHAPTER 3: EVALUATION OF SURVEY.....</b>	<b>62</b>
Ministry Overview.....	62
Questionnaire Analysis of Data.....	65
SWOT Analysis.....	70
<b>CHAPTER 4: PROPOSITION FOR THE MINISTRY.....</b>	<b>70</b>
Strategic Plan for Good Church Health.....	70
Make Vision Clear.....	72
Plan to Grow.....	72
Establish Leadership Requirements.....	73
Workers Meetings.....	73

Ongoing Training.....	73
Pastor Personal Growth.....	74
Weekly Meeting.....	74
Delegate Responsibilities.....	75
Introduce Programs Gradually.....	75
Be Open to suggestions.....	75
Evangelism.....	75
Discipleship.....	78
<b>CHAPTER 5: CONCLUSION.....</b>	<b>79</b>
<b>BIBLIOGRAPHY:.....</b>	<b>81</b>
<b>APENDIX A: QUESTIONNAIRE WITH RESULTS.....</b>	<b>86</b>
<b>APENDIX A: IRB APPROVAL.....</b>	<b>95</b>

## LIST OF TABLES

1. Table 1. 7 Vital Signs to a Healthy Church.....	26
2. Table 2. Macchia Ten Characteristics of a Healthy Church.....	32
3. Table 3. Natural and Spiritual Leaders.....	43
4. Table 4. Warren’s 8 Characteristics of Early Church.....	52
5. Table 5. Malphurs Ministry Troubleshooting Guide.....	57
6. Table 6. Purpose for Strategic Planning.....	71
7. Table 7. Master Plan of Evangelism.....	77
8. Table 8. Elements of Discipleship.....	79



## **CHAPTER 1**

### **INTRODUCTION**

Everyone should wish to be healthy. Health does not only refer to being free from disease, but it also includes one's mental, emotional, social, and physical health, and well-being. Gyms are crowded with people who want to get fit and feel great. However, good health is much more than keeping fit. Good health also refers to coping with stress, becoming more active, and being able to channel good energy towards supporting other individuals, groups of people, and ministries, to function in society. God's plan for all His children is to be prosperous and enjoy good health to carry out His plans on earth. A healthy lifestyle allows one to enjoy a meaningful life with purpose.

The writer is single parent, head of household, a full-time employee, who works more than forty hours per week, in addition to being a full-time minister. Staying physically healthy has been a challenge for the writer, while focusing on strategies to grow a healthy church. Leading a healthy church comes with a multitude of challenges and frustrations on the part of leaders and congregants. Challenges can be financial, low attendance, lack of support for ministry programs, which can frustrate the efforts of the leaders. Congregants could become frustrated because of lack of leadership, lack of attention, lack of good teaching, and limited opportunities to participate in ministries within the church, to name a few. A healthy church should be equipped with leaders who are willing to pay attention to their own physical health, as well as showing concern for the physical, and spiritual state of the church. Churches should strive to be healthy as part of a process to lead others to spiritual maturity. Financial issues on a personal and institutional level can cause church leaders' health to deteriorate and could further cause them to place emphasis on financial recovery, rather than spiritual wholeness.

Churches will not stand for long with little or no resources. Therefore, rather than leading the community of believers to be faithful to God and to their call to ministry, some churches aim to sustain themselves by focusing more on activities which brings financial gain, rather than spiritual enlightenment. Since their intention hinges greatly on raising funds, some churches spend a lot of time creating fundraising programs. These programs sometimes add stress to the congregants, as they are continually asked to stretch their budget and give more financially on a regular basis. Due to financial strain, churches become more involved in efforts to draw people to the church, rather than teaching sound doctrine. Hence this shift in focus from God's agenda can cause a church to be considered unhealthy.

A healthy church focuses on spiritual growth of its congregants, raising leaders, ministering to the lost, teaching God's truth, helping people to develop their gifts, and encouraging members to love others, and enjoy good fellowship with each other. In the 21<sup>st</sup> century, many churches are experiencing low attendance, and struggle to meet their financial obligations to remain open. Because of the pandemic, churches experience low attendance, since many fear becoming infected with a deadly virus. In addition to low attendance, churches have seen a decline in tithes and offering. For these reasons, many churches have closed their doors.

Members who are still in the church witnessing the shift from God's agenda, are left hungry for the word of God, encouragement, neglect, and sound teaching. According to Krejcir, "Halfway through the first decade of the 21<sup>st</sup> century, the United States Bureau records reveals that over four thousand churches were closed compared to one thousand new churches that were opened. He goes on to say that about 2.7 million church members become inactive each year. The reasons for members leaving include hurt and/or abuse."<sup>1</sup> In the grand scheme of

---

<sup>1</sup> Richard J. Krejcir, "Church Leadership: Statistics and reasons for Church Decline," accessed February 28, 2022, <http://www.churchleadership.org/apps/articles/default.asp?articleid=42346>.

maintaining members, church leaders are not aware of those who are hurting, and/or needs encouragement in the congregation. A large church may have small groups, and in a small church most people know each other. Leaders need to train leadership to recognize and attend to those who are hurting in the midst of the congregation.

Some preachers preach what people want to hear and diverge from God's truth at times. The Bible should be preached in its entirety. Every scripture is important. Church growth includes people growing spiritually, not only numerically. More importantly, people need to understand, and feed on God's word. Gangel says, "Christian leaders must accept the challenge to focus on healthy churches, while recognizing that church size is never a guarantee of spiritual quality. Churches must face the future with total dependence on the sovereignty of God and the power of His Word."<sup>2</sup> Competing for membership, and not teaching the truth, are against God's standards to build His church. The focus should always be on what God wants for His church, and not what people want for themselves, including leaders.

### **Statement of the Problem**

The church should make discipleship a priority. Additionally, failure to teach sound doctrine and provide leadership training can cause members to be hesitant to evangelize. Some leaders neglect their own physical health, worrying about numerical, and financial church growth. Physical health and church health go hand in hand. To lead a healthy church, one must be attentive to his/her own physical health. Pastors attempt to lead a church without being physically and mentally healthy, and seldom fall short of leading a healthy church. Rick Warren says, "When a human body is out of balance we call it disease, which indicates dis-ease of the body. Likewise. When the body of Christ becomes unbalanced, disease occurs."<sup>3</sup> Though church

---

<sup>2</sup> Kenneth Gangel, "Marks of a Healthy Church," *Bibliotheca Sacra*, October – December 2001.

<sup>3</sup> Rick Warren, *The Purpose Driven Church*. Grand Rapids, (MI: Zondervan, 1995), 16.

leaders and pastors have the passion for ministry, and they claim to love God with all their hearts, they sometimes seek to engage people in their services, through popular topics such as blessings, and wealth, which attract people, but the church essentially neglects the fact that making disciples is God's plan.

The church should mold its members to build the Kingdom of God. Malphurs declares that "Church planting is a venture of faith that involves a planned process of beginning and growing new local churches based on Jesus' promise and in obedience to His Great Commission."<sup>4</sup> The church's first priority should be to fulfill the Great Commission. When numerical and financial growth takes precedence over spiritual growth, the church begins its decline and becomes unhealthy. Though numerical, and financial growth are important, they should not be the principal factors in building up the church. More importantly, some people are not receiving spiritual guidance, because of the financial and physical strain placed on the head of the church. When the head cannot function because of this strain, the congregation cannot be well fed and be guided spiritually. Hence church growth is stunted due to the lack of proper church leadership to help congregants mature spiritually.

The problem rests in the hands of leadership. Leaders, in some cases, are not prepared to mold, teach, and lead people to wholeness, because of their own physical and mental health, and because of the financial burden of keeping the church doors open. The reality is, many leaders are burnt out, and are unable to enjoy spreading God's word, and teaching God's people. The congregants need to understand the Word of God and spend time meditating on the truth God's Word provides. Pastors, when faced with their own struggles, find it difficult to allow God to

---

<sup>4</sup>Aubrey Malphurs, *Planting Growing Churches For the 21<sup>st</sup> Century: A Comprehensive Guide for New Churches and Those Desiring Renewal. Third Edition.* (Grand Rapids, MI: Baker Books, 2004), 19.

lead the church. When a pastor faces personal struggles in his/her life, failure to allow the Holy Spirit to provide guidance can become the pathway to leading an unhealthy church. These struggles can include health challenges, marital problems, financial issues, or struggles with some type of addiction. Pastors are human beings that are not perfect. They do not always share their personal struggles, for fear of possibly being judged by others, and deemed unfit to lead a church. Some churches lose members because they have lost respect for leaders, because of leaders' lifestyle, personality, or the shift from building a healthy community to filling the pews to compete with other churches.

Some churches are competing for membership, and frequently host functions to attract people to come through their doors, but they do not focus on winning souls for Christ. Their focus is not primarily on teaching the Word of God. For some, the church is much like a comedy club, with preachers placing priority on wanting to make people laugh. The problem becomes worst, as the leaders are unaware and/or unconcerned with the spiritual maturity of the congregation. As a new church start, the leader will most naturally want to see his/her congregation grow both financially and numerically. To stay open, the church will need people who are committed to worshipping God, faithful in giving, and faithful in serving in ministry. In any event, the leader must be prepared to lead the church God's way. He/she should set a biblical foundation for others to grow.

### **Statement of Limitations**

This Thesis Project is not designed to measure numerical growth. Every church, whether a new church start, a megachurch, or a church that has been in existence for decades, they may consider numerical and financial growth as part of their success story. This study will focus on the spiritual growth of individuals, the health of the church, and the ability to grow the church numerically, and spiritually through teaching God's word, to bring wisdom and understanding to

congregants. The study will focus on the leader's ability to lead a people to wholeness, while weathering the storm of physical, mental, and financial struggles to main members, and becoming a healthy church. The specific target is a non-denominational new church start in the North America, which has been in existence for less than 10 years. The study will be conducted at People of Destiny Healing and Deliverance Ministries (PODHDM).

*Limitations:* The questionnaire given to participants will allow them to rate their own spiritual growth on a scale of 1-5. One will not be able to control or help rate participants' spirituality if each questionnaire is not completed in its entirety. One is limited in ensuring that all participants who agree to complete the survey will do so promptly. One cannot control how honest participants will be when completing the questionnaire. The result from the questionnaire is unique to People of Destiny Healing and Deliverance Ministries and will not be a model for all new church starts that fit the criteria of a new startup church in North America.

*Delimitations:* One can control the number of participants needed to complete the assessment. Based on each participant's response to all questions, one can find areas that need special attention, and can make suggestions for improvement in particular areas of the ministry. The results of the questionnaire, along with research on biblical model of leadership, and good church health, will help the writer to suggest programs, and a strategic plan, which is needed to promote spiritual growth, maturity, and good church health. The results from the questionnaires, and suggestions for leading a healthy church can be used by startup churches that are in similar standings in the same area.

### **Methodology**

Participants from the church that the researcher has chosen for this study will be asked to complete a church health questionnaire to help assess the participants' spiritual growth, as well as the spiritual state of the church at large. Each participant will answer each question by rating

on a scale of 1-5, 1 being the weakest and 5 being the strongest rating. All responses will be added, and an average will be calculated by the researcher. Compiling this information will help bring to the forefront some of the issues people face in the church. How participants feel the church, the leadership, the fellowship, and their knowledge of the Word and work of God. The church that compromises the gospel to attract people to attend church or do not teach God's truth for the benefit of all, will fall into the category of an unhealthy church. Using statistics of church openings and church closings, by presenting work from different authors, and by using various scriptures to confirm God's standards for his church and its leaders, the researcher would suggest ways in which the church can grow into a healthy, mature church. This data will be used to encourage the church that needs renewed hope found only in Jesus Christ. Ministerial training may also be needed for leaders to become effective in ministering to a diverse congregation. The project will seek to identify the barriers, and challenges to leading a healthy church, and provide helpful suggestions to the leader to improve the health of the church.

### **Theoretical Basis for the Project**

No man is perfect, and there is no perfect church. According to 1 John 1:8-10, "If we claim we have not sinned, we make Him out to be a liar and his word is not in us." The church must realize that each one is not perfect, including the leader. As the church becomes filled with mature believers, all issues and concerns can be handled with decency and order. The leader must be healthy physically and spiritually to lead a people to wholeness, and maturity. In essence, a leader must be trustworthy, and become an exemplary leader. People may be more drawn to a church where the leader is faithful, rather than attempting to follow one who is unfaithful.

Unfortunately, the church of the 21<sup>st</sup> century has seen countless leaders being exposed and accused of wrongdoing. The headlines on national television and newspapers concerning

church leaders such as Bishop Eddie Long is upsetting. Bishop Long's reputation was tarnished after church members accused him of sexual misconduct.<sup>5</sup> Because of such a public scandal, it was no surprise that many church members exited the church. Today, churches are experiencing low attendance. Church leaders should adhere to God's vision and seek God's direction every step of the way, to steer people in the right direction. Teaching sound doctrine is a key to building a healthy church. The church should encourage people to develop their gifts, help them to grow towards maturity, loving God, and worshipping Him in spirit and in truth. Jesus said that the first and greatest commandment is to love the Lord with all one's mind, heart, and soul (Matt 22:36-39). To love God is to extend love to others. The church can grow in love by building community of faith, encouraging people to be selfless, empathetic, and to care for those who are in need.

### **Literary Review**

In preparation for submitting this thesis project, the writer used several resources including, books, The Holy Bible, scholarly articles, and websites. The writer has listed some of these resources to be used for this project.

Bakken, Kenneth L. *The Call to Wholeness: Health as A Spiritual Journey*. Eugene, OR: Wipf and Stock Publishers, 1985.

Bakken emphasizes the importance of good health for religious leaders to carry out God's purposes. The author explains that anxiety, fear, depression, loneliness, and anger can lead to deteriorating health and disease. As pastors continue to lead under stress and worry, their ministries will stand less changes of becoming healthy especially during a pandemic, I agree with Bakken that spiritual growth promotes healing health and wholeness. One simply cannot

---

<sup>5</sup> Tribune News Service. "Eddie Long, Georgia Megachurch Pastor Embroiled in Scandal, Dies." January 15, 2017. Accessed February 28, 2022.  
<http://www.chicagotribune.com/news/nationworld/ct-eddie-long-dies-20170115-story.html>



lead a ministry without selfcare. It is important to balance personal health and ministry for one's ministry to become healthy.

Barthel, Tara Klena, and David V. Edling. *Redeeming Church Conflicts: Turning Crisis into Compassion and Care*. Grand Rapids, MI: Baker Books, 2012.

Barthel points out that when conflicts arise in the church leaders should resolve conflicts using authoritative leadership rather than authoritarian leadership. The author continues by saying that leadership is usually at the heart of church conflicts. Every leader has a different style of leadership and are at different levels in their spiritual journey. Some may be more educated, more gifted, more experienced, or more charismatic. Regardless of the reason, I agree with the authors that once God appoints a shepherd the sheep should follow. There should be mutual respect among them.

Beck, David R. "The Journal of Faith and Mission: Evangelism in Luke-Acts: More Than an Outreach Program." 20, no 2 (Spring 2003), 85. Accessed September 29, 2018.

Beck reminds all that the early church was fortunate to have Apostle Paul as a leader. Paul was not concerned with buildings; he was more concerned about the spiritual welfare of his followers. Evangelism was a way of spreading the Word and demonstrating the power of the Holy Spirit. In the 21<sup>st</sup> century, pastors with small churches can be encouraged and do God's will with the help of the Holy Spirit.

Burns, Scott. 2018. Peer Review of *The Emotionally Healthy Church: A Strategy for Discipleship that Actually Changes Lives*, by Peter Scazzero, Journal of Spiritual Formation & Soul Care, 10 no. 2 (2017), 324-331. Accessed July 28, 2019. file:///D:/Health%20of%20Church%20scazzero.pdf.

Leaders of new churches can be overwhelmed and do not pursue spiritual maturity. Scott Burns gives several principles for emotionally, healthy spirituality. One such principle is slowing down to lead with integrity. Many churches most certainly want to succeed in growing

numerically and financially, however, the fact remains that the church is the people. Caring for God's people is what God desires.

Cousar, Charles B. *The Letters of Paul*. Nashville: Abingdon Press, 1996.

Cousar writes on the life and mission of Apostle Paul, an exemplary leader with many followers. Paul depends on the Holy Spirit throughout his life as a leader. Many leaders can learn from suggestions of Cousar as he delves more into the life of Apostle Paul.

Gangel, Kenneth. "Marks of a Healthy Church," *Bibliotheca Sacra*, October – December 2001.

This article presents some important realities of what constitutes a healthy church. Gangel explains church size is not evidence of a church that experiences spiritual growth. He proclaims that leaders should not abandon small churches. He adds that quality is better than quantity when evaluating church health.

Epperly, Bruce. G. A. *Starting with Spirit: Nurturing Your Call to Pastoral Leadership*. Herndon, VA: The Alban Institute, 2011.

Epperly says that pastors at various stages of ministry struggle to maintain a healthy lifestyle amid the demands for ministry. Though they preach about grace, they are caught up in a theology of works-righteousness. The pressure of ministry can cause some pastors to feel like they are suffering for Christ's sake. However, neglecting to teach the truth in addition to not taking care of the body which is the temple of God is irresponsible. I agree with author when he says that chronic stress can lead to physical illness burnout. The researcher has witnessed pastors and leaders who experience burn out mainly because they refuse to delegate to other responsible leaders. This often times happen in small ministries and new church starts.

Getz, Gene A. *The Measure of a Healthy Church: How God Defines Greatness in a Church*. Chicago: Moody Publishers, 2007.

Getz gives his definition of a healthy church. He examines ways in which one should measure a church's success. He further argues that spiritual growth is vital when measuring

church growth. Getz also explains why churches do not grow spiritually and numerically. Getz helps one define a healthy church and look at diverse ways in which church success can and should be measured. Getz argues that spiritual growth of the people is important when measuring church growth. The author outlines what constitutes the failure of the church.

Griffith, Jim, and Bill Easum. *Ten Common Mistakes Made by New Church Starts*. St. Louis, MO: Chalice Press, 2008.

Griffith and Easum identifies hard-hitting reasons for church failure among new church starts. One of the mistakes he identifies is premature launch. The author believes that before planting a church one must have a solid foundation of core people who are willing to make sacrifices of time, effort, and financial resources. Other mistakes include fear of talking about money until it is too late, failure to continue evangelistic efforts, and selecting a leadership team too quickly. The writer agrees with Griffith and Easum that there should be a core group to support the leader as he/she plans the new church start. However, only God knows His plans for His church. The people who have helped in the beginning, may not be the ones to serve as initial leaders. God may be using them for a season. As the church grows, and with sound teaching, leaders will arise. The writer has witnessed churches that started with the pastor's own family, however as they continued to evangelize in the community, the people came in search of genuine leader and the word of God. Depending on the level of maturity among church members, and the knowledge of the Bible, some people are not confident to go out and witness. PODHDM members as are not confident to go out and evangelize.

