LIBERTY UNIVERSITY

JOHN W. RAWLINGS SCHOOL OF DIVINITY

**Developing, Training, and Equipping Lay Ministers to
Serve in Leadership Roles at Small African American Churches**

Submitted to Dr. Robert Massey

In fulfillment of the requirements for the completion of

the Doctor of Ministry Degree

Department of Christian Leadership and Church Ministries

by

Angelia V. Lewis

June 10, 2022

Liberty University John W. Rawlings School of Divinity

Thesis Project Approval Sheet

_____
  Robert Massey, D. Min.
  Adjunct Professor
  John Rawlings School of Divinity

_____
  Todd Hartley, D. Min
  Adjunt Professor
  John Rawlings School of Divinity

THE DOCTOR OF MINISTRY THESIS PROJECT ABSTRACT

Angelia V. Lewis
Liberty University John W. Rawlings School of Divinity, June 10, 2022
Mentor: Dr. Robert Massey

This thesis project explores the validity of a ministry training manual for developing, training, and equipping lay ministers at Fredericksburg Missionary Baptist Church. It assumes that if church members have leadership tools, they will use them to become more effective leaders. However, lay ministers often serve in ministry leadership roles without formal training. They should be trained and equipped by church leaders to lead effectively. Therefore, the question that this thesis project ask is, "Will a development and implementation of a leadership training manual equip lay ministers?"

The Scripture is the primary literature resource for God's provision in developing ministry leaders. It is the foundation for growth and creating tools for leadership. Lay ministers of Fredericksburg Missionary Baptist Church were the target group for this study. To validate the assessments, each participant answered interview questions, surveys, and post-seminary questions. Training and equipping lay ministers will enable them to be effective leaders in their roles, especially in small African American Churches, where a senior pastor typically oversees.

The five ministry tools that can develop, train, and equip lay ministers are: understanding the call to ministry; second, hands-on training; third, conflict resolution; fourth, decision making; fifth, personal accountability. This research thesis project provides a ministry training manual for this church and can be utilized by other churches to develop lay ministers.

Contents

CHAPTER 1: INTRODUCTION

Introduction

How important are the lay minister's role and the development of lay ministers for leadership roles within the church? This research will enlighten the reader on why lay ministers must receive training, equipping, and mentoring from senior leadership to serve effectively. This research is explicitly geared around leadership at Fredericksburg Missionary Baptist Church (FMBC), a small African American congregation of baptized believers whose mission is to preach the gospel and show love to the community.

One issue often seen within the church is the lack of training and equipping of lay ministers. Lay ministers answer and receive their call to ministry, but the only ministerial role they are given is to pray during the altar call. This role poses a problem when these same Lay ministers receive calls to serve in other churches, but they lack the training that could help them advance into a pastoral position or other ministries.

The researcher experienced what it was like to leave a ministry and realized later that there should have been some training that should have helped her transition into the new ministry role. However, by faith, the researcher served in the new ministry and began to receive the level of training that she would need to support this new assignment. There were times that the researcher reached out to the senior pastor at FMBC to seek guidance when performing ministry duties that she encountered. This guidance was instrumental when choosing the Doctor of Ministry Cognate.

Ministry Context

When one thinks of the church and its mission, the purpose is for pastors and lay ministers to preach the gospel and have a safe place where they can come to seek and develop a relationship with God. It is the place where leaders are built to serve others and minister in the body of Christ. Also, the Church is where Christians can develop a spiritual relationship with God and other believers. Finally, it's a place where non-believers can come and feel the presence of God and love for one another from believers.

Fredericksburg Missionary Baptist Church (FMBC) is a family-oriented church located in a small community; the church consists of sixty active members. Several ministers on staff work with the senior pastor, but these same individuals eventually desire to pastor and shepherd their churches. Lay ministers have limited responsibilities and are not utilized to their total capacity. After answering their call to preach, they are not provided with the tools to fulfill their ministerial calling. The senior pastor is middle-aged, married, and has adult children. The congregation consists of members from the age of young kids, teenagers, and seniors over seventy. Although the local churches surrounding FMBC have similar demographics, these churches regularly fellowship with each other.

This African American Baptist congregation has several ministries that shape the church, including a deacon, trustee, usher, hospitality ministry, and a senior and youth choir. A member serving as the president of their ministry governs each ministry in the church. But each ministry president remains in their position for approximately five or more years. This leadership approach can hinder the servant leader's thinking, primarily when serving long-term leadership roles for the next generation and the next leader.[1] However, by working in a ministry role for a

---

[1] King Ari Dane, *Leadership: Habits of A Great Leader* (Middletown, DE, 2020), 20.

lengthy time, the servant leader may stagnate or be unwilling to learn new ways of ministering. Thus, the hesitant character does not allow for growth within that ministry because the leadership is not open to new ideas.

The problem that should be addressed in African American Baptist churches is the lack of leadership training. Lay ministers have concerns with leadership, and addressing this issue will help grow other churches, especially those experiencing the same situations.