Harris, Daniel E., Lori Holyfield, Linda Jones, Rhonda Ellis, and Judi Neal. *Spiritually and Developmentally mature Leadership: Towards an Expanded Understanding of Leadership in the 21<sup>st</sup> Century*. Cham, Switzerland: Springer Nature Switzerland AG, 2019.

The authors suggest that people expect leaders to be spiritually mature since they are leading the flock, aware mentors, and role models. They also contend that leaders should be

open, good listeners, self-aware and responsible. The spiritually mature leader should be committed to encourage others to grow to their full potential in ministry.

Keller, Timothy. *Center Church: Doing Balanced, Gospel-Centered Ministry in Your City*. Grand Rapids, MI: Zondervan, 2012.

According to Keller planting churches increases the number of believers in a city. He implores that many ministries are needed in cities. The author used the example of Paul as planting church naturally by his method of evangelizing and caring for the people whom he preached the Word to. Keller says, “A new church plant could reach new people with innovative ideas, raise up new Christian leaders, challenge other churches to self-examine. The new churches can be an evangelistic feeder system for a whole community.”<sup>6</sup> The new church can also produce new converts who don’t go to other churches, reach a new generation, new people in the community reach people of different socioeconomic status. Seasoned church goers sometimes grow cold because they are not growing spiritually in their congregation. Whilst no church wants to lose members, some people look forward to ways in which they can enjoy good fellowship and begin to grow to maturity with good discipleship programs. Keller states that as a new church start, the ministry must be willing to give resources, lose control of your money, and give up control to shape your ministry.<sup>7</sup>

Kiehl, Erich H. 2016. *Peer review of 12 pillars of a healthy church: be a life-giving church and center for missionary formation*, by Waldo J. Werning, Concordia Journal, 28 no 3 (Jul 2002), p 342-343. Accessed July 31, 2019.

With supporting scriptures, the author outlines several important aspects of building a healthy church. He emphasizes the fact that leaders need to depend on the Holy Spirit to lead the church. Using several scriptures, the author outlines the important aspects of building a healthy

---

<sup>6</sup> Timothy Keller, *Center Church: Doing Balanced, Gospel-Centered Ministry in Your City*. (Grand Rapids, MI: Zondervan, 2012), 360-361.

<sup>7</sup> Ibid., 358.

church. He places focus on allowing the Holy Spirit to lead the church, empowering leadership, having loving relationships, disciple-making, and evangelism.

Krejeir, Richard J. “*Church Leadership: Statistics and Reasons for Church Decline*,” accessed February 28, 2022,  
<http://www.churchleadership.org/apps/articles/default.asp?articleid=42346>.

This article gives statistics according to the United States Census Bureau Records. The statistics reveal that there are more church closings than openings each year. People are either leaving the church or inactive. The article discusses some of the main reasons for church declining in attendance and/or closing. The author states that key areas that fail to function right contributes to the decline in attendance. These key areas include, vision, communication, church mentality, childcare, and youth programs.

Laurie, Greg. “Church Growth,” Article ID: DC248, accessed September 2020,  
<http://www.equip.org/article/church-growth/>.

Laurie lays out several church growth myths. These include, bigger is better, whatever strategies used for bringing in people to the church pleases God. Laurie outlines several key major areas of the early successful church as outlined in Acts 2:42-47. They are worship, prayer, evangelism, learning, and loving. Laurie declares that church growth is ultimately God’s business, not ours to control.

MacArthur, John. *The Book on Leadership*. Thomas Nelson: Nashville, 2004.

Good leadership is important in leading a church to success. MacArthur discusses the importance of being a good leader. The author clearly says that leadership is all about loyalty to the Lord, to the truth and to followers.<sup>8</sup> MacArthur also stresses qualities a good leader should have.

---

<sup>8</sup> John MacArthur, *The Book on Leadership*. (Thomas Nelson: Nashville, 2004), 70.

Macchia, Stephen A. *Becoming a Healthy Church: Ten Traits of a Vital Ministry*. Grand Rapids, MI: Baker Books, 2003.

As Macchia visited one hundred churches, he lists several indicators of good church health. Included in this list are, love, acceptance, and forgiveness, relational integrity, hunger and personal growth, shift from traditional to contemporary worship, prayer, and relationship-centered ministry. Macchia presents a list ten characteristics of a healthy church which includes, God-exalting worship, spiritual disciplines, stewardship and generosity and servant-leadership development. The author also suggest that one can use, *A Master Plan of Evangelism* by Robert Coleman as a guide to evangelism. The master plan includes association, consecration, impartation, and demonstration.

Malphurs, Aubrey. *Advanced Strategic Planning: A 21<sup>st</sup> Century Model for Church and Ministry Leaders*. Grand Rapids, MI: Baker Books, 2013.

Malphurs defines strategic planning as a process that involves not only a point leader, but an entire leadership team with the help of a ministry compass. The author details the purpose of strategic planning. The list he produces includes, to develop and communicate one's God-given mission, to develop a disciple-making process for the church, and to get the leadership team and congregation on the same page. This compass should consist of the ministry's vision, mission, values, and strategy. He believes that strategic planning is fundamental to the long-term success of the church. Malphurs present carious problems and offers solution to each. For example, he quotes the solution to direction problems is to develop a biblical mission.

McIntosh, Gary. *One Size Doesn't Fit All: Bringing Out the Best in Any Size Church*. Grand Rapids, MI: Fleming H. Revell, 1999.

McIntosh declares that one cannot use the same approach for every size church. A large church strategy cannot be used for a small church, and vice versa. He goes on to say that "using membership attendance, rather than membership statistics, is generally thought to be more

reliable measuring church size.”<sup>9</sup> He identifies a small church as having a membership of 15-200 which he claims represents 80% of churches. In this case, the church in this study is a small church. McIntosh introduces the thought as ‘single cell churches,’ which are those small churches who experience close face to face fellowship, have one or two families worshipping as one big loving family. The orientation of this type of fellowship is relational.<sup>10</sup> McIntosh says that chain principle of leadership works for every size church...do not push people...pull them...that shows how effective a pastor leads a flock. Shepherds never drive the sheep they led.<sup>11</sup>

Marshall, Colin, and Tony Payne. *The Trellis and the Vine: The Ministry Mind-Shift that Changes Everything*. Youngstown: Matthias Media, 2009.

Marshall and Payne identify the failures and successes of ministry. They find ways in which ministry can become successful. Program activities at times are used to draw people to the church however, not enough emphasis is placed on spiritual maturity.

McIntosh, Gary L. *Biblical Church Growth: How You Can Work with God to Build a Faithful Church*. Grand Rapids, MI: Baker, 2003.

Church growth includes people growing spiritually. According to McIntosh, “Since the Bible is God’s Word it naturally follows that the Bible has authority over individual believers, and churches.” The author discusses how pastors can shepherd the flock with integrity of heart and competence. McArthur believes that a church could grow if the pastor believes that God wants the church to grow.

---

<sup>9</sup> Gary L. McIntosh, *One Size Doesn’t Fit All: Bringing Out the Best in Any Size Church*. (Grand Rapids, MI: Fleming H. Revell, 1999), 17.

<sup>10</sup> Ibid., 26.

<sup>11</sup> Ibid., 102.

Gary L. McIntosh. *Beyond the First Visit: The Complete Guide to Connecting Guests to Your Church*. Baker Books: Grand Rapids, MI: Baker, 2006.

McIntosh makes suggestions on how to grow the church numerically, and socially. He outlines ways in which leaders can improve the culture of the church. The author suggests creating an atmosphere of welcome with open arms, creating a lasting first impression, and being a good host as ideas to embrace newcomers to the church.

Richardson, Ronald W. *Creating a Healthier Church: Family Systems Theory, Leadership, and Congregational Life*. Minneapolis, MN: Augsburg Fortress, 1996.

Richardson says, church will function in a healthier manner if the church would function as a system rather than a collection of individuals. Everyone having different strength and abilities would function in relation to the other. The family system theory is that no man is an island. Unfortunately, according to Richardson, “Church systems can keep themselves stagnant by building locked in close/distant arrangements that allow them to connect only with similar kinds of people.”<sup>12</sup> The church should be aware of systems that hinder church growth.

Sanders, Oswald J. *Spiritual Leadership: A Commitment to Excellence for Every Believer*. Chicago, IL: Moody Publishers, 2007.

Sanders claims that since leadership is influence, a leader can guide others to follow his/her lead. He states however, that spiritual leadership requires guidance from the Holy Spirit. The author created a chart to show the contrast between natural and spiritual leaders. He outlines the following characteristics of a natural leader: Self-confident, makes own decision, creates methods, and independent. The following are characteristics of spiritual leaders: confident in God, seeks God’s will follows God’s example, and depends on God.

---

<sup>12</sup> Ronald W. Richardson, *Creating a Healthier Church: Family Systems Theory, Leadership, and Congregational Life*. (Minneapolis, MN: Augsburg Fortress, 1996), 73.



Tackett, Craig. *Healthy Church: Ten Spiritual Practices for Healthy Believers and Churches*. North Kansas City, MO: Renown Publishing, 2020.

Tackett discusses healthy practices that churches need to incorporate to keep in line with God's plan. According to the author church is one that engages in righteous teaching of the word, and rightly celebrating the ordinances of God (baptism and communion). Tackett implores that though it is fine to preach about finances and sexuality, but preaching on family, money, sex, and politics, and preaching topical not scriptural is not okay. The writer agrees that an entire sermon should not be construct round money, or politics. However, people need to be guided to make the best decisions. If the Holy Spirit leads the pastor to address an issue publicly, then he /she needs to proceed. In the sermon on the mount in Matthew 5-7, Jesus taught on a wide variety of topics, including judging others, giving to the needy, divorce, prayer, murder, to name a few. The writer disagrees with limiting sermons to a few topics. The Holy Spirit is the ultimate, teacher, and could put a word in the mouth of the preacher in an instant.

Warren, Rick. *Vision Room: Clearly Thinking Ahead*. Accessed March 2, 2022.  
<https://www.visionroom.com/rick-warren-shares-8-characteristics-healthy-church/>.

Warren outlines what cause the early church to be positioned for God's blessings. He lists eight major areas of importance. These areas include, ministering in the Holy Spirit's power, keeping warm fellowship, house to house small group fellowship, and maximizing the power of prayer. Warren states that when the church magnifies the vision of God then we will become the New Testament church.

\_\_\_\_\_. *The Purpose Driven Church: Growth Without Compromising Your Message & Mission*. Grand Rapids, MI: Zondervan, 1995.

Warren suggests that attempts to grow the church should be from the outside in instead of inside out. He explains that the church should evangelize in the community and create space for people to become members of the church, then move them to discipleship, and core for ministry.

Unlike Griffith and Easum who suggests working from the core to the community, Warren ensues that one must start from the community to the core. The researcher agrees that there should be a core team, who would move into the community and disciple those who have become part of the church. members who are evangelizing in the community should have sound knowledge of the Bible and understand what it means to be a disciple, before attempting to leading others to Christ.

Young, David S. *Springs of Living Water: Christ Centered Church Renewal*. Scottdale PA: Herald Press, 2008.

The spiritual journey of transformation is the foundation for building a healthy church. Like Ronal Richardson, author of *Creating a Healthier Church: Family Systems Theory, Leadership, and Congregational Life*, Young proposes that a church functions as an emotional system, rather than as individuals. This system develops over a period. What affects one individually, can have an impact on others in the congregation. Therefore, church can be thought of as a community. Young states that significant amount of anxiety provokes anxiety, since others act, or react in the system that can have a rippling effect. He states that the calming influence of the leader who engages in spiritual disciplines, can cause the congregation to be at ease.

Zuck, Roy B. *Teaching as Paul Taught*. Grand Rapids, MI: Baker Books, 1998.

To excel in ministry it takes commitment, passion for ministry, faith in what God calls one to do, and endurance. Apostle Paul is a perfect example of an exceptional leader. He is instrumental in growing the church through the Holy Spirit's power and guidance. The church today lacks passion to see people mature in their faith.

### Scripture Passages<sup>13</sup>

---

<sup>13</sup> All Scripture passages are from the New International Version

## New Testament

### *Acts 10:19*

The Holy Spirit reveals things, gives direction, warns, and confirms. The church must pray and practice listening to the voice of the Holy Spirit.

### *Acts 13:2*

This scripture will be used to demonstrate the power of worship and total devotion to God. Here again the Holy Spirit gives direction. When one engages in spiritual disciplines such as prayer and fasting, one witnesses the presence of the Holy Spirit.

### *Acts 16:6-7*

This scripture will be used to show the importance of listening to the Holy Spirit. Paul could have kept going in the direction he planned to go, but the Holy Spirit stopped him from going to Bithynia. Many times, leaders go against the Holy Spirit's direction and fail miserably in ministry.

### *2 Timothy 3:10-14*

This scripture reference will be used to show that though each person's journey may have trials, suffering is nothing new. There are no hidden secrets in the Christian walk. One's trust must be in God.

### *Luke 6:40*

Believers need to be students of the word and be obedient to their teacher. Though the leader may not be educated but God chose his leaders for a reason. One must respect God's choice for a leader.

### *Luke 11:1-13*

This scripture reference will be used to demonstrate how Jesus was devoted to prayer and taught His disciples how to pray. Jesus demonstrated the importance of praying and being

passionate about helping each other, Jesus was always humble. This is a lesson for the church to live in community, pray together and help those in need.

*Luke 9:57-62*

This scripture reference will be used to prove that discipleship is not without a cost. Following Jesus requires commitment to the mission, and obedience to God. To be a follower of Christ would mean one has to give up some things that they value in life.

*Titus 2:2*

This scripture tells one that a leader is not always someone older, but one who God appoints. Here the young Christian has to teach the older men. Being older, or even more educated does not qualify someone for the position of a leader or teacher.

*John 8:31-32*

A disciple of Jesus holds fast to His teachings and would not depart from it. Being a disciple is not part time. All Christians do not follow the teachings of Christ. Studying God's truth is ongoing.

*Mark 16:15-16*

*Believers* are encouraged to reproduce themselves. All believers should be equipped to evangelize and invite the unsaved into the church to be baptized, encouraged, discipled, and go out and make disciples among all people. This scripture reference will be used to encourage the church to be vigilant in making disciples.

Old Testament

*Habakkuk 2:2*

This scripture reference will be used to encourage the leader to make the vision visible and continue to communicate how the vision will be accomplished. The members should always pray for the leader and the vision so that in the end it will be fulfilled.

*Ecclesiastes 9:10*

A church can only grow when members actively begin to serve in ministry. This can range from cleaning, to ministering at services. No work in the church is too small to go unnoticed by God. The scripture serves as a reminder that whatever one does, that person should do it to the best of his/her ability. Serving in the Kingdom glorifies God.

*Exodus 3:14*

God can choose a leader and empower him/to lead. The church should not choose a leader without God's direction. Moses felt he was not competent to lead because of he was not eloquent in speech. Nonetheless, God chose him and empowered him to lead the Israelites out of bondage.

*1 Samuel 16:4-7*

God proves once again that he does not choose based on outward appearance. David was not the one that Samuel and David's family would have seen fit for the throne. In the same way pastors are judged because of outward appearance. Pastors should build their self-esteem and seek the Lord for strength and wisdom to lead, especially when others do not believe that God has called them to lead.

*Psalms 27: 1-3*

God should be first in every believer's life. The pastor must be confident that God has called him/her to lead. He/she should trust that God will protect, and guide him/her, and should not be afraid.

*Proverbs 3:5-6*

The Christian life should be built on trust in God and not in man. This scripture reminds one that God can and will direct the path of the believer who does not doubt God's power. A leader should not attempt to lead the church based on her own wisdom. God knows the way He wants to lead the church.

## CHAPTER 2

### ATTRIBUTES OF A HEALTHY CHURCH

For some people, a healthy church is understood to be one that has all the chairs filled and has more than one services. Some people believe that luxurious buildings represent churches that are thriving numerically and financially, therefore the church is healthy. People also believe that the more baptisms in a church, the healthier that church is. Yet, another set of people believe that Church health refers only to the physical, mental, and biblical foundation of persons in the church. A healthy church is one that is God-centered. A church that is God-centered focuses on God's agenda, and not the leader or anyone else's agenda.

The God-centered church would have a leader who thinks seriously about taking care of his/her own body, the temple of the living God. He/she in turn must encourage others to do the same. Worshipping God encompasses, caring for one's body, giving to the church, and helping those in need, loving each other. Forgiveness is part of worshipping God, praying, singing hymns, studying the Bible, teaching the Word of God, serving in ministry, honoring leaders, and being selfless, are all ways in which one could worship God. The emphasis in the church should be on worshipping God and being faithful to God regardless of one's circumstances. The moment there is a shift from God's agenda, there is confusion in the church, simply because worshipping God is not priority.

Healthy churches ensure that God's vision is clear, visible, and communicated to all. Habakkuk 2:2 says, "Then the Lord replied: 'Write down the revelation and make it plain on tablets so that a herald may run with it.'" Everyone who shares in God's vision should look forward to putting their hands to the plough. These people who lock into God's vision for the church become the builders in the church. The leader should identify those who are enthusiastic about the vision and empower them to share the vision with others. The pastor who attempts to

do it all is creating an unhealthy environment. Pastors often become frustrated and burnt out by constructing a one-man team. Building up the Kingdom of God is not an assignment for the leader alone.

There are always the few who would oppose the vision, the types of sermons preached, or those who are disgruntled about who is in positions of leadership. The focus must remain on what God is doing despite adversity must be evident. According Acts 5:29, “. . . We must obey God rather than men.” The church should look to please God and not man. There are diverse types of people in church. There are those who have been hurt by messages preached at another church, those who have come to serve, some people are in church because the church is big, or small to suit their liking, or some people are in church because they want to draw closer to God. Regardless of the reason people attend church, the leader must accept the fact that he/she will not be able to please them all. The most important thing is that he/she leads the church by the direction of the Holy Spirit. When the pastor allows the Holy Spirit to lead, the fruit of the spirit manifest in the church. People are free to worship, and they can feel the love from members in the church.

Every church has a personality. A local church is marked how people are treated, and by the genuineness of leaders. The church is marked by love, and by the leader's willingness to allow the Holy Spirit to lead the church. If church members are not at all friendly or are not genuinely concerned about others in the community, some unbelievers will not be anxious to attend church, or church events. Part of the reason for decline in church attendance and membership in some churches could be failure to open to newcomers, especially in a small congregation. Some churches have seasoned members who are not hospitable towards newcomers. These members become fearful that they will lose their position in the church, or not aware that they are not hospitable. Failure to welcome newcomers to the church is a sign of an

unhealthy church. Jesus set an example of what it means to welcome all, and fellowship among others who were not part of his inner circle of disciples. In Luke 2:27-32, Jesus ate with sinners, and tax collectors, much to the disgust of the Pharisees. To create a healthy environment for the church to grow. The church should seek to imitate Christ.

According to Marshall and Payne, “Churches are using event-based approach to evangelism, and a variety of events to proclaim the gospel. This tactic is failing since most unbelievers will not attend these events.”<sup>14</sup> A healthy church is centered on spiritual growth of individuals, raising leaders, ministering to the lost, discipleship, and teaching people to love one another as Christ loves all. The Bible declares, in John 3:16, “For God so loved the world that He gave his only begotten son, that whosoever believes in Him will not perish but will have everlasting life.” God’s will for people is to love each other as God loves all. He confirms in Mathew 22:36-40, that the greatest commandment is to love God with all one’s heart and the second greatest commandment is to love one’s neighbor as him/herself.

The healthy church practices living in community and teaches the truth. According to Wilson, churches who want to pursue a healthier congregational life are marked by, Clarity of mission and vision, transformational conflict, authentic community, and transparent communication. He says that these marks begin to exhibit signs of stability, renewal, and hope.<sup>15</sup> Whilst I agree that Wilson makes a valid contribution to what constitutes a healthy church, his list is by no means conclusive.

---

<sup>14</sup> Colin Marshall, and Tony Payne, *The Trellis, and the Vine: The Ministry Mind-Shift that Changes Everything*. (Youngstown: Matthias Media, 2009), 17.

<sup>15</sup> Bill Wilson, “What Does a Healthy Church Look Like?” *Review and Expositor* 113, no.3 (2016): 333-340. Accessed October 12, 2018.  
<http://journals.sagepub.com/doi/abs/10.1177/0034637316658582>



I agree that a God given vision should mark the beginning of what God wants for His church. However, communicating this vision to followers, and leading others to participate in what God is doing amid the people, would take more than mere words. Stability is not instant, but comes with perseverance, obedience to God, love for community, and commitment to ministry.

There will be conflict, and a clash of great minds, but the leader should be able to solve all issues in a godly manner. According to Barthel and Edling, “Church conflicts are not resolved without the exercise of godly leadership, and biblical followership.”<sup>16</sup> Both leader and follower should lead and follow according to God’s word. The authors imply that, “The pastor facing conflict in the church needs affirmation to walk in the various leadership roles God has called him to in the church. These include discerning the present situation, managing the organization of details, prayerfully and decisively, teaching, and discipling.”<sup>17</sup> In the midst of conflict, struggles, and disagreements within leadership team, the leader should draw strength from the promises of God to fulfil his vision for the church.

Proverbs 3:5-6 says, “Trust in the Lord with all your heart, and lean not to your own understanding; in all your ways submit to him, and he will make your paths straight.” One should trust the Lord to make the vision clear, and to provide divine direction. Failure to adhere to God’s direction for the church could cause ongoing tension among leaders, and members. The leader should communicate the vision clearly and stand firm on God’s directions to build a healthy church. Wagner weighs in on the vital signs of a healthy church that has not yet failed. Wagner believes that all members of the church should use their gifts in the church. The

---

<sup>16</sup> Tara Klena Barthel, and David V. Edling, *Redeeming Church Conflicts: Turning Crisis into Compassion and Care*. (Grand Rapids, MI: Baker Books, 2012), 119.

<sup>17</sup> Ibid., 119.

researcher agrees that congregants should be activated for ministry functions. Gift assessment could be done to ensure people are utilized in the right ministries.

### **Wagner's Principles of a Healthy Church**

Table 1. 7 Vital signs of a healthy church<sup>18</sup>

1. A pastor who is a possibility thinker, and whose dynamic leadership has been used to catalyze the entire church into action for growth.
2. A well-mobilized laity who has discovered, has developed, and is using all the spiritual gifts for growth.
3. A membership drawn primarily from one homogeneous unit.
4. A church is big enough to provide the range of services that meet the needs and expectations of its members.
5. The proper balance of the dynamic relationship between celebration, congregation, and cell.
6. Priorities arranged in biblical order.
7. Evangelistic methods that have proved to make disciples.

Wagner outlines vital signs of a healthy church as having a pastor whose dynamic leadership has been used to catalyze the entire church into action for growth, a well-mobilized laity that has discovered and developed, and uses all spiritual gifts for growth.<sup>19</sup> Utilizing spiritual gifts for the up-building of the church is important, however ample training is necessary, and is sometimes a nonexistent program in the church. I agree that leadership is important, but leaders need to be vigilant in training others, giving away their jobs to better serve the congregants.

Another vital sign Wagner mentions, is using proven evangelistic methods to make disciples. There is an old saying the researcher's mother often said, "different strokes for different folks." What works in one church, or community may not work in another church or

---

<sup>18</sup> C. Peter Wagner, *Leading Your Church to Growth*. (Ventura, CA: Regal Books, 1984), 35-38.

<sup>19</sup> Peter C. Wagner, *The Healthy Church: Avoiding and Curing the 9 Diseases That Can Afflict Any Church*. (Ventura, CA: Regal Books, 1996), 16.

community. There is no one size fits all method of drawing people to church, and to Christ.

Some people are drawn to Christ through one-on-one teaching, by attending church, or a church event. It all depends on the community, and/or the prospective member's situation. Some people believe that if they accept Christ and attend services that all their problems will be solved. They may not be told that in this life there will be trouble, as John 16:33 says.

Another observation from the list is the question of whether the church is big enough to provide a range of services to meet the needs of members. There are some churches that begin with two or three members and can take over ten years to grow numerically and financially to accommodate some of the needs of their congregation. Whilst the researcher agrees that the church should be able to cater to the needs of the congregants, not all churches could meet all the needs of all the people.

As recent as January 2022, a married couple approached the researcher and asked for "help." When the researcher asked the couple what kind of help was needed, couple responded, "We need financial, legal, and physical help, in terms of housing, and skills training to find jobs. We also need clothing and food." The couple also confirmed that they were both serving in a church for quite a few years, but the church was exceedingly small, and they did not want to be a burden to the church. WOW! Every church may not be able to meet every need of every person in the church, or community. Some churches help as a way of drawing people to the church. When these people come in, some of them expect continued handouts. A healthy church helps people to grow spiritual, and encourages members to grow in wisdom, knowledge, and understanding. Leaders should be careful not to promise help on a long-term basis. There would be a time when helping would hurt. Overextending help to parishioners could cause them to become complaisant, and they may not make the effort to grow out of their unpleasant situations. The church becomes unhealthy when members are dependent on the church to meet all their

needs on an ongoing basis. This dependency on church handouts means they are not making progress in their personal lives. God's will is for all to prosper and be in good health.

### **Macchia Principles of a Healthy Church**

Table 2. Macchia Ten Characteristics of a Healthy Church<sup>20</sup>

1. God's Empowering Presence
2. God-Exalting Worship
3. Spiritual Disciplines
4. Learning and Growing in the Community
5. A commitment to Loving and Caring Relationships
6. Servant-Leadership Development
7. An Outward Focus
8. Wise Administration and Accountability
9. Networking with the Body of Christ
10. Stewardship and Generosity

The researcher agrees with Macchia that a healthy church seeks empowerment and direction from the Holy Spirit. Throughout the New Testament, the Holy Spirit was instrumental in guiding the Apostles from speaking. In Acts 16:6-7, the Holy Spirit forbade the Apostles from speaking in Asia and prevented them from entering Bithynia. The Apostles were obedient to the Holy Spirit. The leader should be sensitive to the Holy Spirit and encourage the church to do the same. The healthy church practice spiritual disciplines. According to Macchia, "The healthy church provides training, models and resources for members of all ages to develop their daily spiritual disciplines."<sup>21</sup>

The healthy church is a loving, and caring community of faith, which is willing to provide training to the body of Christ to strengthen their faith. Macchia stresses that the healthy church place high priority on the teaching the truth. Some pastors preach only what they believe the church wants to hear. When pastors preach only popular messages, the congregation is left without sound teaching, and training. Macchia states that, "The Healthy Church identifies and develops individuals whom God has

---

<sup>20</sup> Stephen A. Macchia, *Becoming A Healthy Church: Ten Traits of a Vital Ministry*. (Grand Rapids, MI: Baker Books, 2003), 23.

<sup>21</sup> Ibid., 59.

called, and given the gift of leadership, and challenges them to become servant-leaders.”<sup>22</sup> In Exodus 3:14, God reminded Moses that He is the great “I AM.” God empowered Moses to deliver a nation out of slavery, by equipping him with the tools to do so. God also sent along Aaron who had the strength that Moses was weak in. In the same way, even though God gives a leader a vision, the leader should feel confident that God will send, and equip people to help build His church.

### **Getz Principles of a Healthy Church**

Getz believes that health of a church is not measured by the number of baptisms or number of people on the church roster. He contends that there are several guiding principles to consider when measuring church health and maturity, which includes the following.

*Principle 1.* One can only evaluate a church based on the visible body of believers.<sup>23</sup>

Getz says, “. . . from a human point of view, we can only measure what we see and experience.”<sup>24</sup> I agree with the author that one cannot evaluate what one cannot see. Some churches have members who are hardly at church, seldom attend church programs or Bible class and rarely serve in the church. Some may have silently exited the church but remain on the membership list and are mistakenly counted as active.

*Principle 2.* When measuring a church one should measure functions and not structures. From the author’s point of view how functions are conducted will determine how healthy the church is.<sup>25</sup> Many churches have become a place to go on a Sunday. They visit the building, pray, worship, and love the church only to return to the same routine the following week. Some

---

<sup>22</sup> Stephen A. Macchia, *Becoming A Healthy Church: Ten Traits of a Vital Ministry*. (Grand Rapids, MI: Baker Books, 2003), 115.

<sup>23</sup> Gene A. Getz, *The Measure of a Healthy Church: How God Defines Greatness in a Church*. (Chicago, IL: Moody Publishers, 2007), 27.

<sup>24</sup> *Ibid.*, 27.

<sup>25</sup> *Ibid.*, 27.

churches have not been growing because they have vacated God's vision for the church and merely exist. If the church is not functioning at its full potential, teaching, training, and having discipleship classes to name a few, then the church is unhealthy.

*Principle 3.* Understanding biblical discipleship is paramount to becoming a healthy church. According to Getz, "There born-again believers who have put their faith in Jesus Christ as son of God and have experienced redemption. That does not mean that they are all true disciples."<sup>26</sup> Certainly, not all believers are aware of what it means to be a disciple. The leader is responsible for ensuring that discipleship programs are ongoing. Apostle Paul traveled and instructed many people who were converted and became disciples. Paul never abandoned them but continued to show concern for new believers and encouraged and strengthened them through his preaching and teaching (Rom 1:1-14).

*Principle 4.* A church should be measured by how well they function as a family.<sup>27</sup> According to Getz, ". . . regardless of our gender and ethnic and economic backgrounds, we are meant to be a family, the household of God."<sup>28</sup> A healthy church functions as a family in Christ. When one enters visits a church for the first time, one could usually tell how much the church community embraces each person's otherness. Everyone should feel loved.

*Principle 5.* The degree to which believers reflect the fruit of the spirit in their relationships with each other is a key factor in measuring a church.<sup>29</sup> According to Galatians 5:22-23, "But the fruit of the Spirit is love, joy, peace, forbearance, kindness, goodness,

---

<sup>26</sup> Gene A. Getz, *The Measure of a Healthy Church: How God Defines Greatness in a Church*. (Chicago: Moody Publishers, 2007), 28.

<sup>27</sup> Ibid., 28.

<sup>28</sup> Ibid., 29.

<sup>29</sup> Ibid., 30.

faithfulness,<sup>23</sup> gentleness and self-control. Against such things there is no law.” I agree that the fruit of the spirit is important. In addition, believers should strive to develop in each area of the fruit, not just a couple of areas.

*Principle 6.* Another principle to consider when measuring a church according to Getz is the degree to which spiritual leaders are biblically qualified.<sup>30</sup> Getz list the following as characteristics of a spiritual leader should possess.

- Living exemplary lives and maintaining God’s standards of righteousness
- Walking by faith and manifesting true biblical love in all their relationships
- Being wise, and having experience
- Unselfish and generous, willing to open their homes to ministry
- Ability to control angry feelings
- Ability to relate to others by communicating in a manner that does not make others feel controlled manipulated or defensive<sup>31</sup>

I agree that these characteristics are necessary for exemplary leaders. Unfortunately, church leaders lack these qualifications. The researcher believes that a degree is not necessary to become a pastor, however one should possess a sound knowledge of the Word of God, be teachable, become a good listener, and seek the Lord in all matters. The leader’s heart should be always on God’s agenda

*Principle 7.* Getz states, “When measuring a church, we must look at the degree to which believers are devoting themselves to learning and applying the Word of God in their lives.”<sup>32</sup>

---

<sup>30</sup> Gene A. Getz, *The Measure of a Healthy Church: How God Defines Greatness in a Church*. (Chicago: Moody Publishers, 2007), 165.

<sup>31</sup> Ibid., 165-166.

<sup>32</sup> Ibid., 181.

There are many people who routinely attend church. Some find church to be the perfect place for a nap, some are happy to connect with friends, and some others being in church on a Sunday or Saturday is the right thing to do. However, there are some who truly seek to understand the word of God and apply it to their lives.

### **Tackett Principles of a Healthy Church**

Table 2. 10 Characteristics of a healthy church

1) A healthy church is made up of individuals who believe the scriptures are totally sufficient as an authoritative guide to the Christian life. <sup>33</sup>
2) A healthy church is made up of individuals who pursue Jesus as the ultimate treasure. <sup>34</sup>
3) A healthy church is made up of individuals who practice the ordinances assigned in Scripture. <sup>35</sup>
4) A healthy church is made up of individuals who chase holiness by actively pursuing a godly life. <sup>36</sup>
5) A healthy church is filled with individuals who celebrate their freedom in Christ seriously and responsibly. <sup>37</sup>
6) A healthy church is made up of individuals who actively love one another and desire to live and worship together in community. <sup>38</sup>
7) A healthy church is made up of individuals who are willing to engage one another and be engaged over sin. <sup>39</sup>
8) A healthy church is made up of individuals who engage in discerning church discipline. <sup>40</sup>
9) A healthy church is made up of individuals who are open handed. <sup>41</sup>

---

<sup>33</sup> Craig Tackett, *Healthy Church: Ten Spiritual Practices for Healthy Believers and Churches*. (North Kansas City, MO: Renown Publishing, 2020), 13.

<sup>34</sup> Ibid., 25.

<sup>35</sup> Ibid., 35.

<sup>36</sup> Ibid., 45.

<sup>37</sup> Ibid., 57.

<sup>38</sup> Ibid., 73.

<sup>39</sup> Ibid., 87.

<sup>40</sup> Ibid., 101.

<sup>41</sup> Ibid., 115.



### Summary

- 1) A healthy church focuses on the spiritual growth of its congregants, teaching God's word to edify and strengthen Christians as their priority. Their priority should never be to have a large congregation and neglect spiritual state of individuals. By Christian standards spiritual growth is of utmost importance. According to McIntosh, "While some church leaders understand that the primary focus of growth is fulfillment of the Great Commission, a common perception is that church growth is all about techniques, methods, and models."<sup>42</sup> Unfortunately some churches focus on large buildings and many programs to attract others, however they lose focus of the main reason they are in existence is to make disciples and glorify God.
- 2) A healthy church engages in true fellowship and live in love. 1 Corinthians 13:4-6 defines love as patient, kind, and love never fails. God intends for his people to live in community, caring for each other. Jesus commanded, "Love one another. As I have loved you, so you must love one another. By this everyone will know that you are my disciples if you love one another" (John 13:34). The Leader must show genuine love for all members as Jesus commanded. There should be no partiality, no preferential treatment. Jesus ate with sinners and tax collectors (Matthew 9:10-11). Jesus had compassion for the poor and the sick. He healed the two blind men when the crowd bid them to be quiet (Matthew 20:30-34).
- 3) Leading a healthy church requires a leader who is disciplined and will discipline leaders and other Christians (1 Timothy 5:19-20). Getz says, "If a church is to measure up to

---

<sup>42</sup> Gary L. McIntosh, *Biblical Church Growth: How You Can Work with God to Build a Faithful Church*. (Grand Rapids, MI: Baker, 2003), 17.

God's standards for maturity, the leadership must be practicing discipline among individual believers who persistently walk out of the will of God and yet continue to fellowship in church."<sup>43</sup>

- 4) A healthy church requires a leader who is prayerful, hears from God, and proves the Holy Spirit's power. Jesus declares in Luke 18:1 that men should always pray so that they will not be discouraged. The Holy Spirit is instrumental in leading Paul and his companions not to preach in certain Asia. Holy Spirit also barred them from entering Bithynia (Acts 16:6-7). The leader must hear from God to lead and build a healthy church.
- 5) A healthy church welcomes all people. According to Wagner, to be attractive to newcomers, a church has to serve its members well.<sup>44</sup> First impressions could form lasting impressions. Newcomers must feel welcome to return. James Klagge, a Multi-Cultural professor of Philosophy at Virginia Tech quoted Reverend Martin Luther King, Jr., in saying, "The most segregated hour of Christian America is eleven o'clock on Sunday morning."<sup>45</sup> From personal experience the researcher has not felt welcomed at some churches, especially in the African churches. Though all African churches are not the same, the same way I decided to attend another church of its kind, other newcomers feel the same way about some churches. There is still much work to do in welcoming visitors and new members to churches. According to Marshall and Payne, "Churches are

---

<sup>43</sup> Gene A. Getz, *The Measure of a Healthy Church: How God Defines Greatness in a Church*. (Chicago: Moody Publishers, 2007), 66.

<sup>44</sup> Peter C. Wagner, *The Healthy Church: Avoiding and Curing the 9 Diseases That Can Afflict Any Church*. (Ventura, CA: Regal Books, 1996), 16.

<sup>45</sup> James C. Klagge, "The Most Segregated Hour in America?" <https://www.phil.vt.edu/JKlagge/ConductorChurch.htm>. Accessed October 14, 2018.

using event-based approach to evangelism, and a variety of events to proclaim the gospel. This tactic is failing since most unbelievers will not attend these events.”<sup>46</sup> There are looking for personal attention and warm friendly atmosphere.