Another problem within the ministry is that upcoming teenager's graduate but do not return to their home church because the church lacks ministries that support the youth. Therefore, upon graduation, most teenagers join a non-denominational church. Former members at FMBC did what most teenagers have done: seek a ministry that could minister to them. Growing up in a family-oriented Baptist church where the congregation is unwilling to grow spiritually will dampen the spirits of those who have matured spiritually in the Lord. This pattern has been the case within FMBC and other Baptist churches in a similar location. The leadership is unwilling to change to meet the needs of the younger saints, and the older, more seasoned saints continue to do things the same traditional way. As a result, the church's growth is stunted because the gifts of the spirit are not flowing effectively. Although change is necessary, leadership has known that the church will perform typically. It is also evident that there are no workshops or formal development avenues for leaders. When pastors are not incorporating a coaching style of leadership, the pastor and lay ministers will miss out on great tools that can be used to develop people for the future.[2]

As for resources, the church operates on a budget. The congregation gives their time and money to support the ministry, but there is a lack of cohesiveness in FMBC. As for events or the

---

[2] King Ari Dane, *Leadership: Habits of A Great Leader* (Middletown, DE, 2020), 26.

ministry's annual day, attendance depends on which church ministry hosts that event. Senior leadership should encourage participation and revamp annual days to include all ministries whenever this behavior arises. These problems must be addressed because the size of the congregation should create a more close-knit relationship within the body of the church.

When leaders overlook critical issues in a ministry, it can cause members to pull away from being a part of a particular organization. Additionally, people in general who are not willing to change their mindset can cause a hindrance in the ministry as well. Therefore, equipping the saints spiritually mature is a must in FMBC and those surrounding churches.

Rituals and practices are necessary, and the FMBC congregation is organized under the Baptist rituals and traditions. Therefore, it is essential to structure programs that align with the Baptist doctrine, and the church should be open to learning various ways to share the gospel. However, there are circumstances when the church is more concerned with keeping the same routine and traditional habits, which can dampen the congregation's motivation towards progression. Nevertheless, the congregation's faith is valuable to the church and ministering to others. Still, when the church's leadership rejects new ideas and opportunities, some members seek new church homes and ministries where their ideas can be used to Glory God and the Kingdom.

It is essential that FMBC develops and trains the leadership, especially with this being a smaller African American church, which plays a significant role in the community and is known to exemplify love and support to the community. However, leaders who are not trained or equipped with this characteristic can foster an unhealthy spirit in the community. The history of FMBC is based on faith in God and love for God. However, there is a lack of growth within the congregation. Several Lay ministers have joined the ministry over the years but have left after

serving a short period. But when they return for special events like Christmas, Mother's Day, and Church homecoming, they have shared with the author that they leave because they feel they are not receiving the training to grow spiritually. These same Lay ministers have visited the church only to see that the church has declined active membership and has the same traditional mindset. According to Acts 2:47, "Praising God and having favor with all the people. And the Lord added to the church daily such as should be saved." A powerful Scripture that should be the church's vision is not the case with FMBC. When pastors understand the goal of the Lay ministers, which is to serve the church and the community, then together, both can advocate servanthood.

Untrained leaders can jeopardize the current and future ministries they are called to serve, especially regarding the church. They should equip lay ministers to grow stronger in their leadership roles while mentoring and coaching them in their spiritual gifts to be an asset to the church and the senior leader. According to Irving & Strauss, "Those who are empowered by not equipped run the danger of failure. When followers have not been developed through proper direction and equipping, it is unreasonable to expect followers to perform as needed."[3]

Teenagers who grow up in FMBC will be instrumental to the ministry if they receive the proper training at a young age. In addition, with them serving in the church, the coaching and mentoring they receive will help them mature in their faith. Leadership qualities are taught at every level in one's life, from babies to adulthood, but these skills must also be nurtured depending on the individual.

The author understands that by developing The Ministry Tools for lay ministers, they would support FMBC's statement of faith and align in harmony with the church's Article of Faith. FMBC believes in True God, the Scriptures, Baptism and the Lord's Supper, and the Way

---

[3] Justin A. Irving & Mark L., *Strauss, Leadership in Christian Perspective* (Grand Rapids, MI: Baker Academic, 2019), 25.

of Salvation. Therefore, the Ministry Tools will guide the leadership and congregation because these tools will be drawn in adherence to the Word of God.

The researcher had first-hand experience in the lack of leadership of lay ministers while attending FMBC and will address the solutions that could help others who will experience the same situation while attending and growing up in FMBC. This research will not just look at the faults or weakness of the leadership but will also complement the strengths of FMBC that is already in place. The Problem and the Purpose of this thesis will be the guiding post for the Senior Pastor and Lay ministers who seek a better tool that can be used.

When addressing the leadership and what is necessary to maintain a healthy church like FMBC, it requires motivation and steadfastness to be in harmony and a disciple in the church. Discipleship will help the church grow, and the African American church families at FMBC are always eager to disciple others because of the warm feeling non-members feel when they enter the church. However, the training is the part that needs to be developed because most senior pastors do not strategically place lay ministers over ministries in the church. This method is an issue in the smaller church settings. As a member of FMBC, this was the same situation I grew up in under the leadership of a family-oriented church.

As for the other ministries within FMBC, there is no leadership training for those who serve in presidential roles of those ministries. Addressing this problem is a continued methodology that will be a great tool when completed. This research will not be used to bash or discredit the church, but it will show that gaining knowledge can be a powerful tool. But when no development or training is incorporated in smaller ministries like FMBC, Lay ministers will be the first to lack the qualifications to shepherd the church. Moreover, when one openly sees the need for training, it should be addressed so the ministry can implement the right tools.

Additionally, family-oriented African American churches have family members in leadership roles. Therefore, they are not likely to give non-family members opportunities to serve in leadership roles. Instead, they should allow trained non-family members to help give way for new ideas.

Ministry must be at the top of the church's agenda because it correlates with its home and the community. Therefore, ministry in its rightful context must be addressed in the church first to prepare members to go into the world to minister and evangelize. According to the Holy Bible, "become all things to all men to save some" (1 Cor. 9:22). The church has a purpose, and the members must be equipped for the purpose. However, this requires that they be effectively and efficiently prepared.

While FMBC is in this small community, within a 15-mile radius, you can find at least four other African American churches housed under the National Baptist Association. When these Ministry Training Tools are developed, they can be incorporated within each of these churches, and possibly within the National Baptist Association, to ensure all the local churches within the organizations can receive the tools. When investigating and observing the needs of the community and local churches, workshops, retreats, and facilitated conferences can be established to bring all the churches together for leadership training. This training can be a great asset for current and upcoming Lay Ministers. Rouse writes, "If a congregation doesn't reinvent itself and re-envision its future, it is not likely to survey and thrive as a vital, missionary foci for change."[4]

---

[4] Rick Rouse, "Beyond Church Walls: Developing a Vision and Strategy for a Discipleship Congregation," Fortress Press (2016): 137, accessed November 13, 2020, https://www.jstor.org/stable/j.ctt19qgfkq.13

By developing a central training location or facility, FMBC can benefit financially by inviting other organizations to attend workshops. Facilitated training is integral to equipping individuals for ministry leadership but must be hands-on. It is excellent when one reads instructions or receives training from leaders in this format, but working alongside the leader and performing the task is the best way to learn and experience leadership.

Another asset to training and equipping Lay Ministers while serving under the current pastor is that the pastors of FMBC, and the other community churches, are known to remain in their current Pastoral positions for years. In most churches, the pastors shepherd the flock for a certain number of years and then relocate to other churches. Unfortunately, this method is not the case with FMBC; pastors remain in their positions. However, suppose they decide to leave for a new pastoral position at another church. In that case, the lay ministers who remain at FMBC are not knowledgeable enough to move into the pastoring position. As a result, the church must seek a pastor outside the church. And sometimes beyond the community in which the church resides.

This practice is a prime example of why equipping lay ministers to lead effectively should prioritize. Although the Church is a faith-based community, it can model and structure some of its training from other organizations. For example, the church can set up the lay ministers to take on senior roles in the church or prepare them for senior positions in other churches without leaders.

As a young child growing up in FMBC, the pastor served the church for more than 13 years, and when he transitioned to be with the Lord, the church was without a leader. The church leaders, the deacons, had to step up and carry the church forward. They reached out to the National Baptist Association, seeking local preachers who would come and preach on Sundays. However, there were lay ministers during that time, but the church congregation did not want to

work with the lay ministers who grew up in the church. Therefore, they would send for other preachers, and other preachers who heard the church needed a pastor would reach out to the deacons to be included in the pastor search. This practice is an example of the lack of training. If the lay minister had been given opportunities to grow in ministry when the Pastor was the shepherd, he would have been equipped to step into the pastoring position at FMBC.

The Deacons and the church congregation decided to accept a Pastor who was not from the local area and no one in the community knew personally. He was the pastor for eight years, then he transitioned to be with the Lord, and the church was back in the same situation. There were several lay ministers in the congregation, but they were not provided leadership training to serve effectively in a pastoral role. As a result, they were not afforded the shepherding position. The church was seeking a new pastor, but none of the lay ministers were selected to pastor because they did not have the credentials to fill the role. This routine is another situation where leadership training, equipping, and mentoring would have been essential for lay ministry. The new pastor selected to lead the church was not from the church's area nor the community where the church was planted. However, the FMBC congregation grew spiritually under his leadership, and the church grew in attendance. There was also a growth in the number of lay ministers who announced their call to ministry; some were original church members, and others were led to the church and became members. Even though several lay ministers were on board, everyone was given time to preach on Sunday mornings.

Twelve years later, FMBC found itself in the same situation again, seeking a new leader and pastor. The deacons formed another committee to seek a pastor to shepherd the flock, and after several prospects, the church decided to fill the position with one of the lay ministers serving at the church. The church and congregation began to prosper spiritually, and the

membership grew. The Sunday services were effective, and the Church continued its outreach ministry within the community. The new pastor allowed the lay ministers to continue to help with Sunday services. They also were given opportunities on Sundays to preach. These were great opportunities for the ministers to grow as leaders.