- 6) A healthy church trains leaders without looking at ecumenical background, age, or formal education level. At some churches, there are educated and gifted men and women of God who are denied an opportunity for pastoral training. One plausible reason is that some pastors are uneducated and have not had any ministerial training. Another reason could be they are afraid to lose their position. This type of behavior can cause the church to split or plateau. People who are gifted, disciplined, humble, and faithful to God and to the ministry should be allowed to excel in his/her call. According to Prime and Begg, “leadership skills need developing, like all gifts and abilities. They grow by exercise, and particularly by our willingness to learn from scripture, from the example and instruction of others, and from our mistakes.”<sup>47</sup> Everyone makes mistakes. Growth is not the absence of mistakes, but the ability to learn from them move forward. Church leaders should be willing to train leaders and others for ministry. Not promoting spiritual growth in a church leads to an unhealthy church. Church health includes a few areas that the church fails to encourage.

*Sound doctrine:* Teaching sound doctrine is a key to building a healthy church. Jesus spent a lot of time teaching disciples and others how to live a holy life. The church must

---

<sup>46</sup> Colin Marshall, and Tony Payne. *The Trellis and the Vine: The Ministry Mind-Shift that Changes Everything*. (Youngstown: Matthias Media, 2009), 17.

<sup>47</sup> Derek J. Prime and Alistair Begg, *On Being a Pastor: Understanding Our Calling and Work*. (Chicago: Moody Publishers, 2004), 209.

encourage people to live a life pleasing to God, help them develop their gifts, help them to grow towards maturity, loving God, and worshipping Him in spirit and in truth.

*Love:* Jesus said that the first and greatest commandment is to love the Lord with all one's mind, heart, and soul (Matthew 22:36-39). To love God is to extend love to others and teach them to grow in the things of God.

*Prayer:* Prayer is the foundation of leading a healthy church. Prayer helps believers to be strong in the Lord. Luke 18:1 declares that men should always pray so that they will not faint. The Lord commands all to be prayerful to be encouraged. Jesus knew that men would face trials in life and warns all to adhere to prayer. Leaders to devote themselves to prayer, display Godly character, teach the Word, and be committed to do God's will. The leader who is a true disciple of Christ and is prayerful will influence others to commit to prayer and become faithful Disciples of Christ.

*Discipleship:* A disciple is a follower. To be a disciple of Christ means to follow Christ, obey His commands, and look to imitate Christ in being a teacher, mentor, and a student of the word. The leader must be a Disciple of Christ. Disciple is translated from the Greek word "mathētēs (μαθητής)," which means to be a student, learner, or a follower of Jesus Christ. Jesus appealed to His disciples to extend themselves beyond just being followers of Christ. Jesus commanded in Matthew 28:18-20, to make disciples of all nations, baptizing them, and teaching them to obey Jesus' commands. In Mark 11:22-24, Jesus reassured His disciples that everything they prayed for in faith they will receive.

Christian discipleship is the process by which someone receives guidance through scripture, to become like Christ. Discipleship is certainly a principal factor in becoming a healthy church. Jesus taught his disciples and expected them to obey His commands. According to 1 John 2:3-6, we come to know him by keeping His commands. One can only obey His commands

if he/she studies the Word daily. The word of God is liberating, powerful, and inspiring.

Disciples of Christ study to gain inspiration and wisdom from the Word. Jesus assured his disciples that if they held on to His teachings, they would know the truth, and the truth shall set them free (John 8: 31-32). Disciples commit themselves to prayer and fasting. In John 17:6-26, Jesus prayed for His disciples as well as believers. He also taught His disciples how to pray (Luke 11:1-13). When pastors continually encourage people to call them when they need prayer, they are not allowing members to develop a healthy prayer life. Every believer should learn to pray in faith for themselves and for others who are weak in faith.

### **The Healthy Leader**

A healthy church should have a leader who is physically, emotionally, and mentally healthy. Taking care of one's body and actively paying attention to one's mental health is important when leading a church. Mental illness has become a popular topic for conversation within the last few years. As sports phenoms like Simone Biles have spoken out concerning her personal experience with mental health issues following her withdrawal from major gymnastic competition. Toews quotes the following definition of mental health from a Canadian government publication, "That capacity of the individual, the group, and the environment to interact with one another in ways that promote subjective well-being, the optimal development and use of mental abilities, the achievement of goals consistent with justice, and the attainment and preservation of conditions of fundamental equality."<sup>48</sup> In theory, many people go through life with high expectations to succeed. In addition, there is a battle in the mind as others expect one to succeed. The pressure to complete a task or to become successful could cause one to battle

---

<sup>48</sup> John Toews with Eleanor Loewen, *No Longer Alone: Mental Health and the Church*. (Waterloo, Ontario: Herald Press, 1995), 25.

with depression or various unhealthy thoughts, such as suicide. The church has not escaped dealing with leaders and parishioners who have mental health issues.

Many sit in the pews on Sundays or join services virtual and can become uncomfortable, or angry at the pastor, or a church member. There are some things that can cause discomfort or anger during a service, a word that reminds the listener of an unpleasant experience, the thought that the sermon is addressing him/her directly in a negative way, or a feeling disgust that God has so much in store for all, yet one can feel that blessing is far-fetched. Pastors not only have to deal with the accusations, emotions, and other personal issues of members in the church, but they also must focus on their own unmet goals, and personal issues as well. As pastors become overwhelmed and are struggling with their own health, many abandon their congregations, or simply contemplate on, or commit suicide.

Barna reports that, in a pastor poll taken in October 2021, a considerable number of pastors are thinking about quitting ministry entirely. The report reads, “With pastors’ well-being on the line, and many on the brink of burnout, 38 percent indicate they have considered quitting full-time ministry within the past year. This percentage is up nine full points (from 29%) since Barna asked church leaders this same question at the beginning of 2021.”<sup>49</sup> This report speaks of the pressure pastors are under to keep good health, whilst attempting to maintain a healthy church. Pastors and leaders should make it a priority to be in good health. Pastors are constantly bombarded with cries of trials and hurtful situations from parishioners. Without selfcare one can become frustrated and weary which could lead one to become overwhelmed, and harbor thoughts as horrible as ending one’s life.

---

<sup>49</sup> <https://www.barna.com/research/pastors-well-being/> accessed 02/19/2022.

People expect leaders to be perfect, they live a stress-free life, and has all the answers and prayers to fix every situation, a plaster for every sore. Pastors always refuse to say, “no.”

Andersen shared an article from Ethics & Religious Liberty Commission. The article spoke of Pastor Jarrid Wilson, a mental health advocate, and the founder of Anthem of Hope, who died by suicide at the tender age of thirty.

Mental illness, like depression that Wilson openly suffered from, is unquestionably the main component, but other aspects of the pastoral life contribute to why these leaders ultimately succumb to suicide. Pastoring is one of the most high-pressure jobs in the nation. According to the Soul Shepherding Institute, an organization that exists to care for the mental well-being of pastoral leadership, 90% of pastors work 55-75 hours a week and 75% report feeling “highly stressed” on any given week. Most are managing family life with the demands of pastoral care, which usually comes with an unending stream of requests and responsibilities.<sup>50</sup>

This article speaks volumes for the pastors who see themselves as life savers. Failure to live a healthy lifestyle can have a lingering effect on one’s ability to grow a healthy church. While attending to the needs of others, pastors should enjoy that selfcare is a priority. The church will fail to grow spiritually if individuals are not taking care of their bodies. The physical health and spiritual health go hand in hand. One cannot enjoy the fruit of their labor if they are ailing physically. One need to have a sound mind and a healthy body to function effectively as a leader.

Leading a healthy church requires the leader to use scripture to mold and grow his/her congregation. Multiplication comes when members are willing to learn and are trained to go out and minister to others. Apostle Paul says in 2 Timothy 3:16-17, “All Scripture is God-breathed and is useful for teaching, rebuking, correcting and training in righteousness, so that the servant of God may be thoroughly equipped for every decent work.” Growing a new church can become discouraging at times. Though pressing toward spiritual maturity is a crucial factor in growing a

---

<sup>50</sup> <https://erlc.com/resource-library/articles/why-do-pastors-die-by-suicide/> accessed 02/19,2022  
Why do pastors die by suicide? A look at the high-pressure pastoral life, Ericka Andersen, October 8, 2021.

church, there are times when hefty offerings, and high church attendance are encouraging. A leader must be strong in faith, communicate the vision clearly to all members, and not focus on entirely on the offering basket or the number of attendee to church. The leader should always depend on the Holy Spirit for guidance.

The leader must know that God is in control. At times people will want to go before the leader and make decisions to suit themselves. Following God's plans has its reward. God provides direction to those who diligently seek him. According to Hebrew 11:6, one cannot please God without having faith in God, and he/she must believe that he is the rewarder of those who diligently seek him. Success is evident when the leader follows God's plan for the church. As a new church many people produce ideas which worked in another church, thus adding confusion, and going against what has already been established in the current church. It is therefore important for the leader to trust God and listen to for God's direction.

The leader needs to make self-care a priority and encourage others to do the same. One's body is the temple of the Holy Spirit (1 Cor 6:19). Without exercise, proper diet, and getting sufficient rest, leaders must be aware that they are not pleasing God, by not taking care of their physical health. Thomas says, "Each day provides a multitude of ways to improve the way we shelter the Holy Spirit of God. We can better nourish and hydrate our bodies. We can get proper rest. We can improve our fitness."<sup>51</sup> Maintaining good health is important.

Leaders should lead by example by being disciplined in ministering self-care. The work is plenty. But there are people in the church who are trainable, and teachable who can serve in various areas in the church. The pastor with a heart for the people will sometimes keep working,

---

<sup>51</sup> Gary Thomas, *Every Body Matters: Strengthening Your Body to Strengthen Your Soul*. (Grand Rapids, MI: Zondervan, 2011), 154.



keep praying, keep doing, and keep running, at the risk of his/her physical, and emotional health and well-being. Epperly says, “finding a healthy diet is just one aspect well-being pastors must contend with as they seek to glorify God in their bodies.”<sup>52</sup> There is nothing wrong with a pastor taking time to be with family or taking a vacation. Proper rest is good for the body and the mind.

To become a healthy leader, one should rest in the Lord. This rest comes with discipline in prayer, discipline in studying, and meditating on God’s word. Epperly states that, “Excellent, effective and spiritually centered pastors share a commitment, to prayer, study, continuing education, psychological maturity, self-reflection, compassionate listening, visionary thinking, and justice seeking.”<sup>53</sup> I agree with Epperly’s suggestion. Leaders must do well to ensure that they stay connected to God through prayer, Bible study and continuing education. Some pastors believe that reading the Bible is sufficient to lead a church. There is always more a leader can learn by reading books, taking training classes, and keep up with current news. With the decadence of this age, pastors face challenges evangelizing the unchurched, counseling others. They sometimes seek to maintain their own sanity, while dealing with everyone else’s troubles. The healthy pastor allows the Holy Spirit to lead the church. When the leader shifts from seeking God in every situation, the weight of ministry could cause deteriorating health.

Gangel says, “Thinking Christian leaders must accept the challenge to focus on healthy churches while recognizing that church size is never a guarantee of spiritual quality. Churches must face the future with total dependence on the sovereignty of God and the power of His Word.”<sup>54</sup> Many churches compete for membership, and the world recognizes large churches as

---

<sup>52</sup>Bruce Epperly, *Starting with Spirit: Nurturing Your Call to Pastoral Leadership*. (Herndon, VA: The Alban Institute, 2011), 152.

<sup>53</sup> Bruce Epperly, *A Center in the Cyclone: Twenty-First Century Clergy Self-Care*. (New York: Rowman & Littlefield, 2014), 7.

<sup>54</sup> Kenneth Gangel, “Marks of a Healthy Church,” *Bibliotheca Sacra*, October – December 2001.

powerful, and successful churches. However, by Christian standards, spiritual growth is of utmost importance. The spirit of competition, greed, and the need to become a successful church could cause pastors to become ill physically, and mentally. According to McIntosh, “While some church leaders understand that the primary focus of growth is fulfillment of the Great Commission, a common perception is that church growth is all about techniques, methods, and models.”<sup>55</sup> Unfortunately some churches focus on large buildings and many programs to attract others, they however lose focus of the main reason they are in existence, to make disciples.

A healthy leader is spiritually mature and is concerned about the spiritual health of his followers as well. Some people associate the success of a church based on the size of the church, length of time the church has been in existence, and the financial status of the ministry. While these factors are important to consider, the Spirit-led leader is expected to steer the church. Prime and Begg say that “We lead by exercise of faith and proper optimism it produces...and by keeping our head in all situations.”<sup>56</sup> The leader should seek God’s wisdom to communicate the vision for the ministry, oversee all matters in the church properly, and be prepared to endure hardship. Apostle Paul encouraged Timothy, “Keep your head in all situations, endure hardship, do the work of an evangelist, discharge all the duties of your ministry (2 Tim 4:5). All leaders are expected to learn from this example and do likewise. Though the pastor wears many hats, he/she should recognize that a healthy church needs healthy people.

### **Biblical Example of a Leader**

A healthy church has a leader who follows the biblical example of leadership. Sanders implores that, Spiritual leadership blends natural, and spiritual qualities. Spiritual leadership

---

<sup>55</sup> Gary L. McIntosh, *Biblical Church Growth: How You Can Work with God to Build a Faithful Church*. (Grand Rapids, MI: Baker, 2003), 17.

<sup>56</sup> Ibid., 211.

requires superior spiritual power, which can never be generated by the self...a true leader influences others spiritually only because the Spirit works in and through him to a greater degree than in those he leads.<sup>57</sup> Apostle has shown remarkable leadership that is worthy on mentioning. His focus was not on self, but on building a community of faith. Sanders says, “Leadership is influence, the ability of one person influence others to follow his or her lead.”<sup>58</sup> Paul influenced others due to his perseverance, his testimonies of faith, his endurance, and through his obedience to Christ. Sanders created a chart to show the contrast between a natural and spiritual leaders.

Table 3. Natural and Spiritual Leaders<sup>59</sup>

<b>Natural Leaders</b>	<b>Spiritual Leaders</b>
Self-confident	Confident in God
Knows men	Also knows God
Makes own decisions	Seeks God’s will
Ambitious	Humble
Creates methods	Follows God’s example
Enjoys command	Delights in obedience to God
Seeks personal reward	Loves God and others
Independent	Depends on God

One example of a spiritual leadership is Apostle Paul. Apostle Paul was humble. faithful to God, faithful to his followers, followed God’s example, sought the will of God, taught sound doctrine, trained leaders, and took time to follow up on the churches he planted. Paul, though he encountered beatings, persecution, and hardship, he remained strong in faith (2 Cor 11:24-27). A leader who holds on his/her faith can encourage followers to be strong in the Lord.

Apostle Paul positively influenced the lives of his followers and his community through his preaching, teaching, and by his dedication to the work of God. He led by example. He was an

---

<sup>57</sup> Oswald J. Sanders, *Spiritual Leadership: A Commitment to Excellence for Every Believer*. (Chicago, IL: Moody Publishers, 2007), 28.

<sup>58</sup> Ibid., 27.

<sup>59</sup> Ibid., 29.

unselfish leader who trained and encouraged exemplary leadership. Apostle Paul's leadership training was extended to young Timothy, recorded in 1 Tim 1:6-8. He was genuinely concerned about the spiritual growth of believers. Sloan says that "Leadership is the art and practice of exerting an influence on the behavior and beliefs of others...leaders and leadership are determined not by the number of followers but by the changes effected over time for the good of God's world."<sup>60</sup> Apostle Paul was Spirit led. He was instrumental in growing the early church spiritually and numerically through the power and guidance of the Holy Spirit. His concern was not primarily on numbers, but that many become saved and keep the faith.

### **Wholeness**

A leader should lead a people to wholeness, and maturity. The Bible declares that one's body is the temple of the Holy Spirit, and one should honor God with one's body (1 Cor 6:19-20). The word ὁγιής in Greek refers to sound, healthy, pure, and whole. Miriam Webster's definition of health is, "the condition of being sound in body, mind, or spirit. To be whole is to be in an unbroken or undamaged state; in one piece." Wholeness refers to being complete in Christ, with a sound mind, and having a good mental attitude towards life and ministry. When major parts of one's body is non-functional, the other parts are affected. As the bible tells us in 1 Corinthians 12:12-27,

"For just as the body is one and has many members, and all the members of the body, though many, are one body, so it is with Christ. <sup>13</sup> For in one Spirit we were all baptized into one body—Jews or Greeks, slaves<sup>[a]</sup> or free—and all were made to drink of one Spirit. <sup>14</sup> For the body does not consist of one member but of many. <sup>15</sup> If the foot should say, "Because I am not a hand, I do not belong to the body," that would not make it any less a part of the body. <sup>16</sup> And if the ear should say, "Because I am not an eye, I do not belong to the body," that would not make it any less a part of the body. <sup>17</sup> If the whole body were an eye, where would be the sense of hearing? If the whole body were an ear, where would be the sense of smell? <sup>18</sup> But as it is, God arranged the members in the body,

---

<sup>60</sup> Robert B Sloan, "A Biblical Model of Leadership." [www2.bhpgublishinggroup.com](http://www2.bhpgublishinggroup.com). Accessed February 15, 2019.

each one of them, as he chose. <sup>19</sup> If all were a single member, where would the body be? <sup>20</sup> As it is, there are many parts, yet one body.”

When one person does not function in his/her role, there is a missing piece of the link. If different ministries do not function within the church, there is some distress. The same applies to the head of the church. When the head is not whole, the body is not healthy. When the leader is not functioning, the church searches for answers. If he/she is not in his/her right state of mind, the church is without sound leadership and cannot function as it should. Therefore, the leader should have a sound mind, complete in Christ, and should encourage others to take care of their physical health while pursuing the word of God.

### **Selfcare and Leadership**

Leaders need to make self-care a priority and encourage others to do the same. “Healthy ministry involves discovering one’s own rhythm of prayer, rest, work. . . caring for physical well-being is an act of stewardship, . . . caring for god’s creation.”<sup>61</sup> Pastors must learn to balance ministry and health. Christians must remember that their body is the temple of the Holy Spirit (1Cor 6:19). Without exercise and proper diet, and getting enough rest, leaders must be aware that they are not pleasing God by not taking care of their physical health. Thomas says, “Each day provides a multitude of ways to improve the way we shelter the Holy Spirit of God. We can better nourish and hydrate our bodies. We can get proper rest. We can improve our fitness.”<sup>62</sup> When leaders focus only on others, and fail to have sufficient rest, they run on empty. This is dangerous for their health and can also cause them to become physically ill.

---

<sup>61</sup> Bruce. G. A. Epperly, *Starting with Spirit: Nurturing Your Call to Pastoral Leadership*. (Herndon, VA: The Alban Institute, 2011), 167.