The current Pastor continued the church's vision to preach and teach the gospel, but there was still the concern of training and equipping lay ministers. However, after three years, the lay ministers serving at FMBC left the ministry for one reason. And the church began to experience a decrease in membership but continued to maintain its role in the community.

Problem Presented

The problem is that lay ministers at Fredericksburg Missionary Baptist Church serve in a ministry but are not effectively trained in Leadership. This problem can be detrimental when leading others without formal knowledge or training of their own. Leadership is necessary for any church or organization. However, without training, one cannot lead to their fullest potential. To become great, leaders require training and must develop skills. Senior pastors are instrumental in this part of the ministry (See Ephesians 4:12), especially those with followers, such as lay ministers. Therefore, when lay ministers are untrained for spiritual duties, it reflects the Senior Pastors.

Purpose Statement

The purpose of this thesis project is to develop tools that the pastors of Fredericksburg Missionary Baptist Church can use to train lay ministers. Although God calls pastors to serve in ministry, tools should be in place to help them strategically with visions and plans. This research will support the idea that designing a working tool that can be used to grow the church and its leaders would serve as a positive reflection of that ministry, congregation, and members.

Additionally, when lay ministers are not equipped with the necessary training to succeed in ministry, others will be able to see the results of the lack of training.

Basic Assumptions

The basic assumption of this research is to commit to developing a ministry tool that pastors can use to develop, train, and equip lay ministers to serve in leadership roles. The problem being addressed will help the church identify what types of training lay ministers need that will help develop their knowledge. Training is the best action plan; including it in the pastor's program will benefit the church and its leaders.

Pastors who regularly organize leadership meetings and training can see how far lay ministers have grown through each session. Regular meetings with the team and preparing the leaders with the tools to perform their jobs effectively will show leaders' growth. Also, pastors should provide leadership training to leaders individually, which will give the Pastor and the one-on-one leader time with each other, and the Pastor can draft training that fits that leader's need.

The issue in this project recognizes that in the past and present, lay ministers of FMBC is their lack of ability to function in leadership roles. However, it is also the role of those lay ministers to make the Pastor aware of their desire to be trained for future positions.

This research will be valuable to FMBC and other church leaders in the same vicinity because the researcher has experienced this situation previously. Working in an organization that strives to train and equip leaders is what caused the author to research this topic. As a leader in a role for which the researcher was unprepared, I saw what leadership looks like when provided training and mentoring from a manager with impressive leadership skills.

Definitions

Fredericksburg Missionary Baptist Church (FMBC) is a fictitious name used in this research. It is not associated with any specific church or religious organization. Also, there will be no particular definitions that will be addressed in this research project. The overall results of this project will consist of the need to implement training and the tools used to develop lay ministers.

Limitations

There are limitations and restrictions in this research project, consisting of African American lay ministers who have served in ministry but lack training. Interviews with these lay ministers will help define the overall problem with their role in the church. And to explain the training, they are receiving to help grow in their current position. Interviewing lay ministers will give the researcher a direct answer to help defend this project. Also, there will be an interview with pastors with lay ministers in their congregations. This interview will help understand the pastor's viewpoint and the tools or training needed to help develop lay ministers. Also, there will be interviews with Pastors who have lay ministers but do not have any training tools in place that could help build lay ministers.

Interviewing lay ministers who have been affiliated with FMBC will help the researcher develop the tools that can be used to support other ministries. These tools can also be shared with other local churches whose demographics and geography are the same as FMBC.

Delimitations

The major delimitation of the research is that the participants are African American lay ministers serving in a leadership role. Although leaders have the heart to serve, there is an issue regarding training at Fredericksburg Missionary Baptist Church (FMBC). Therefore, focusing on

FMBC narrows the research scope and prompts a more effective solution.   The researcher's goal is to develop training tools that can be used to address the problem by focusing on research carried out by others and lay ministers participating in this project. Therefore, implementing these tools will equip leaders and enhance the knowledge the leaders are currently lacking.

This research project aims to develop ministry leadership tools using surveys from ministers who lack training. A comprehensive examination of this problem at FMBC through the literature will provide the researcher with data to justify that this project is relevant and contributes to understanding what tool will develop lay ministers effectively.

Thesis Statement

If this Ministry Leadership training Manual is successfully developed and implemented at Fredericksburg Missionary Baptist Church, its pastors can effectively equip lay ministers to serve in Leadership roles. Lay ministers are significant assets to pastors and congregations. When God has called someone to service and (Ephesians 4:11-12ff) is obedient in developing the required skills, God will honor His word and their efforts to grow their church spiritually and numerically.

Research Question

The question that this thesis project asks is, "Will the development and implementation of a leadership training manual equip lay ministers?"

Specific Objectives

The specific research objectives are:

1. Develop a ministry training manual that the pastor at Fredericksburg Missionary Baptist Church (FMBO) can use to train lay ministers for leadership roles.

2. Develop and organize five training sessions where lay ministers of FMBC can attend and apply ministry tools. The researcher will train, mentor, and coach lay

13

ministers in each session. Each session is a treatment for developing leadership skills.

3. Lay ministers will complete a pre-interview questionnaire and post-questionnaire (prior to beginning the thesis project) to measure the effectiveness of the ministry training manual.

4. Develop a plan for assimilating/ disseminating results for Fredericksburg Missionary Baptist Church.

CHAPTER 2: CONCEPTUAL FRAMEWORK

This thesis statement is that if a ministry leadership training manual is developed and implemented at Fredericksburg Missionary Baptist Church, pastors can effectively equip lay ministers. Leadership is a topic that should be reviewed and revisited regularly. One may ask how to determine when a leader is ready to serve in a secular organization or a faith-based ministry. This section will inform the reader there are specific credentials that leaders should maintain and require that will help in becoming great leaders. Leaders must be active in the ministry, which involves training and empowerment. Also, leadership is necessary to encourage lay ministers to build a leadership mindset within each leader. This section will share what leaders must do to maintain biblical standards and be effective as leaders, which can be fulfilled through a leadership development plan (tools). Therefore, the research question that this literature review ask is, "Will the development and implementation of a leadership training manual equip lay ministers?"

Literature Review

The literature review covers why developing and implementing a ministry leadership training manual (tools) that pastors use to equip or train lay ministers to serve in leadership roles is vital. Leadership is important. An organization or church requires great leaders willing to equip and train others. Teaching is another aspect of leadership that should be incorporated into secular or spiritual entities. The "how to" of leadership, or the fundamental tool that helps to make successful predecessors in leadership, is the act of learning through teaching. This requirement is not optional; it is the element that will be used to train upcoming generations.[5]

---

[5] Derek J. Prime & Alistair Begg, *On Being a Pastor: Understanding our Calling and Work* (Chicago, IL: Moody Publishers, 2004), 212.

Leadership in Action

Leadership is the key to creating and sustaining any twenty-first-century organization and its success.[6] John MacArthur of southern California, a Pastor, teacher, Seminary President, and writer of many best-selling books, who is no stranger to leadership, contends that when you can motivate people to follow, that's leadership in action.[7] As for Christian leaders, one specific way to know your motivation is by seeking God through prayer and hearing his voice. This understanding invites a more profound level in the relationship with Christ.[8] Steinsland, MacArthur, and Hull share that leadership is essential through motivation or training. To support this statement, at St Ambrose University in Davenport, Iowa, teacher, and author Dan Ebener reminds his readers that leadership requires training and practice to craft the art of leadership. However, only reading leadership books does not qualify one as a leader.[9] Each author added and supported that leadership in action requires hands-on training.

MacArthur writes that leadership from the spiritual aspect is necessary. The ultimate goal of leadership is training leaders to have a servant's heart. This perspective requires leaders to look to the one who is our supreme model, the epitome of leadership Himself, Christ.[10] Although someone desires a leadership position, that desire does not serve as a prerequisite that this individual is the ideal person for the job. Learning to lead requires a lifelong obligation to training and discipline. In addition to training, MacArthur includes leaders who must have the heart to serve.

---

[6] Hege Steinsland, "From Who Is in Charge?" to "How Are We in Charge?" Is It Time for a Shift in Leadership Paradigm? Church Reform and Leadership of Change," (2016): 164, accessed November 13, 2020, https://www.jstor.org/stable/j.ctt1p5f1zq.14

[7] John MacArthur, *The Book on Leadership* (Nashville, TN: Thomas Nelson, 2004), 70.

[8] Bill Hull, *The Christian Leader* (Grand Rapids, MI: Zondervan, 2016), 65.

[9] Dan R. Ebener, *Pastoral Leadership: Best Practices for Church Leaders* (Mahwah, NJ: Paulist Press, 2018), 92.

[10] John MacArthur, *The Book on Leadership* (Nashville, TN: Thomas Nelson, 2004), v.

The best way for leaders to be successful in the leadership role and be the best trainer is by mimicking the life of Jesus. Boyd Bailey, of Roswell, Georgia, a Leadership coach, author, and founder of Wisdom Hunters Ministry, supports leadership through learning and wise leaders when making decisions. Wise leaders never stop learning or seeking education, making them good leaders. Whenever they stop learning, it affects their wisdom and leadership capability.[11] To remain relevant as leaders require lifelong education. Christ's leadership school is a place one never seeks to graduate from, which helps one to lead like Jesus.[12] Ebener and MacArthur inspires leadership according to Jesus.

As was indicated earlier, wisdom and the key but one's life struggles, failures, and successes are critical elements in what it takes to make a leader wiser. Both are key factors when building Ministry Leadership tools because everyone experiences failures in life. Brown writes, "Who we are is how we lead. Leadership is the ability to thrive in the ambiguity of the paradoxes and opposites."[13]

Another vital part of leadership is whether leadership should be a shared experience. In other words, will leadership work when two leaders are in place and both share the responsibilities? Who would be considered the senior leader in this environment, and would workgroups or ministries be effective if serving under dual leadership? Leadership scholars researched shared leadership and determined that workgroups are more effective when

---

[11] Boyd Bailey, *Learning to Lead Like Jesus* (Eugene, Or: Harvest House Publishers, 2018), 17.