<sup>62</sup>Gary Thomas, *Every Body Matters: Strengthening Your Body to Strengthen Your Soul*. (Grand Rapids, MI: Zondervan, 2011), 154.

Pastors should care for themselves before trying to care for others. Epperly says, “Pastors have a difficult time making a distinction between their personal lives and pastoral, those who are intentional about living a balanced life and healthy life tend to experience time as a friend rather than an enemy. . . Healthy pastors take time off a full day every week to relax, plan sermons, commit to prayer.”<sup>63</sup> Pastors should enjoy ministry. Ministry should not be a burden. When the focus is on the volume of work, and the concern of finances and membership, one can be easily distracted from God’s mission. Take care of self and then take care of the sheep. The shepherd leads and the sheep follow. Without the shepherd the sheep will stray.

### **The Leader as a Disciple**

Disciples are marked by various characteristics There are people who look for guidance from teachers, managers, church leaders, mentors, or elder siblings, to name a few. People look to them for guidance because they realize that they are experienced in their field, or because of their character and/or profound knowledge in a certain area. They trust them for correct information and advice. Bear in mind that no man is born to at once become a disciple without struggles. Being a disciple is not automatic. God calls the pastor to change lives by preaching, teaching, and training to positively influence the lives of others. Becoming a disciple is answering God’s call, and making the decision to follow Jesus, developing in the following areas:

*Faith* - It is important as a disciple of Christ to have faith in the finished works of Christ. When life presents its many challenges, disciples must continue to trust God. It is important for a disciple of Christ to have faith because there are people around us who are faithless, or weak in faith, and disciples must be able to demonstrate faith not only by speaking the word, but by

---

<sup>63</sup> Gary Thomas, *Every Body Matters: Strengthening Your Body to Strengthen Your Soul*. (Grand Rapids, MI: Zondervan, 2011), 158.

living the word. In Mark 11:22-24, Jesus told His disciples that they must have faith in God and not doubt. Jesus reassures His disciples that everything they asked in prayer he would grant them if they kept their faith. Leaders must have faith in Christ.

*Obedience* – As a disciple, the leader must be obedient to God. He/she should obey Jesus' commands. There is a popular saying, "do what I say and not as I do." Unfortunately, this is not a mark of being a disciple. A disciple obeys all that Jesus has commanded. According to 1 John 2:3-6, we come to know him by keeping His commands. We are not to only know him by saying that we know Him, but by doing what He commands. To obey Jesus' commands, we must first know His commands. The church needs obedient leaders.

*Student of the Word* – The Leader must be a student of the word of God. The word of God is powerful, inspiring, and liberating. Disciples of Christ must continually study the word of God to know the truth, gain inspiration, wisdom, knowledge, and understanding. In John 8: 31-32, Jesus assures His disciples that if they held on to His teachings, they would know the truth, and be liberated. Many people gathered to hear Jesus' teachings. In Matthew 5-7, Jesus delivered his longest sermon, fully outlining guides for Christian living. Disciples should be disciplined in studying God's word, using other literature and commentaries to further shed light on scripture. Note I did not mention seminary, since not everyone is able to attend seminary, but everyone can have access to a teacher/pastor or commentary.

*Prayer* - The Leader should be disciplined in prayer. Bakken quotes Foster who says, "To pray is to change. Prayer is the central avenue God uses to transform us. If we are unwilling to change, we will abandon prayer as a noticeable characteristic of our lives. The closer we come to the heartbeat of God the more we see our need and the more we desire to be conformed to

Christ.”<sup>64</sup> Prayer allows one to communicate with God, and rest in Him. I agree with Foster than once one is committed to God and sincerely desires to change; God can transform one. The leader must be willing to change. Prayer offered to God must be in faith. The Bible says that without faith it is impossible to please God (Hebrews 11:6). One should not only stand before God when he/she needs to get well or has situation that needs attention. Prayer should be sincere and done to honor God.

Jesus always prayed to the father and taught His disciples how to pray. He would often withdraw from the large crowds to pray (Matt 14:23). At times leaders could withdraw from their daily routine to pray without the crowd and without distraction. Jesus set an example for all to follow by withdrawing to solitary places to pray. In John 17:6-26, Jesus prayed for His disciples and for all believers. He also taught His disciples how to pray in Luke 11:1-13. Since prayer is communicating with God, all disciples need to pray without ceasing. Prayer helps disciples to keep focused on the will of God and hear clearly from Him.

*Love God* - Leaders need to love God and all people. As a disciple of Christ, one ought to love God, love others, and display the fruit of the Spirit as outlined in Galatians 5:22-23. To illustrate, there is one fruit cut into nine pieces. If one piece is removed then the fruit, not fruits, is no longer whole. Therefore, the writer concludes that to display the fruit (one fruit) of the Spirit, disciples must display each component, love, joy, peace, forbearance, kindness, goodness, faithfulness, gentleness, and self-control. Showing kindness to someone and harboring hatred in one's heart is not fully displaying the fruit of the Spirit. Leaders must seek development in the fruit of the Spirit.

---

<sup>64</sup> Kenneth L. Bakken, *The Call to Wholeness: Health as A Spiritual Journey*. (Eugene, OR: Wipf and Stock Publishers, 1985), 69.



*Teach* - The church leader should teach the word of God. Luke 6:40 states that a disciple is not above his teacher but when fully trained will be like his teacher. This passage suggests that disciples should be teachable and should in turn teach others. Leaders should educate others in the word of God, so that they too can be enlightened. There are people versed in the word, even attended seminary, but do not teach the Word. They are content with being “filled.” This is not the mark of a true disciple. A disciple must be vigilant in spreading the word of God to all people (Mark 16: 15-16).

*Consider the Cost of Discipleship* - Being a disciple cost. In the Bible Jesus is not portrayed as a rich leader with fancy clothes, and a beautiful mansion. Jesus is portrayed as a compassionate leader, whose primary focus is teaching on the Kingdom of God (Matt 9:33). Jesus clearly shows that there is a cost to discipleship when he tells those who wanted to follow Him, that he (Jesus), has no home. Jesus also implies that no one who wants to be a disciple should look at possession, family or have any cares or concerns of the past (Luke 9:57-62). As some people consider discipleship, the idea of being a “poor church rat” becomes scary. Some people believe that it is necessary to become poor to be a Christian. This wrong theology scares many people from doing God’s will. However, if the motive of becoming a disciple is wrong. One cannot become a true disciple. No one knows what direction God will lead him/her. The cost to one disciple may not be the same for another. We should not limit “cost” to finances. Cost can be Jesus leading one to move to another State or country, or to give up something one love to help another, to name a few.

A disciple of Christ loves God and others and does the will of God regardless of the Cost. He/she is a student of the word, prays continuously, has faith in God, and teaches others to do the same. People look to disciples to show Godly character and be well educated in the word of God. The journey of a disciple is not an easy one. He/she must be prepared to go where God directs.

At times it may mean leaving family behind or giving up something he/she loves. Though a disciple may face hardship or other adverse conditions, he/she must trust that God will not point a finger where He will not show a way. Apostle Paul says it best in 2 Timothy 3:10-14. He claims to set an example for disciples in his teaching, his way of life, his purpose, faith, patience, love, endurance, persecutions, and suffering. He says the Lord rescued him from them all.

*Training* - The leader must be spirit lead and be willing to train others for service in the house of God. Selfishness and greed and lack of teaching sound doctrine can cause a ministry to lose members. Paul encourages Titus to show integrity, and seriousness as a leader, and to teach sound doctrine. He further instructs Titus to teach older men to be worthy of respect, and to be sound in faith (Titus 2:2). Both men and women should be self-controlled and guide other young men and women to be submissive and obedient to leaders, preparing themselves to do God's work. Sound doctrine is important in the church today, because new converts and even believers are being taught "feel good," and other messages regularly. The problem is that Christians can be easily swayed and be far removed from God's truth without being taught sound doctrine. The leader needs to be spiritually mature.

Harris Etal says that a spiritually and developmentally mature leader is one who has the following characteristics.

- (a) He or she serves the greater good through a commitment to learning and growth and a commitment to the wellbeing of others, of institutions, and the sustainability of the planet.
- (b) He or she has a sense of meaning, purpose, and love that arises out of a transcendent sense of calling and is enacted through servant leadership.
- (c) He or she has an awareness of self and others as a result of inner work that leads to

knowing oneself, one's thoughts, feelings, spirit, including knowing one's shortcomings which can further touch on humility, and the willingness to speak the truth.<sup>65</sup>

Pastors find it difficult to stay under a microscope and still live a normal life. New church starts could become challenging because the community in addition to other churches are looking to see how long the church will survive. Nevertheless, the new pastor could learn from the advice of Harris and seek to grow to maturity and lead the ministry by example. There are still many people who do not know what to believe. Therefore, leaders are faced with the challenge of educating and training leaders to teach sound doctrine. Leaders need to also show integrity and be sound in faith as Paul instructed, in that way pastors could lead by example.

### **Early Church Model of a Healthy Church**

Apostle Paul encourages believers to live in community. The Greek word Κοινωνία (koinonia) describes the fellowship the early church experienced.<sup>66</sup> “They, continuing daily with one accord in the temple, and breaking bread from house to house, did eat their meat with gladness and singleness of heart...And the Lord added to the church daily such as should be saved” (Acts 2:44-47). The early church grew because of Apostle Paul's exemplary leadership as he encouraged everyone to be in one accord. Paul and his companions were obedient to the Holy Spirit every step of their journey. In Acts 10-19, one could see how the Holy Spirit was present in the lives of believers and leaders. The Holy Spirit called and set apart Barnabas and Saul (Acts 13:2). The angel of the Lord leads Peter out of Prison Acts 12:7-10). The Holy Spirit prevented disciples from preaching in the province Asia and prevents Paul and his companions from entering Bithynia

---

<sup>65</sup> Daniel E. Harris, Lori Holyfield, Linda Jones, Rhonda Ellis, and Judi Neal, *Spiritually and Developmentally mature Leadership: Towards an Expanded Understanding of Leadership in the 21<sup>st</sup> Century*. (Cham, Switzerland: Springer Nature Switzerland AG, 2019), 15.

<sup>66</sup> Merrill F. Unger, and William White, Jr. *Vines Complete Expository Dictionary of Old and New Testament Words*. (Nashville: Thomas Nelson 1970), 233.

(Acts 16: 6-7). The Holy Spirit opened the heart of Lidia the dealer of purple cloth, to respond to Paul's message (Acts 16:14). Paul baptizes disciples in the name of Jesus, placed his hands on them, and they spoke in tongues and prophesied (Acts 19: 5-6). Many churches do not preach on the power of the Holy Spirit. One wonders if they believe in the Holy Spirit at all.

The early church witnessed signs and wonders that the apostles performed. The people sold property and possessions to give to the poor in their midst. Leaders should encourage this type of fellowship where the love for God is strong in the hearts of men and women. All can follow in the apostles' leadership and encourage the church to help members within the church who are struggling and are in great need. At times startup churches are more willing to help people outside the church, and in the community where they have planted their churches. They believe giving to people far away will help them become recognized on the map. Especially. While helping other countries is a wonderful idea, there are people in the congregation who need help, yet they join in helping others. The church leaders need to become more sensitive to the needs of people in the congregation, and be ready, and willing to help in whatever way the church can. Rick Warren lists eight characteristics of the early church that caused the church to experience the power of God.

Table 4. Warren's 8 Characteristics of Early Church

1. Minister in the Holy Spirit's power.
2. Maintain warm fellowship.
3. Multiply small groups.
4. Magnify our vision of God.
5. Maximize the power of God.
6. Model Christlike generosity.
7. Mobilize every member for ministry.
8. Move out with God's mission.

## Biblical Leadership

*Biblical Leadership Model* - One notable example of biblical leadership is Apostle Paul. Apostle Paul was a Christian leader who imitated Jesus. He was caring, humble, focused, and faithful. Paul trained leaders, followed up on new believers, taught sound doctrine, and remained strong in faith even in times of persecution, abuse, and hardship. Paul recorded his beatings, dangerous travels, sleepless nights, hunger, and hardships in 2 Corinthians 11:24-27. Regardless of adverse conditions, Paul stayed faithful to God, allowed the Holy Spirit to lead and impacted the lives of others. According to Sloan, “Leadership is the art and practice of exerting an influence on the behavior and beliefs of others . . . leaders and leadership are determined not by the number of followers but by the changes effected over time for the good of God’s world.”<sup>67</sup> Apostle Paul relied on the Holy Spirit. Church leaders are impatient to grow their congregation spiritually. Some leaders are caught up in monetary benefits and public image, while their congregation is dying spiritually.

To excel in ministry, a leader must be committed to God’s call, have a passion for ministry, have faith in what God calls him/her to do, and have endurance. Apostle Paul was an exceptional leader. The church in the 21<sup>st</sup> century needs leaders who are passionate about ministry and who want people to become mature in their faith. MacArthur says, “A leader is not someone who is consumed with his own success and his own best interests.”<sup>68</sup> Apostle Paul was an unselfish leader who was not afraid to train leaders to lead churches. His unselfish leadership can be seen throughout his writings. His unselfish leadership is recorded in 1 Timothy 1:6-8

---

<sup>67</sup> Robert B Sloan, “A Biblical Model of Leadership.” [www2.bhpgroup.com](http://www2.bhpgroup.com). Accessed October 13, 2018.

<sup>68</sup> John MacArthur, *The MacArthur Bible Commentary*. (Nashville, TN: Thomas Nelson, 2005), 12.

where he encourages young Timothy not to be ashamed to spread the gospel. Paul encourages Timothy not to be timid. He is to avoid irrelevant babbling and show himself to God as one approved (2 Tim 2: 1-26). In some churches today pastors are afraid to train other leaders for ministry.

The writer has personally seen educated and gifted men and women of God who were denied the opportunity for pastoral training. The result was that the leader fell ill, and the church fell apart. There were no leaders trained to fill in the gap. This type of selfish leadership causes churches to split or experience plateau. According to Prime and Begg, leadership skills need developing, like all gifts and abilities. They grow by exercise, and particularly by our willingness to learn from scripture, from the example and instruction of others, and from our mistakes.<sup>69</sup> Church leaders must be willing to train leaders and others for ministry.

*Spiritual Transformation* – First, the leader must be willing to be spiritually transformed. According to Geoffrion, “First, spiritual transformation includes an ongoing process of moving from self-centered perspective and devotion to serving God’s purposes.”<sup>70</sup> A leader must seek to live a Christ-centered life. He/she must practice the presence of God and walk in the spirit and not in the flesh (Gal 5:16). Spiritual transformation takes time and comes as one continues to renew his/her mind and stay connected to the Holy Spirit (Rom 12: 1-2). Transformation requires spiritual discipline. Geoffrion says, “Transformation requires starting with a vision and requires drawing on spiritual practices and principles that helps to pursue the vision.”<sup>71</sup> The leader should pursue God’s vision and allow God to guide him/her. Dixon implies that “transformational leader

---

<sup>69</sup> Derek J. Prime and Alistair Begg, *On Being a Pastor: Understanding Our Calling and Work*. (Chicago: Moody Publishers, 2004), 209.

<sup>70</sup> Timothy C. Geoffrion, *The Spirit-Led Leader: Nine Leadership Practices and Soul Principles*. (Herndon, VA: The Alban Institute, 2005), 10.

<sup>71</sup> Ibid., 27.

development is the growth of leaders from the inside out, seeking to live and lead from their spiritual center.”<sup>72</sup> The leader must be able to let go and let God have His way and commit to spiritual disciplines so that spiritual transformation could occur.

Spiritual disciplines include prayer, fasting, meditation, solitude, and journaling.

Geoffrion implies that “Inner transformation begins with the willingness and commitment to do the hard work of personal and professional development.”<sup>73</sup> Finally, spiritual transformation requires a leader to show the fruit of the spirit (Gal. 5:22-23). The fruit of the spirit is more than a Bible study topic. It should be incorporated daily in life of a leader who seeks transformation.

*Biblical leadership contribution to a Healthy Church* - A healthy church needs a healthy leader. A leader must be healthy spiritually and physically to encourage and lead a people to wholeness, and maturity. Today, many people associate the success of a church based on the size of the church, length of time the church has been in existence, and the financial status of the ministry. While these factors are important to consider, the Spirit led leader sits in the driver’s seat of the church. Prime and Begg say that “We lead by exercise of faith and proper optimism it produces...and by keeping our head in all situations.”<sup>74</sup> The leader must seek God’s wisdom to communicate the vision for the ministry, handle all matters in the church properly, and be prepared to endure hardship. Apostle Paul encouraged Timothy, “Keep your head in all

---

<sup>72</sup> Rita Dixon, “*Spiritual Empowerment for Growth: Exploring Transformational Leadership Development for African Americans*,” Church & Society, 92, no. 3(Jan-Feb 2002): 31, <http://eds.a.ebscohost.com/eds/detail/detail?vid=6&sid=5c6cbec9-033d-4514-bf3a-4ece9434c025%40sessionmgr4009&bdata=JnNpdGU9ZWRzLWxpdmUmc2NvcGU9c2l0ZQ%3d%3d#AN=ATLA0001463021&db=rft>

<sup>73</sup> Timothy C. Geoffrion, *The Spirit-Led Leader: Nine Leadership Practices and Soul Principles*. (Herndon, VA: The Alban Institute, 2005), 7

<sup>74</sup> Derek J. Prime and Alistair Begg, *On Being a Pastor: Understanding Our Calling and Work*. (Chicago, IL: Moody Publishers, 2004), 211.

situations, endure hardship, do the work of an evangelist, discharge all the duties of your ministry (2 Tim 4:5). All leaders are expected to do likewise. There is no easy way to lead a church. There are no quick fixes and there is no one fit all solution. The Bible says that there will be trouble in this world, but Jesus overcame it all (John 16:33). Leaders will face struggles. They will need to put all their trust in God for all solutions.

### **Practical Incorporation**

Growing a new church can become discouraging at times. Though moving toward maturity is a crucial factor in growing a church, there are times when finances matter, and numbers are encouraging. A leader should be strong in faith, have a vision which is communicated clearly to all members, and allow people to use their gifts in the church. Depending on guidance from the Holy Spirit is of utmost importance. As a new church many people produce ideas that worked in another church. It is therefore important to trust God and listen to for His direction. Though a small congregation may appear to others as a failure, there is no problem when God's work starts with a small group to edify them and train them.

According to Malphurs, "Measuring spiritual progress is essential to accomplishing the maturing process... the church needs to know at a congregational level what is working and what is not."<sup>75</sup> Measuring their spiritual growth will be easier than if the congregation is much larger. The small group supplies a sense of community, which could eventually expand with sound, teaching, love for God, fellowship, discipleship, and evangelism.