[12] Ibid., 17.

[13] Brene Brown, *Dare to Lead New* (New York, NY: Random House, 2018), 169.

leadership is shared.[14] Sharing leadership responsibilities is excellent and shows cohesiveness within the ministry and its leaders.

Bailey supports leadership in action by including leaders who lead like Jesus are wise. Steinsland's framework speaks to dual leadership and the effectiveness of this type of leadership. The conclusion revealed by Steinsland revealed there was a gap in the effectiveness of shared responsibilities. Moreover, dual leadership could create chaos in the ministry, especially if the leaders in charge are not wise individuals with a servant's heart.

Leaders are managers and supervisors of various organizations and institutions, including faith-based organizations. Ken Blanchard, author, prominent speaker, and friend Phil Hodges, both cofounders of Lead Like Jesus global ministry, collaborated with CEO Phyllis Henry and were amazed when hosting their Lead Like Jesus workshop. This workshop asked, "How many of you think of yourselves as a leader?" About 20 to 25 percent of the people in attendance raise their hands."[15] What seems to be unique and surprising at the same time is the individuals attending Blanchard, Hodges, and Henry's workshops were currently in leadership positions but from various organizations. Leaders in leadership roles, who already have titles and serve in an organization, do not serve as a character trait that is used to shape the lives of others. Instead, it is the leaders who are in life role relationships who are the ones that help in the shaping.[16] Leadership is a mindset. Joseph Stowell, former President of Moody Bible Institute in Chicago, current President of Cornerstone University in Grand Rapids, Michigan, and an author and

---

[14] Hege Steinsland, "From Who Is in Charge?" to "How Are We in Charge?" Is It Time for a Shift in Leadership Paradigm? Church Reform and Leadership of Change," (2016): 165, accessed November 13, 2020, https://www.jstor.org/stable/j.ctt1p5f1zq.14.

[15] Ken Blanchard, Phil Hodges, & Phyllis Hendry, *Lead Like Jesus Revisited* (Nashville, TN: W Publishing Group, 2016), 3.

[16] Ken Blanchard, Phil Hodges, & Phyllis Hendry, *Lead Like Jesus Revisited* (Nashville, TN: W Publishing Group, 2016), 5-6.

teacher with RBC Ministries, states the power of moral authority is exerted when leaders lead as followers of Jesus.[17] Therefore, one should lead authoritatively with integrity and like Jesus. Brown supports how leaders are determined, and Steinsland's work shows gaps in dual leadership roles; therefore, both authors can address leadership.

<div align="center">Building the Leadership Mindset</div>

Bailey writes, "We will be called to our work and that work will carry God's anointing. We will be called to be people of God before and as we do the work of God."[18] This type of mindset is needed when serving as a leader. Although ministers can be educated through an academic study that allows them to grasp what is required as a leader and then apply that knowledge, training is still needed.[19]

In his book *Shaped for service: Formation for Ministry*, Paul Goodliff asserts that ministers who are in pastoral care, who are preachers, and even the leader of the congregational worship can be provided the training needed to fulfill those positions through practice and apprenticeship. Bailey shares that God's anointing should be part of Building the Leadership Mindset, and Goodliff impresses on the importance of incorporating practice, apprenticeship, and training. When leaders are provided with these tools, they can maintain their positions and lead effectively.

 As for ministry and what it provides to others, it is more than just education and training or what training can and would provide. Ministry is an opportunity for one to give of oneself in

---

[17] Joseph W. Stowell, *Redefining Leadership Character-Driven Habits of Effective Leaders* (Grand Rapids, MI: Zondervan, 2014), 10.

[18] Boyd Bailey, *Learning to Lead Like Jesus* (Eugene, Or: Harvest House Publishers, 2018), 227.

[19] Paul W. Goodliff, "Shaped for Service "Formation for Ministry"" (2017): 25, accessed November 13, 2020, https://www.jstor.org/stable/j.ctvj4sx8r.6.

service of Christ and his people.[20] When one is allowed to lead, and God uses that individual to lead effectively, it is considered a miracle in the eyes of Bailey.[21] Bailey writes, "Godly leadership is the miracle of God's use of our earthen vessels for the glorious work of His kingdom."[22] It takes a leadership mindset to accomplish any task, but when it comes to the work of the ministry, leadership is all about lordship.[23] Both authors write that when leaders include Christ as the center of leadership, it is a miracle that requires following Jesus.

Bill Hull, author, former Pastor, and adjunct professor at Biola University's Talbot School of Theology, affirms that pleasing God is a lifetime lesson; we will forever attend the school of discipleship. Learning too much is no such thing; one does not retire from learning.[24] In addition to Goodliff and Bailey, Hull realizes the importance of pleasing God requires serving others. Therefore, leaders should develop a commitment to their followers and themselves. By ensuring their followers are both equipped and empowered.