### **Hindrances to Healthy Church Growth**

There are countless obstacles to church growth. Leaders should be aware of the reasons some churches plateau, or close their doors, because there will be trials when growing a

---

<sup>75</sup> Aubrey Malphurs, *Advanced Strategic Planning: A 21<sup>st</sup> Century Model for Church and Ministry Leaders*. (Grand Rapids, MI: Baker Books, 2013), 205-206.



church. There are many issues a church may incur, however there is no one solution. Problem solving in the church requires godly counsel. Malphurs list some of the problems churches encounter and presents some solutions.

Table 5. Malphurs ministry troubleshooting guide<sup>76</sup>

<b>Problems</b>	<b>Solutions</b>
Spiritual problems (complaining, negativity, grudges).	Preparing the crew
Direction problems (unclear or lack of direction).	Developing a biblical mission.
Disciple-making problems (few if any disciples).	Making mature disciples
Congregational problems (few people mobilized for ministry).	Building Ministry Teams
Leadership problems (lack of developed leaders).	Building a Ministry team
Location problems (questionable ministry location).	Assessing ministry setting
Financial problems (barely meeting or not meeting the budget).	Evaluating the course
Evaluation problems (resistance to change and need for improvement).	Evaluating the course

*Small Church Mentality* – Some churches sabotage their own church growth by enjoying fellowship in a small group. When members become familiar with small group setting, they sometimes prefer to stay small. Small church starts such as PODHDM can create a climate that hinder church growth. They could create a climate for open fellowship with all newcomers by not forming cliques in the church. Church cliques are members of a church who bond because of similarities in their lifestyle, culture, education levels, or socioeconomic status. Cliques are clearly visible in many churches and can cause members and visitors to feel uncomfortable. According to McIntosh, “For most congregations a change in size often causes feelings of

---

<sup>76</sup> Aubrey Malphurs, *Advanced Strategic Planning: A 21<sup>st</sup> Century Model for Church and Ministry Leaders*. (Grand Rapids, MI: Baker Books, 2013), 23.

insecurity, unrest and frustration among members of the church.”<sup>77</sup> The writer can identify with this theory. As a small church, PODHDM would need to help members understand that not everyone will not stay in the church, but God is very much present in the church.

The writer agrees with McIntosh that in a small church everyone knows each other's name, sharing a meal is considered a family affair. When the pastor preaches, he/she addresses the congregation directly, and knows all of their issues. This strategy could cause members to reject newcomers so that the church can remain small. PODHDM enjoys fellowship as a small group. They can be at risk of preventing growth of the ministry.

*Lack of Discipleship Programs:* Due to the lack of discipleship programs, new converts are unable to grow because the church does not have a plan to mold those who are new to church. Warren says,

Most churches do a fairly good job getting people to first base or even second base. People will receive Christ, be baptized, and join the church (that is getting them to first base). Some churches also do an excellent job of helping believers develop the habits that lead to spiritual maturity (that is second base). But few churches have a plan to ensure that every believer finds an appropriate ministry (third base). And even fewer equip members to win others to Christ and fulfill their life mission (home plate)<sup>78</sup>

The researcher agrees with Warren because some churches are excited to baptize people, but in what he calls second and third base, not all churches equip members for ministry. Without guidance and mentoring, new converts cannot grow. A plant that is put in the ground without the right type of soil, nutrients, water, and in some cases sunlight, will not thrive. The same principle applies to a spiritually immature Christian. Without being taught, encouraged, mentored, and trained, that person cannot mature because he/she is in an unhealthy environment. Without a

---

<sup>77</sup> Gary L. McIntosh, *One Size Doesn't Fit All: Bringing Out the Best in Any Size Church*. (Grand Rapids, MI: Fleming H. Revell, 1999), 20.

<sup>78</sup> Rick Warren, *The Purpose Driven Church: Growth Without Compromising Your Message & Mission*. (Grand Rapids, MI: Zondervan, 1995), 145.

discipleship program, many people do not grow spiritually, and eventually some of them exit the church. Spiritual maturity is not an overnight process. Growth is gradual, not immediate. The fact that a person is a Christian or has been a member for a long time does not guarantee spiritual maturity.

*Church Conflicts:* There is no perfect church. If there are different personality types, different leadership styles, people from different backgrounds and educational level to name a few, there will be conflict in the church. How the conflict is resolved rest in the hands of the leader. In Acts 15, Peter exhibited Good Godly leadership at the Council at Jerusalem where there was a disagreement concerning circumcision of the Gentiles. Peter only addressed the council after much discussion with the elders (Acts 15:7). Bartel and Edling say that “Sometimes when a leader is efficient and effective (strong with administrative details) or gifted as a teacher and preacher (strong intellectually) interpersonal skills are lacking...problems arise when we expect everyone to be good at everything.”<sup>79</sup> Some leaders may be strong in some areas, but weak in another area. Hence the reason God gave all different gifts so that leaders can complement each other. According to 1 Corinthians 12: 4-7, “There are diversities of gifts, but the same Spirit. <sup>5</sup> There are differences of ministries, but the same Lord. <sup>6</sup> And there are diversities of activities, but it is the same God who works all in all. <sup>7</sup> But the manifestation of the Spirit is given to each one for the profit of all. ” This scripture tells us that all God’s people are created with special gifts and all gifts are important to build up the Kingdom of God.

*Unqualified Leadership* – The leader who is called to lead should lead. To lead successfully, leaders need to pursue God’s agenda. “Cartmill and Gentile says that “Leadership skills are essential, but we are first called to be instruments of God who are guiding others

---

<sup>79</sup> Tara Klena Barthel, and David V. Edling, *Redeeming Church Conflicts: Turning Crisis into Compassion and Care*. (Grand Rapids, MI: Baker Books, 2012), 120.

toward spiritual growth and maturity.”<sup>80</sup> It is the leader’s responsibility to seek the necessary education, and training to develop into the leader God wants him/her to be. Surratt says, “If we were not learning from other pastors, we would miss the excellent resources that God has blessed the church with in the twenty-first century. We now have access to books, conferences, and podcasts on a daily basis that can instruct, correct, and inspire us to lead our churches in a new and unique ways.”<sup>81</sup> Leaders are encouraged to build on knowledge of other notable scholars and pastors. Lack of knowledge and training can cause leaders to feel inadequate and followers to feel shortchanged by the leader’s lack of knowledge and/or ability. Though it is not mandatory to have a formal education to lead a ministry, it is important to have some sort of leadership training. In addition, the focus at times is on money.

*Financial Distress* - Unfortunately for some, financial growth and large church buildings becomes the leader’s focus, whilst making disciples and leading others to experience spiritual growth remain on the back burner. Whilst new church plants are on the rise, many are closing their doors due to financial issues and low church attendance. According to Warren, “The issue of the church in the 21<sup>st</sup> century is not the church, but the health of the church.”<sup>82</sup> Many churches are considered unhealthy since their main intent is not on building up the body of Christ through God’s revealed word. Ephesians 4:11-13 says, “So Christ himself gave the apostles, the prophets, the evangelists, the pastors, and teachers, to equip his people for works of service, so that the body of Christ may be built up until we all reach unity in faith and in the knowledge of the son of God and become mature. . . .” To experience spiritual growth, leaders must first be

---

<sup>80</sup> Carol Cartmill, and Yvonne Gentile. *Leadership Essentials: Practical Tools for Leading in the Church*. (Nashville: Abingdon Press, 2006), 13.

<sup>81</sup> Geoff Surratt, *Ten Stupid Things That Keep Churches From Growing*. (Grand Rapids, MI: Zondervan, 2009), 140.

<sup>82</sup> Rick Warren, *The Purpose Driven Church*. (Grand Rapids, MI: Zondervan, 1995), 17.

committed to teaching sound doctrine. They must not mislead others by twisting the Gospel to please others. The focus should not be solely on money. This shift in focus from God's agenda will hinder church health. As leaders begin to face decline in church growth and other issues within the church and/or in their personal lives, many become discouraged. Some turn to events and functions to raise funds and attract members. While others simply compromise the gospel to gather support for the ministry. These are issues facing the church of the 21<sup>st</sup> century.

*No Evidence of the Holy Spirit* - Whatever happened to the Holy Spirit led church, where people are aware that their first duty is to love God with all their hearts, soul and mind and strength, and love their neighbors as they love themselves according to Mark 12: 30-31? Even though Jesus commands us to love one another, confusion continue to plague the church as people do not experience the power of the Holy Spirit in church. God's people are expected to imitate Christ and be filled with the Holy Spirit (Eph 5:1, 18).

Wagner stresses the importance of people being prepared, knowing God, filled with the Holy Spirit, prayerful, committed to the body of Christ, energetic and creative.<sup>83</sup> Also, everyone should be in one accord and allow the Holy Spirit to lead the church. The Bible declares that "all believers were together and had everything in common. They sold property and possessions to give to anyone who had need...and the Lord added to their numbers daily those who were saved" (Acts 2: 43-47). The church needs spirit lead leaders who are obedient to God's will and are disciples of Christ who will take the great commission seriously, going out and making disciples (Matt 28:18-20).

*No Example of True Disciples* - A disciple of Christ is a follower of Christ who has faith in Christ, obeys His commands, looks to imitate Christ in being a leader, teacher, mentor, and

---

<sup>83</sup> Peter Wagner, *Strategies for Church Growth*. (Ventura, CA: Regal Books, 1989), 20-24.

who teaches others to do the same. Discipleship takes on a greater meaning, in Jesus' appeal for His disciples to reproduce themselves, extending beyond just being followers of Christ. The unsaved sometimes look at the followers of Christ and see no difference to they who are in the world. The church cannot grow if unbelievers do not want to be in the Kingdom.

The church should be aware of hindrances to church growth. Laurie lays out several church growth myths. These include, bigger is better, whatever strategies used for bringing in people to the church pleases God. Laurie outlines several key critical areas of the early successful church as outlined in Acts 2:42-47. These areas include worship, prayer, evangelism, learning, and loving. Laurie declares that church growth is ultimately God's business, not ours to control.<sup>84</sup> Dealing with people of different nationality, spiritual background, and different age groups can be a difficult task to handle. The more mature the congregation becomes the easier it would become to lead the congregation and attract people who really want to experience the power of God.

## **CHAPTER 3: EVALUATION OF SURVEY**

### **Ministry Overview**

People of Destiny Healing and Deliverance Ministries (PODHDM) is a unique ministry which consists of a total of thirty members. The ministry grew from the comfort of the pastor's home, with four committed members at the time of ministry launch. PODHDM started nine years ago and is striving to grow financially, numerically, and spiritually. With the right action plan and a committed leadership team, the church can experience rapid growth in the three areas mentioned above. The church was started by its leader, pastor Ingrid Anthony. Though she never had any formal education, pastor Ingrid is a student of the word of God, has strong faith in God,

---

<sup>84</sup> Greg Laurie, "Church Growth," Article ID: DC248, accessed January 28, 2022, <http://www.equip.org/article/church-growth/>.

and she is a servant leader. The church has a diverse congregation. Among its members are college graduates, authors, nurses' assistants, and people who are from countries that speak several languages. Though not all members attend church every week, there is hope for this ministry. The ministry can find a way to draw others to join in the mission of God. If the church commits to teach sound doctrine, equip saints to serve, lead people into a growing relationship with Christ, help build a community of love and inclusion, and have a positive impact in the lives of others they are on their way to growing the church.

The leader of PODHDM has established a vision for the church, which is clearly written and is visible on the front wall of the church. Everyone is aware of what is needed to accomplish the mission. What is needed is commitment to God and to the vision, willingness to serve, have love in their hearts for all people, give financially, and desire to grow spiritually. All will need to work together as the body of Christ.

The vision of the church is, 'to glorify God, make strong disciples for Jesus, and engage in outreach efforts to create a community of love without borders.' Weems states that, "Leadership can never be understood apart from mission and vision. . . . Leadership exists to make possible a preferred future (vision) for the people involved, which reflects the heart of the mission and values to which they are committed."<sup>85</sup> Every person should be committed to the vision of the church and must work together towards the vision. Each of PODHDM's members is aware of what needs to be done, but not everyone is confident that they can do well to evangelize and make disciples.

Further problems can occur when educated members believe that they are more qualified to lead. One thing that the writer has learned is that church is not about who is more qualified on

---

<sup>85</sup> Lovett H. Weems Jr, *Church Leadership: Vision Team, Culture, and Integrity*. (Nashville, TN: Abingdon Press, 1993), 25.

paper to lead. Certainly, the Lord chooses whom he may. He qualifies the chosen to fulfill his purpose. God chose Moses to lead the people of Israel out of Egypt. Though Moses did not see himself as qualified, God did not hesitate to reassure him that he was the man for the job. God also heard his excuse of not being able to speak well. Yet God supplied one who was excellent in speech to accompany him, his own brother, Aaron (Ex 4: 10-17). One does not need to look at what one is not able to do when God gives instructions. What is important is that the God created all in His own image and likeness, the Bible tells us that, “Now unto Him who is able to do immeasurably more than all we ask or imagine according to His power that is at work within us” (Eph 3:20). God is able. God empowers His chosen leaders. One should not think of doing it all. The leader should not depend on his/her own strength in leading the church, instead empower others to serve and lead.

Those who serve in the house of the Lord must serve with excellence. Ecclesiastes 9:10 says, “Whatever your hand finds to do, do it with all your might.” Serving in ministry is not for show. Serving in ministry is not to announce to everyone that one is doing something in the church. Serving in ministry gives honor to God. When PODHDM first opened its doors for service, the leader was excited about filling positions in leadership. Power hungry individuals came in, not only to worship, but to seek positioning, and undermine the authority of the pastor. People also attended church service from other ministries for a prophetic word but not to become dedicated members.

While some of those persons ceased to attend the church, or never became members, others continued attending the church hoping to occupy leadership positions. Tripp states that, “well-educated and trained seminary graduates, and those with ministry knowledge and skills are



often mistaken to be spiritually mature.”<sup>86</sup> Maturity is about relationship with God that would eventually result in humble and wise living. The more mature member there are in a church, it is more likely that the congregation will grow. The congregation will grow in love, and purpose.

According to Keck, if maturity is lacking, particularly in a pastor, everyone suffers.<sup>87</sup> An immature pastor would not be able to guide a church to spiritual maturity. “Maturity encompasses qualities and abilities such as, trustworthiness, and self-knowledge.”<sup>88</sup> Unfortunately, those persons who are seeking leadership positions in PODHDM are not spiritually mature, and do not have the passion to serve and help build the Ministry. If this greed for ministry title continues to spread throughout PODHDM, more people may exit the ministry.

### **ANALYSIS OF DATA**

This questionnaire was completed by members of People of Destiny Healing and Deliverance Ministries. All participants completed the questionnaire in its entirety. From the response in chapter 1 based on the questionnaire, the researcher gathered that people in the congregation embrace the opportunity to function as a body, and not just as a one-man team. People are willing to work in small groups, others are not bold enough to step out and hold a position in church. In some ministries we find that there are people who want to stand out and therefore wants to work alone. The members realize they can achieve more by working together as a group, rather than individuals. It is great to see that people want to work together. The Bible says in 1 Corinthians 12:12, “The body is a unit, though it is made up of many parts; and though all its parts are many, they form one. So, it is with Christ.” God created all with gifts and talents,

---

<sup>86</sup> Paul D. Tripp, *Dangerous Calling: Confronting the Unique Challenges of Pastoral Ministry*. (Wheaton: Crossway, 2012), 44.

<sup>87</sup> David Keck, *Healthy Churches Faithful Pastors: Covenant Expectations for Thriving Together*. (Lanham, MD: Rowman & Littlefield Publishing, 2014), 15.

<sup>88</sup> Ibid., 25.

all to be used to build up the Kingdom. Everyone is needed in building the church with the leading of the Holy Spirit.

As a young church with a leader who is not educated, and has never been in a leadership position, members could feel uncertain of the next phase of the ministry. The questionnaire reveals that congregants were not fully committed to stating that they understood the difference between biblical functions and cultural forms. If they are not taught to fill dissimilar roles and carry out multiple functions in ministry, they may not be comfortable functioning at different times and in different locations.

One should not be surprised that all participants did not understand that a true disciple of Jesus is committed to obeying His word. There are regular church goers in large churches who are not obeying the word of God. The leader plays a great part in teaching what it means to be a disciple of Christ. Disciple is translated from the Greek word “Mathetes” which means to be a student or follower of Jesus Christ. However, discipleship takes on a greater meaning, evident in Jesus’ appeal for His disciples to reproduce themselves, extending beyond just being followers of Christ. Jesus gave a command in Matthew 28:18-20, to make disciples of all nations, baptizing them, and teaching them to obey Jesus’ commands.

Obviously, some members are unclear on what it means to be a disciple or are not ready to commit to follow Christ, having faith in Christ, obeying His commands, seeking to imitate Christ. Though they function as a family and love each other, that love should be extended to others, not only visitors of the church, but those in the community. People are reflecting the fruit of the spirit according to their response. The congregants unanimously agree that they function as a body with one hope regardless of socioeconomic background as indicated on the questionnaire. Overall people enjoy functioning as a group, living in community and having good fellowship. While it is great to grow in unity and function as a group, the small community

of members can become so cohesive that they may find difficulty welcoming new members to the church. In many cases people leave the church because the church begins to grow and new members at times come with innovative ideas, or novel issues. The strength of the congregation is then tested.

Richardson states that, “One key to functioning in a healthy manner as a church is for leaders to look at church as a system rather than as a collection of isolated people.”<sup>89</sup> In a church when there are newcomers to the church people are affected. The same happens when leaders change or when someone dies. When people have grown accustomed to doing church a particular way it becomes difficult to accept change. A small congregation becomes a target for resisting change because of the cozy atmosphere. They show themselves friendly to visitors but that would soon change when visitors become members. Therefore, though they display love for one another, there is still work to do to measure up to the fullness of Christ in the community. The questionnaire reveals that half of the congregation believes that they reflect the character of Christ. One reason for that thought may very well be that they know that no man is perfect, and do not want to rate themselves too high.

One great discovery from the questionnaire is the fact that all members believe in the deity of Jesus Christ and that he and the father are one. Ninety-nine percent of people in the congregation are above 50 years old. And one can only speculate that they are seasoned Christians. There are two young children in the congregation under 20 years of age. When a church has no young people, by young the writer is referring to 20 years of age and under, there is no room for growth of innovative ideas and ways of reaching the younger generation. Young people are most times bored in a church alongside older people who do church the same way,

---

<sup>89</sup> Ronald W. Richardson, *Creating a Healthier Church: Family Systems Theory, Leadership, and Congregational Life*. (Minneapolis, MN: Augsburg Fortress, 1996), 26.

sing the same songs, and reject contemporary music and innovative ideas. Such a large gap in age difference, and the absence of youth can cause a ministry to plateau or cease to exist. At some point the baton must be handed down.