Justin A. Irving, the director of DMIN at Bethel Seminary, and Mark L Strauss, Professor of New Testament at Bethel Seminary, have leadership knowledge from a biblically scholarly viewpoint on equipping and empowering leaders. This empowerment perspective is an effective way to produce successful leaders. However, this scenario has a downside; they contend that when both are not operating together or if one is present without the other, the outcome is problematic for the follower, leader, and organization.[25] Both Hull and Irving express the need

---

[20] Paul W. Goodliff, "Shaped for Service "Formation for Ministry" (2017): 25, accessed November 13, 2020, https://www.jstor.org/stable/j.ctvj4sx8r.6Ibid.

[21] Boyd Bailey, *Learning to Lead Like Jesus* (Eugene, Or: Harvest House Publishers, 2018), 223.

[22] Ibid., 224.

[23] Ibid., 227.

[24] Bill Hull, *The Christian Leader* (Grand Rapids, MI: Zondervan, 2016),

[25] Justin A. Irving & Mark L., *Strauss, Leadership in Christian Perspective* (Grand Rapids, MI: Baker Academic, 2019), 25.

for leaders to equip and empower. When this is incorporated, their followers address and support the problem with leadership. Also, what happens when the leader has the tools to build a leadership mindset following Jesus Christ? The outcome positively changes the ministry and the leaders' minds.

The Rewards of Leadership

The gift of pastors and teachers is described in the context of God's ultimate purpose of personal maturity in Christ for redeeming humanity. The goal is "to prepare God's people for works of service, so that the body of Christ may be built up until we all reach unity in the faith and the knowledge of the Son of God and become mature, attaining to the whole measure of the fullness of Christ" (4:12-13). Our Lord Jesus Christ is the Chief Shepherd and Chief Teacher, but He commissions individuals to fulfill these functions on His behalf (cf. John 21:15-17). Pastors and teachers carry on Christ's ministry to the Church. The term "pastor and teacher" denotes one office in Ephesians 4:11, and shepherding and teaching are twin tasks (31)."[26]

Leading Like Jesus According to Blanchard, "Followers of Jesus have more in Jesus than just a spiritual leader; we have a practical model of effective leadership for all organizations, for all people, for all situations. Leading like Jesus involves aligning our hearts, heads, hands, and habits."[27]

Goodliff asserts, "What lies at the heart of ministry is not easily susceptible to measurement, grading, and competence assessment."[28] By developing and implementing a ministry tool, pastors can use this tool to train and equip lay ministers. Goodliff continues with

---

[26] Derek J. Prime & Alistair Begg, *On Being a Pastor: Understanding our Calling and Work* (Chicago, IL: Moody Publishers, 2004), 31.

[27] Ken Blanchard, Phil Hodges, & Phyllis Hendry, *Lead Like Jesus Revisited* (Nashville, TN: W Publishing Group, 201 6), 12.

[28] Paul W. Goodliff, "Shaped for Service "Formation for Ministry" (2017): 26, accessed November 13, 2020, https://www.jstor.org/stable/j.ctvj4sx8r.6.

his course by stating, "Much in the formation of ministry is the academy is well-able to assess learning and award examination success. The training establishment is suited to developing skills and shaping practices."[29]

These practices should be interjected into the ministry leadership tools development to understand the role of lay ministers. Lay ministers are those ordained ministers who serve alongside senior leadership. Lay ministers usually help the pastors with ministerial duties within the local church. Unfortunately, this is not always the case in the local churches. However, working with each other frequently is a good reason senior pastors should train those lay ministers. Then allow them opportunities to lead. Although following is a significant aspect and way of learning, one must experience what is taught by leading. By granting leadership opportunities, leaders can see where additional training is needed for lay ministers by presenting the leadership opportunity. Although leaders are given opportunities to lead, the leader must have a leadership mindset to accomplish the task. Therefore, following Jesus produces growth, wisdom, and character. Lay ministers, or even ministers in training to become lay ministers, will need the training and equipping to serve the congregation. The problem resides when the leaders refuse to or even ignore the need to train lay ministers.

Goodliff writes, "Ministers-in-training learn their trade by working closely with an experienced minister, seeking what they do and how they do it."[30] This process was instilled in the formation designed for Anglicans for over a century.[31] Ministry Skills and habits are learned through doing and practicing. Therefore, if attending formal training, one's skills and habits are shaped in the earlier years of one's seminary training.

---

[29] Paul W. Goodliff, "Shaped for Service "Formation for Ministry" (2017): 26, accessed November 13, 2020, https://www.jstor.org/stable/j.ctvj4sx8r, 26.

[30] Ibid.,12.

[31] Ibid.,110.