Members are taught that salvation is a gift and cannot be earned by good works and people receive the message. Congregants are striving to live a Godly life, presenting their bodies to Christ as living sacrifices. There are some who are struggling to live a Godly life but are over half of the congregation that are committed to living a Godly life, according to the questionnaire. There are more than half of the congregation who have indicated that people are aware there is a punishment for sin. The Bible says that “For the wages of sin is death, but the gift of God is eternal life in Christ (Romans 6:23). There are however a small percentage of congregants who do not believe that all members are aware of the punishment for sin. Congregants attained the highest score of “5” indicating that fellow church members are not judgmental and are accepting of others as Christ accepts all. They have committed themselves to prayer, and according to the questionnaire they willingly pray for others who are facing challenging times. The pastor encourages members to be prayerful, therefore prayer is ongoing.

As they work towards becoming more like Christ everyone agreed that the focus in the church is not primarily on their gifts, but rather to imitate Christ. They all agree that people in the church manifest, faith, hope, and love. For the majority, they understand and believe the basic doctrine of Christianity. They unanimously agree that they have a good opportunity to hear the total gospel preached in the church. However, they are not confident to minister to each other in the community. They agree that all is learning the God’s word, worshipping God, but 50% of congregants are not comfortable witnessing to the unsaved. They all do agree that the pastor leads by example in terms of hope faith and love. In the area of spiritual leadership according to

expectations set in 1 Timothy 3, and Titus 1. Most people agree that leaders are worthy of respect and have a good reputation.

The average for most of the principles is a “4” which means that PODHDM is growing towards maturity. There is room for improvement in the areas of communication, Bible study, discipleship, and leadership training, to empower others to participate in ministry functions. PODHDM must find a way to bridge the age gap and learning gap. The leader of People of Destiny Ministries has the passion for ministry. She is a woman of integrity, a true worshipper, and a servant leader. With the challenges of becoming more educated, learning how to lead a ministry, and raising leaders, she has faith that God will help her through every struggle.

Mohler states that, “A good leader stands out when character is matched by competence and the central virtue of knowing what to do.”<sup>90</sup> Pastor Ingrid does not have all the skills and education needed to lead every area of ministry, but there are people in her ministry with the necessary gifts and education to stand with her in ministry. With more training, support, and self-care, PODHDM’s leader can build a successful ministry, experiencing numerical and spiritual growth. As she continues to seek educational advancement, and mentorship, she will strengthen and not threatened, whilst allowing those with the skills and education to lead and operate in their calling.

---

<sup>90</sup> Albert Mohler, *The Conviction to Lead: 25 Principles for Leadership That Matters*. (Minneapolis: Bethany House Publishers, 2012), 83.

## SWOT ANALYSIS

<p style="text-align: center;"><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• Members show genuine love and genuine concern for each other.</li> <li>• The church functions as one body. Members are willing to serve. Each person is aware that he/she is important.</li> <li>• Guests feel welcomed at PODMI. Members are non- judgmental.</li> <li>• Members are eager to learn and are committed to the ministry.</li> <li>• People at PODMI enjoy worship and fellowshiping with each other.</li> </ul>	<p style="text-align: center;"><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• Some members are unsure of their call to ministry and not confident to minister to others.</li> <li>• Lack of knowledge of the Word can cause some insecurities. Need more teachers to lead Bible studies.</li> <li>• There are seminary graduates who can teach Bible classes but are barred from doing so because of bad attendance record.</li> <li>• No outreach programs in place.</li> <li>• Absence of discipleship programs</li> <li>• No community involvement</li> </ul>
<p style="text-align: center;"><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• To help PODHDM become healthier, the church can invite teachers and leaders to host seminars.</li> <li>• Pastor could schedule leadership trainings for current leaders, as well as those who she believes are candidates for leadership.</li> <li>• Members can teach Bible study in homes &amp; church.</li> <li>• Church can plan home fellowship to give people opportunities to lead in small groups.</li> </ul>	<p style="text-align: center;"><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• Most members are 50 years of age, some may be unemployed, and there are a couple young members are students. Lack of income can cause frustration.</li> <li>• The area where the church is located has a restaurant, and bar next door, that is crowded and plays loud music. This poses a challenge to keep people focused, or to come to the church.</li> <li>• People may not come out if they are looking for a church with a lot of programs and activities.</li> <li>• Visitors may not return because of small church mentality.</li> </ul>

## STRATEGIC PLAN FOR PODHDM

Strategic planning allows leadership to assess the organization's needs, and plan ways of moving to accomplish the vision. Moving from where the organization is, to where it needs to be an envisioning process. Malphurs says, "A strategic plan is an envisioning process which produces a unique, authentic ministry model. It involves a point leader, and a leadership team."<sup>91</sup> Once the vision is clear, the leader is ready for the next step, plotting the course through planning, with the help of the Holy Spirit. According to Malphurs, "Strategic leaders cannot guide their ministry ships toward their desired destination without a ministry compass. This compass consists of four core concepts, the ministry's mission, vision, values, and strategy that make up the strategic planning process."<sup>92</sup> Every ministry needs to begin with a mission and vision, so as not to exist without purpose. People should be aware of the mission and vision of the ministry. Malphurs prepared a list of the purpose of strategic planning as follows.

Table 6. Purpose of strategic planning<sup>93</sup>

1. To discover the church's strengths, limitations, and weaknesses
2. To build on ministry strengths and minimize weaknesses
3. To facilitate congregational communication and build the congregation's trust.
4. Understand and implement spiritually healthy Christ-honoring change.
5. To get your people-leadership team and congregation on the same page.
6. To encourage and promote spiritual revival.
7. To discover and articulate your ministry core values. (This gets at your core identity, your DNA, or who you are as a church.)
8. To develop and communicate your God-given mission (In addition in knowing who you are, your identity as a church, you need to know where you are going.)
9. To develop and articulate an inspiring, compelling vision
10. To understand and relate more effectively to the community.
11. To develop a disciple-making process for the entire church. The mission of the church is to make disciples.

---

<sup>91</sup> Aubrey Malphurs, *Advanced Strategic Planning: A 21<sup>st</sup> Century Model for Church and Ministry Leaders*. (Grand Rapids, MI: Baker Books, 2013), 31.

<sup>92</sup> *Ibid.*, 31.

<sup>93</sup> *Ibid.*, 34-36.

12. To assess, recruit, and develop a strong staff team.
13. To mobilize the congregation to serve and do the work of the ministry.
14. To make wise decisions about the facilities and their location.
15. To inventory and assess current giving. (What does the congregation think about giving?)
16. To explore new streams of giving to increase current income.
17. To design stewardship strategy to help people be good stewards of their finances.
18. To analyze and evaluate the church's budget, looking for ways to best handle congregational finances.
19. To raise additional funds and direct capital funding projects.
20. To know how to implement the entire strategic plan
21. To regularly evaluate and improve the church's ministries
22. To discover ways God is blessing churches across America and abroad.
23. To know and work with the latest technology (internet, website, and other).
24. To empower the governing board and pastor to lead with excellence.

- 1) *Make the Vision Clear* – In strategic planning, the leader should first communicate the vision to the leadership team. Malphurs believes that strategic planning is the key to the long-term survival of the church, where ministry circumstances are constantly changing.<sup>94</sup> Excellent leadership eliminates doubts, and uncertainty of the ministry's direction. When the vision is communicated to members on an ongoing basis, they constantly reminded of why the ministry exists.
- 2) *Plan to Grow* – As a new church in the community, PODHDM should plan to grow spiritually and numerically. Prayer meetings should take place a regular basis and should not be canceled. With the use of ZOOM and prayer lines, there should be NO excuses. Though PODHDM has a small congregation, with limited resources, the ministry has the potential to grow. First, they can begin planning for church growth by having leadership meetings to discuss strategies for growing the church spiritually and numerically. Form groups to evangelize in specific areas in and around the community. The church should

---

<sup>94</sup> Aubrey Malphurs, *Advanced Strategic Planning: A 21<sup>st</sup> Century Model for Church and Ministry Leaders*. (Grand Rapids, MI: Baker Books, 2013), 27.



hold classes and meetings to teach members how to evangelize. They can create flyers, post cards, and brochures to help with this effort.

- 3) *Establish leadership requirements* - To move forward in one accord, pastor Sandra needs to draw up a list of requirements for people who wish to serve as a leader in any given ministry within the church. Pastor should be able to check applicants' references and observe the members who want to become leaders in the church. Education should not be the main factor to install a leader. However, the prospective leader should have sound knowledge of the Bible and be a man or woman of good character.
- 4) *Worker's meetings* - The leader must hold church workers' meetings at least once per month. These workers' meeting should be held to set expectations for workers and plan church programs to train members on different functions within the church. Those who are willing to serve in ministry should also attend workers' meetings. The pastor must not advertise positions to be filled. With such an advertisement, one is bound to find among them, people who are attending church to be paid. The intention may not always be that people want to serve diligently and able to receive compensation. The pastor must constantly observe those among the flock who are gifted and help mold them to allow them to use their gifts and talents in the church. Workers must work together as a team to achieve success. They must contribute to making the ministry function effective. The leader must stress that everyone need to work together and have the ministry goals at heart.
- 5) *Ongoing training* - Training should be ongoing Nelson says, "The idea of teaching, discovering, and developing spiritual gifts is for the purpose of putting the entire church

to work.”<sup>95</sup> Helping members to develop their gifts and work in their area of calling is important in ministry. Many people become church goers without serving because they are not encouraged to use their gifts in the church. As a new church PODHDM should train people to use their gifts so that there would be more workers in the church.

- 6) *Pastor's Personal Growth* - The leader must seek to develop sound learning to grow along with the congregation educationally and spiritually. The lack of education can become frustrating and discouraging especially when people have entered the church highly educated. To avoid being frustrated, pastor should plan to attend leadership seminars to strengthen leadership skills. She could become a more effective leader through reading books, enrolling in more leadership classes and seminars, and through mentorship programs. Malphurs says, “Lay and professional people who are serious about ministry must take charge of the process of tailoring a lifelong training program that will equip them for their various ministry positions.”<sup>96</sup> The church should have ongoing training for its members, including pastor, to allow members to understand the importance of serving in the house of the Lord, help them develop their gifts, and operate with excellence.
- 7) *Weekly Meetings* - PODHDM should hold weekly meetings to inquire whether any problems exist that would prevent them from reaching out to the community. Flyers and invitations could be completed in a timely manner to give people ample notice to mark their calendars, especially invitations to guest speakers and other leaders. The leader must

---

<sup>95</sup> Alan E. Nelson, *Leading Your Ministry. Developing the Mind of a Priest and the Soul of a Prophet*. (Nashville, TN: Abingdon Press, 1996), 29.

<sup>96</sup> Aubrey Malphurs, *Maximizing Your Effectiveness: How to Discover and Develop Your Divine Design*. (Grand Rapids, MI: Baker Books, 1995), 146.

reiterate that team members need to work together to finish assignments, to avoid last minute hustle to meet deadlines.

- 8) *Delegate Responsibilities* - According to Blackaby, “There is no way to satisfy the desires of all the people who clamor for their time, so leaders must subjugate their schedule to God’s will and invest themselves in those activities and projects most crucial.”<sup>97</sup> Pastor Ingrid should continue to emphasize the importance of members strengthening their prayer lives. Pastor could implement more corporate prayer and fasting, and encourage members to pray for each other, the pastor, and the church. Pastor should not attempt to do all house, and hospital visits as well as praying for everyone in the church. Whilst praying for others is good, Pastor Ingrid should make a schedule for leaders to do house, and hospital visits. She should not do everything all the time.
- 9) *Introduce Programs Gradually* - With a skeleton team PODHDM is considering launching a few programs to reach out to the unchurched in the community. These programs include back to school supplies, clothing drives, and feeding the homeless. Pastor can solicit assistance from ministry partners to spare head these programs.
- 10) *Be Open to Suggestions* - Pastor should ensure that members can reach her via phone or emails. In the case of an emergency, she should be sure to assign another person as a backup. Staying in touch with members helps members feel important. In the event she does not have much time to give personal attention to congregants, she should always have someone readily available to speak to congregant. She should also ask members how they are learning, and if they have any suggestions to help them work more efficiently. Malphurs says that “Leaders are adept at developing vision and strategies for

---

<sup>97</sup> Henry Blackaby, and Richard Blackaby, *Spiritual Leadership: Moving People to God’s Agenda*. (Nashville, TN: B & H Publishing Group, 2011), 245.

their ministries and motivating people to accomplish those visions through their strategies.”<sup>98</sup> If the leader has no outlined strategies that could bring success to the ministry, members would continually be lost for direction.

As a diverse church, all suggestions should be welcome, even though they may not be implemented immediately. As new members join the ministry, they may have suggestions on how to do things differently to achieve the best results in ministry. The younger members may be more concerned with technology. The older members most likely may prefer hard copies. Shawchuck and Heuser says, “People experience comfort and less stress when settling into familiar traditions, routines, and habits.”<sup>99</sup> At times there may be differences in opinion among members that causes friction among them. Yet every issue needs to be handled in a professional and godly manner. The leader should allow team members to freely voice their concerns at meetings. He/she should schedule retreats, prayer breakfasts, and encourage members to fellowship outside of church. They should show love, and appreciation for each other, and should show love to visitors to the church.

11) *Evangelism* – A great way to introduce others to one’s ministry is through effective evangelism. Macchia suggests a Robert Coleman’s master plan of Evangelism.

---

<sup>98</sup> Aubrey Malphurs, *Maximizing Your Effectiveness: How to Discover and Develop Your Divine Design*. (Grand Rapids, MI: Baker Books, 1995), 66.

<sup>99</sup> Roger Heuser, and Norman Shawchuck, *Leading the Congregation: Caring for Yourself While Serving the People*. (Nashville, TN: Abingdon Press, 2010), 10.

Table 7. Master Plan of Evangelism by Robert Coleman<sup>100</sup>

<i>Selection</i> – Select a team to evangelize
<i>Association</i> – Jesus stayed with them.
<i>Consecration</i> – He required obedience and they would willingly deny themselves for other.
<i>Impartation</i> - He gave himself away to his disciples, withholding nothing.
<i>Demonstration</i> – He showed them how to live, practicing prayer, turning to scripture, teaching serving and sharing the gospel.
<i>Delegation</i> – He signed them meaningful work, keeping his vision before them
<i>Supervision</i> – He kept check on them through his questions, illustrations, warnings, and admonitions to keep them on course.
<i>Reproduction</i> – He expected them to reproduce themselves in the lives of others through witness and mission.

Everyone may not be willing to evangelize, all members should be trained. Pastor should build teams to evangelize in different areas of the community. Make it a community effort to make photocopies of the flyers, so that everyone can participate in giving out information about the church. The flyers simply contain the name of the church, the pastor's name, the church address, phone number, website, and our service times. From this effort, the church can create an inexpensive and informative brochure, which contains information listed on our flyer, and includes our vision, mission, ministries within the church, and their beliefs.

According to Keller," when one plans to plant the church there should be clear goal including but not limited to the following, goals for funding, goals for concrete ministries/programs and how to reach them, goals for leadership development and how to reach them."<sup>101</sup> As a new church in the community, Keller suggests that one learn as

---

<sup>100</sup> Stephen A. Macchia, *Becoming A Healthy Church: Ten Traits of a Vital Ministry*. (Grand Rapids, MI: Baker Books, 2003), 80-81.

<sup>101</sup> Timothy Keller, *Center Church: Doing Balanced, Gospel-Centered Ministry in Your City*. (Grand Rapids, MI: Zondervan, 2012), 385.

much as one can about the people and community, grow in love through maintaining healthy spirituality and develop strategies to serve the particular needs of the people.<sup>102</sup>

Existing churches can be renewed by planting new ones. New churches bring new ideas to “Christians must work for peace, security, justice and prosperity of their neighbors, loving them in word and deed, whether or not they believe the same things we believe.”<sup>103</sup> They can create invitations for different activities, and functions the church plans each month, and reach out to those in the community. These include but are not limited to, “Friends & Family Day,” “Youth Day,” “Community Breakfast,” “Community Picnic,” “Garage Sale,” “Clothing Drive,” “Back to School Drive,” “Worship Nights,” “Women’s Conference, and “Prophetic Evening.” In addition, the Pastor could go door to door and introduce herself and offer prayer to the sick in the community. my church to people in my subdivision.

12) *Discipleship* – Churches are empowered to fulfil the great commission. In Matthew 28: 19, Jesus commanded his disciples to go out and make disciples of ALL nations, baptizing them in the name of the father, Son, and the Holy Spirit. Obeying this command is important, in order to grow the church. PODHDM should not place limits on who to evangelize. According to Gibbs, “The contemporary church has to face its failure to turn decisions for Christ into disciples of Christ. We have to recognize that the term disciple is not restricted to super-Christians but is the way to describe ordinary believers.”<sup>104</sup> PODHDM need to put together a discipleship program to help members to

---

<sup>102</sup> Timothy Keller, *Center Church: Doing Balanced, Gospel-Centered Ministry in Your City*. (Grand Rapids, MI: Zondervan, 2012), 363-364.

<sup>103</sup> Ibid., 171.

<sup>104</sup> Eddie Gibbs, *LeadershipNext.: Changing Leaders in A Changing Culture*. (Downers Grove, IL: InterVarsity Press, 2005), 77.

understand the importance of discipleship. Currently no discipleship program is in place at PODHDM. In the table 3, Gibbs created a list of elements of discipleship.

Table 8. The elements of discipleship<sup>105</sup>

1) Discipleship entails a personal response to Jesus' call to follow him.
2) Discipleship involves learning in community.
3) Discipleship is lifelong learning.
4) Discipleship means life of service and self-giving.
5) Discipleship means teaching as Jesus taught.

## CONCLUSION

Leading a healthy church requires leaders to be focused on God's vision. Leaders must not be in pursuit of their own agenda if they wish to lead a healthy church. People hop from church to church looking to be spiritually fed. What is missing is the lack of confidence in leaders who are concerned about spiritual growth of individuals. Leaders become burnt out running back and forth attempting to add numbers to their congregation and raise money to maintain church buildings and pay salaries. They also jeopardize their own health running rugged to hold up the church financially and spiritually. Unfortunately, this is taking a toll in many ministries that are struggling to keep their door open. Leaders could develop a spirit of endurance to survive the call while using self-care. Apostle Paul stayed focused and refused to quit unlike many leaders today. His example is one that many leaders can follow. Paul focused on teaching, training, caring, preaching, and encouraging fellowship.

The church can stand and become healthy as people begin to grow in their faith, become faithful disciples of Christ, displaying the love of God as they live in community, and as they begin to win souls for Christ. Preston says, "If the church through its organizations is not

---

<sup>105</sup> Eddie Gibbs, *LeadershipNext.: Changing Leaders in A Changing Culture*. (Downers Grove, IL: InterVarsity Press, 2005), 81-83.

encouraging a positive program of clean, wholesome social life for them, then they will seek and find it outside the church.”<sup>106</sup> Some people are in search of a church where they can grow spiritually and enjoy great fellowship. Some others are uncertain what they are looking for in a church. According to Stetzer, “Christianity *is* on the decline, Americans have given up on God, and the “Nones”—those who have no religious ties—are on the rise.”<sup>107</sup> In any event it is the duty of the leader to live a lifestyle pleasing to God, maintain God health, teach sound doctrine, raise and empower leaders and develop training methods to help others to utilize their gifts for the Kingdom. According to Epperly, “Pastors have a difficult time making a distinction between their personal lives, and pastoral, those who are intentional about living a balanced life, and healthy life tend to experience time as a friend rather than an enemy.”<sup>108</sup> As pastor Ingrid leads the congregation to good she should also ensure that she allows the Holy Spirit to direct her, and also take care of her health to ensure ministry success.

---

<sup>106</sup> Mary Frances Jonson Preston, *Christian Leadership*. (Nashville, TN: Convention Press, 1955), 96.

<sup>107</sup> Ed Stetzer, “The State of the Church in America: When Numbers Point to a New Reality, Part 1,” last modified September 12, 2016, accessed January 28, 2022, <http://www.christianitytoday.com/edstetzer/2016/september/state-of-american-church-when-numbers-point-to-new-reality.html>.

<sup>108</sup> Bruce Epperly, *Starting with Spirit: Nurturing Your Call to Pastoral Leadership*. (Herndon, VA: The Alban Institute, 2011), 158.



## Bibliography

All Scripture passages are from the New International Version.

Bakken, Kenneth L. *The Call to Wholeness: Health as A Spiritual Journey*. Eugene, OR: Wipf and Stock Publishers, 1985.

Bancroft, Eric James. "Recovering Churches through Biblical Renovation." DMin Thesis, Southwestern Baptist Theological Seminary, 2009.  
Accessed July 29, 2019. <http://www.sbts.edu/wp-content/uploads/sites/26/2009/02/D-Min-Thesis-Proposal-Eric-Bancroft.pdf>

Barthel, Tara Klena, and David V. Edling. *Redeeming Church Conflicts: Turning Crisis into Compassion and Care*. Grand Rapids, MI: Baker Books, 2012.

Beck, David R. "Evangelism in Luke-Acts: More Than an Outreach Program." *The Journal of Faith and Mission*. 20, no. 2 (2003), 85. Accessed July 28, 2019.

Blackaby, Henry, and Richard Blackaby. *Spiritual Leadership: Moving People to God's Agenda*. Nashville, TN: B & H Publishing Group, 2011.

Bromiley, Geoffrey W. *Theological Dictionary of the New Testament*. Edited by Gerhard Kittel and Gerhard Friedrich. Translated by Geoffrey W. Bromiley. Grand Rapids, MI: William B. Eerdmans Publishing Company, 1985.

Burns, Bob., Tasha D. Chapman, and Donald C. Guthrie. *Resilient Ministry: What Pastors Told Us About Surviving and Thriving*. Downers Grove, IL: IVP Books, 2013.

Burns, Scott. "The Emotionally Healthy Church: A Strategy for Discipleship that Actually Changes Lives." Peer Review. *Journal of Spiritual Formation & Soul Care*. 10, no. 2 (2017), 324-331. Accessed July 28, 2019.  
<file:///D:/Health%20of%20Church%20scazerro.pdf>.

Callahan, Kennon L. *Twelve Keys to an Effective Church: Strong Healthy Congregations Living in the Grace of God. Second Edition*. San Francisco, CA: Jossey-Bass, 2010.

Cartmill, Carol, and Yvonne Gentile. *Leadership Essentials: Practical Tools for Leading in the Church*. Nashville: Abingdon Press, 2006.

Coffman, James Burton. *Commentary on Acts*. Houston, TX: Firm Foundation Publishing House, 1977.

Cousar, Charles B. *The Letters of Paul*. Nashville: Abingdon Press, 1996.

DeVries, Mark. *Sustainable Youth Ministry: Why most youth ministry doesn't last and what your church can do about it*. Downers Grove, IL: InterVarsity Press, 2008.

Epperly, Bruce. G. *A Center in the Cyclone: Twenty-First Century Clergy Self-Care*. New York: Rowman & Littlefield, 2014.

\_\_\_\_\_. *Starting with Spirit: Nurturing Your Call to Pastoral Leadership*. Herndon, VA: The Alban Institute, 2011.

Gangel, Kenneth. "Marks of a Healthy Church," *Bibliotheca Sacra*, October – December 2001.

Geoffrion, Timothy C. *The Spirit Led Leader: Nine Leadership Practices and Soul Principles*. Herndon, VA: The Alban Institute, 2005.

Getz, Gene A. *The Measure of a Healthy Church: How God Defines Greatness in a Church*. Chicago: Moody Publishers, 2007.

Gibbs, Eddie. *LeadershipNext.: Changing Leaders in A Changing Culture*. Downers Grove, IL: InterVarsity Press, 2005.

Griffith, Jim, and Bill Easum. *Ten Common Mistakes Made by New Church Starts*. St. Louis, MO: Chalice Press, 2008.

Hammett, John S. "Reclaiming Meaningful Church Membership: A Modest Proposal." *Faith and Mission*, 17 no. 2 (Spring 2000). Accessed July 28, 2019.

Harris, Daniel E., Lori Holyfield, Linda Jones, Rhonda Ellis, and Judi Neal. *Spiritually and Developmentally mature Leadership: Towards an Expanded Understanding of Leadership in the 21<sup>st</sup> Century*. Cham, Switzerland: Springer Nature Switzerland AG, 2019.

Heuser, Roger, and Norman Shawchuck. *Leading the Congregation: Caring for Yourself While Serving the People*. Nashville, TN: Abingdon Press, 2010.

Hybels, Bill. *Courageous Leadership*. Grand Rapids, MI: Zondervan, 2002.

<https://www.barna.com/research/pastors-well-being/>

<https://erlc.com/resource-library/articles/why-do-pastors-die-by-suicide/> accessed 02/19,2022  
Why do pastors die by suicide? A look at the high-pressure pastoral life, Ericka Andersen, October 8, 2019

Keck, David. *Healthy Churches Faithful Pastors: Covenant Expectations for Thriving Together*. Lanham, MD: Rowman & Littlefield Publishing, 2014.

Keller, Timothy. *Center Church: Doing Balanced, Gospel-Centered Ministry in Your City*. Grand Rapids, MI: Zondervan, 2012.

- Kiehl, Erich H. *Peer Review of 12 Pillars of a Healthy Church: be a Life-Giving Church and Center for Missionary Formation*, by Waldo J. Werning, Concordia Journal, 28 no. 3 (2002), p 342-343. Accessed July 28, 2019.  
<file:///D:/12%20Pillars%20of%20Healthy%20Church%20Be%20A%20Life-Giving%20Church%20and%20Center%20for%20Missionary%20Formation.pdf>.
- Klagge, James C. "The Most Segregated Hour in America?"  
<https://www.phil.vt.edu/JKlagge/ConductorChurch.htm>. Accessed July 31, 2019.
- Krejcir, Richard J. "Church Leadership: Statistics and reasons for Church Decline," accessed July 31, 2019,  
<http://www.churchleadership.org/apps/articles/default.asp?articleid=42346>.
- Laurie, Greg. "Church Growth," Article ID: DC248, accessed July 29, 2019,  
<http://www.equip.org/article/church-growth/>.
- MacArthur, John. *The Book on Leadership*. Nashville: Thomas Nelson, 2004.
- MacArthur, John. *The MacArthur Bible Commentary*. Nashville, TN: Thomas Nelson, 2005.
- Macchia, Stephen A. *Becoming a Healthy Church: Ten Traits of a Vital Ministry*. Grand Rapids, MI: Baker Books, 2003.
- Malphurs, Aubrey. *Advanced Strategic Planning: A 21<sup>st</sup> Century Model for Church and Ministry Leaders*. Grand Rapids, MI: Baker Books, 2013.
- \_\_\_\_\_. *Maximizing Your Effectiveness: How to Discover and Develop Your Divine Design*. Grand Rapids, MI: Baker Books, 1995.
- \_\_\_\_\_. *Planting Growing Churches For the 21<sup>st</sup> Century: A Comprehensive Guide for New Churches and Those Desiring Renewal. Third Edition*. Grand Rapids, MI: Baker Books, 2004.
- Malphurs, Aubrey, and Gordon E. Penfold. *Re:Vision: The Key to Transforming Your Church*. Grand Rapids, MI: Baker, 2014.
- \_\_\_\_\_. *The Book on Leadership*. Nashville: Thomas Nelson, 2004.
- Marshall, Colin, and Tony Payne. *The Trellis and the Vine: The Ministry Mind-Shift that Changes Everything*. Youngstown: Matthias Media, 2009.
- McIntosh, Gary L. *Biblical Church Growth: How You Can Work with God to Build a Faithful Church*. Grand Rapids, MI: Baker, 2003.
- \_\_\_\_\_. *One Size Doesn't Fit All: Bringing Out the Best in Any Size Church*. Grand Rapids, MI: Fleming H. Revell, 1999.

- \_\_\_\_\_. *Beyond the First Visit: The Complete Guide to Connecting Guests to Your Church*. Baker Books: Grand Rapids, MI: Baker, 2006.
- Mohler, Albert. *The Conviction to Lead: 25 Principles for Leadership That Matters*. Minneapolis: Bethany House Publishers, 2012.
- Nelson, Alan E. *Leading Your Ministry. Developing the Mind of a Priest and the Soul of a Prophet*. Nashville, TN: Abingdon Press, 1996.
- Percy, Harold. *Your Church Can Thrive: Making the Connections that Build Healthy Congregations*. Nashville, TN: Abingdon Press, 2003.
- Pfeiffer, Charles, and Everett F. Harrison. *The Wycliffe Bible Commentary: A Phrase by Phrase Commentary of the Bible*. Chicago: Moody Publishers, 1990.
- Preston, Mary Frances Jonson. *Christian Leadership*. Nashville, TN: Convention Press, 1955.
- Prime, Derek J, and Alistair Begg. *On Being a Pastor: Understanding Our Calling and Work*. Chicago: Moody Publishers, 2004.
- Richardson, Ronald W. *Creating a Healthier Church: Family Systems Theory, Leadership, and Congregational Life*. Minneapolis, MN: Augsburg Fortress, 1996.
- Sanders, Oswald J. *Spiritual Leadership: A Commitment to Excellence for Every Believer*. Chicago, IL: Moody Publishers, 2007.
- Scazzero, Peter L. *The Emotionally Healthy Church: A Strategy for Discipleship that Actually Changes Lives*. Zondervan: Grand Rapids, MI, 2010.
- Senter Mark H. III, Wesley Black, Chap Clark, and Malan Nel. *Four Views of Youth Ministry and the Church: Inclusive Congregational Preparatory Missional Strategic*. Grand Rapids, MI: Zondervan Publishing House, 2001.
- Sloan, Robert B. "A Biblical Model of Leadership." [www2.bhpublishinggroup.com](http://www2.bhpublishinggroup.com). Accessed July 31, 2019.
- Stanley, Andy. *Visioneering: God's Blueprint for Developing and Maintaining Vision*. Portland, OR: Multnomah Publishers, 2005.
- Stetzer, Ed. "The State of the Church in America: When Numbers Point to a New Reality, Part 1," last modified September 12, 2016, accessed September 29, 2019 <http://www.christianitytoday.com/edstetzer/2016/september/state-of-american-church-when-numbers-point-to-new-reality.html>.
- Tackett, Craig. *Healthy Church: Ten Spiritual Practices for Healthy Believers and Churches*. North Kansas City, MO: Renown Publishing, 2020.

- Thomas, Gary. *Every Body Matters: Strengthening Your Body to Strengthen Your Soul*. Grand Rapids, MI: Zondervan, 2011.
- Toews, John with Eleanor Loewen. *No Longer Alone: Mental Health and the Church*. Waterloo, Ontario: Herald Press, 1995.
- Tribune News Service. "Eddie Long, Georgia Megachurch Pastor Embroiled in Scandal, Dies." January 15, 2017. Accessed July 28, 2019.  
<http://www.chicagotribune.com/news/nationworld/ct-eddie-long-dies-20170115-story.html>.
- Tripp, Paul D. *Dangerous Calling: Confronting the Unique Challenges of Pastoral Ministry*. Wheaton: Crossway, 2012.
- Unger, Merrill F. and William White, Jr. *Vines Complete Expository Dictionary: The Old and New Testament Words with Topical Index*. Nashville, TN: Thomas Nelson, 1977.
- Wagner, C. Peter. *The Healthy Church: Avoiding and Curing the 9 Diseases That Can Afflict Any Church*. Ventura, CA: Regal Books, 1996.
- \_\_\_\_\_. *Leading Your Church to Growth*. Ventura, CA: Regal Books, 1984.
- Wagner, Peter, and Lyle E. Schaller. *Creative Leadership Series: Your Church Can Be Healthy*. Nashville, TN: Abingdon Press, 1990.
- \_\_\_\_\_. *Strategies for Church Growth*. Ventura, CA: Regal Books, 1989.
- Warren, Rick. *Vision Room: Clearly Thinking Ahead*. Accessed July 28, 2019.  
<https://www.visionroom.com/rick-warren-shares-8-characteristics-healthy-church/>.
- \_\_\_\_\_. *The Purpose Driven Church: Growth Without Compromising Your Message & Mission*. Grand Rapids, MI: Zondervan, 1995.
- Weems Jr., Lovett H. *Church Leadership: Vision Team, Culture, and Integrity*. Nashville, TN: Abingdon Press, 1993.
- Wilson, Bill. "What Does a Healthy Church Look Like?" *Review and Expositor* 113, no.3 (2016): 333-340. Accessed July 28, 2019.  
<http://journals.sagepub.com/doi/abs/10.1177/0034637316658582>.
- Young, David S. *Springs of Living Water: Christ Centered Church Renewal*. Scottdale PA: Herald Press, 2008.
- Zuck, Roy B. *Teaching as Paul Taught*. Grand Rapids, MI: Baker Books, 1998.
- \_\_\_\_\_. *Vital Church Issues: Examining Principles and Practices in Church Leadership*. Grand Rapids, MI: Kregel Resources, 1998.

## APENDIX A

### CHURCH HEALTH ANALYSIS QUESTIONNAIRE<sup>109</sup>

#### Chapter 1: God's Mystery Revealed

**Principle 1—When measuring a church, we can only evaluate a local, visible body of believers.**

Question: To what extent do the people in our church realize how important they are as a functioning *group*—not just as functioning *individuals*?

Little		Some		Much
1	2	3	4	5

**Principle 2—When measuring a church, we must measure functions, not forms, or structures.**

Question: To what extent do the people in our church understand the difference between biblical functions and cultural forms—that functions are absolute and normative, and forms are non-absolutes and should change periodically in order to carry out biblical functions at different times and in different locations?

Little		Some		Much
1	2	3	4	5

**Principle 3—When measuring a church, we must have a comprehensive understanding of biblical discipleship.**

Question: To what extent do the people in our church understand that true disciples of Jesus are committed to obeying everything He has taught us?

Little		Some		Much
1	2	3	4	5

**Principle 4—When measuring a church, we must evaluate the degree to which the true disciples in that church are functioning as a family.**

Question: To what extent do the people in our church function as loving and caring brothers and sisters in Jesus Christ?

Little		Some		Much
1	2	3	4	5

---

<sup>109</sup> Gene A. Getz, *The Measure of a Healthy Church* (Chicago: Moody, 2007), 188–197.



Add the score given to each of the 2 principles together and divide by 2. The average score for this entire section is:	4
---	---

### Chapter 3: Reflecting God's Grace

**Principle 1—When measuring a church, we must determine the degree to which God's people understand that salvation is a free gift that results from God's grace—a gift that cannot be earned and that is eternal.**

Question: To what extent do the people in our church understand and believe that salvation is an absolutely free gift and cannot be earned by good works?

Little		Some		Much
1	2	3	4	5

**Principle 2—When measuring a church, we must determine the degree to which God's people are motivated to live righteous and holy lives because they clearly understand and deeply appreciate God's grace in having saved them.**

Question: To what extent are the people in our church motivated to present their bodies to Jesus Christ as living sacrifices because of God's great mercy in saving them?

Little		Some		Much
1	2	3	4	5

**Principle 3—When measuring a church, we must determine the degree to which God's people have a correct view of God's holiness.**

Question: To what extent are the people in our church committed in being holy as God is holy?

Little		Some		Much
1	2	3	4	5

**Principle 4—When measuring a church, we must determine the degree to which God's people understand God's loving discipline, both directly and, when necessary, through the local body of Christ.**

Question: To what extent do the people in our church understand that God will discipline His children at some point in time if they persist in living outside of His will?

Little		Some		Much
1	2	3	4	5

**Principle 5—When measuring a church, we must determine the degree to which God's people are extending grace to one another.**















## APENDIX B

**LIBERTY UNIVERSITY**  
INSTITUTIONAL REVIEW BOARD

March 18, 2021

Andrea Anderson  
Michael Sanders

Re: IRB Application - IRB-FY20-21-81 Leading a Healthy Church

Dear Andrea Anderson and Michael Sanders,

The Liberty University Institutional Review Board (IRB) 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 does not classify as human subjects research. This means you may begin your research with the data safeguarding methods mentioned in your IRB application.

Decision: No Human Subjects Research

Explanation: Your study is not considered human subjects research for the following reason:

(2) Your project will consist of quality improvement activities, which are not "designed to develop or contribute to generalizable knowledge" according to 45 CFR 46.102(l).

Please note that this decision only applies to your current research application, and any modifications to your protocol must be reported to the Liberty University IRB for verification of continued non-human subjects research status. You may report these changes by completing a modification submission through your Cayuse IRB account.

Also, although you are welcome to use our recruitment and consent templates, you are not required to do so. If you choose to use our documents, please replace the word *research* with the word *project* throughout both documents.

If you have any questions about this determination or need assistance in determining whether possible modifications to your protocol would change your application's status, please email us at [irb@liberty.edu](mailto:irb@liberty.edu).

Sincerely,

**G. Michele Baker, MA, CIP**  
*Administrative Chair of Institutional Research*  
**Research Ethics Office**

---