Ministers-in-training and lay ministers need spiritual guidance throughout their training process. However, suppose leaders are seeking to understand spiritual guidance. In that case, spiritual direction is developed from years of experience. It is learned through watching others of faith apply prayer, wisdom, and discernment in their lives while on this spiritual journey.[32]

<div align="center">Leadership Under Fire</div>

Leadership requires leaders to remain abreast of everything that pertains to the organization or ministry. The leader must remain watchful in all situations, even when there are times when the leader must positively exert them to lead (2 Tim. 4:5).[33] Therefore, the leader must teach and prepares for the task. Prime & Begg writes, "Aptness to teach is essential to leadership (1 Tim. 3:2). Our teaching function enables us to exercise constant leadership, a leadership of which people may be scarcely aware at times."[34] Moreover, Prime and Begg's teaching supports Irving and Strauss in equipping and empowering.

If one asks if there is such a thing as bad leadership qualities, the answer is yes. Leadership, whether done well or not, will affect all. Some leaders lead poorly; this type of leadership impacts the lives of others. However, it remains an opportunity to teach and equip teams and organizations with a healthier foundation even when leadership is poorly led.[35] With leadership, nothing is wasted; everything can be used as a learning, training, and teaching opportunity.

---

[32] Paul W. Goodliff, "Shaped for Service "Formation for Ministry"" (2017): 216 accessed November 13, 2020, https://www.jstor.org/stable/j.ctvj4sx8r.19.

[33] Derek J. Prime & Alistair Begg *on Being a Pastor: Understanding our Calling and Work*, (Chicago, IL: Moody Publishers, 2004), 211.

[34] Ibid. 212.

[35] Justin A. Irving, and Mark L. Strauss *Leadership in Christian Perspective* (Grand Rapids, MI: Baker Academic, 2019), 1.

Prime, Begg, and Irving impose that leadership under fire requires training, development, and empowerment. Our leadership in teaching is not limited to our public ministry but is to extend all the situations in which supervision may be required. Lay ministers can make great leaders with the tools while working alongside Senior Pastors.

When lay ministers receive a call to serve in another ministry and are not equipped for the job, it reflects the lay minister and their current pastor. Therefore, with opportunities to lead present themselves, one must take advantage of them and train subordinates. Moreover, leaders should want to empower and not control followers and realize that continual leadership training is a process, not an event.[36] When placed in a position of authority, leaders should genuinely shape their followers to excel as individuals. They should create atmospheres where their employees or lay ministers can flourish. Allowing them to walk in their gifts creates ministry opportunities, opening doors for training.[37] What distinguishes a great leader from an ordinary leader is what people say about your work habits when the individual is not in their presence.

Leadership is about building relationships with those you serve within an organization or ministry. Everything hinges on this one aspect when it comes to leadership.[38] Church leaders must build a rapport with fellow leaders because this method builds teamwork. Senior Pastors must trust those leaders to encourage teamwork and display group leadership skills.

Irving and Stowell both support lay ministers receiving opportunities to lead by sharing knowledge and space to grow and flourish into great leaders. MacArthur is still encouraging leadership relationships with the ministry.

---

[36] Justin A. Irving, and Mark L. Strauss *Leadership in Christian Perspective* (Grand Rapids, MI: Baker Academic, 2019), 2.

[37] Joseph W. Stowell, *Redefining Leadership Character-Driven Habits of Effective Leaders* (Grand Rapids, MI: Zondervan, 2014), 75-77.

[38] John MacArthur, *The Book on Leadership* (Nashville, TN: Thomas Nelson, 2004), 70.

Leadership Held to a Biblical Standard

Jesus is our ultimate leader and teacher. He selected twelve followers, whom He taught, equipped, and trained to fulfill the work of the ministry. He led by example; therefore, His followers received direct instructions and, in return, disciple other followers. Churches must have great leader representation serving in leadership roles, and leaders should mimic Jesus' example by equipping, training and teaching. Training will help those following serve with confidence when given an opportunity.

Blanchard writes, "Let the message of Christ dwell among you richly as you teach and admonish one another with all wisdom through psalms, hymns, and songs from the Spirit, singing to God with gratitude in your hearts. And whatever you do, whether in word or deed, do it all in the name of the Lord Jesus, giving thanks to God the Father" (Col 3:16-17).

Both authors express the importance of leading like Jesus, following the Word of God. Therefore, according to Ephesians, "And he gave some, prophets; and some, evangelists; and some, pastors and teachers; For the perfecting of the saints, for the work of the ministry, for the edifying of the body of Christ" (Eph 4).

In addition to biblical standards, leaders of secular organizations and faith-based ministries should hold regular meetings, briefings, and team huddles. This action helps the leader, employees, or lay ministers stay abreast of the ministry.[39] By doing this, teams are kept abreast of daily activities within the organization, and church leaders should do the same to keep the board and members updated on church business. Therefore, causing no one to be left out of the overall church business. According to Habakkuk, "And the Lord answered me, and said, Write the vision, and make it plain upon tables, that he may run that readeth it" (Hab 2:2). To

---

[39] Bradford L. Hewitt, "Leading with the Spirit: Developing a Ministry Strategy and Plan (2015): 124. Accessed November 13, 2020, https://www.jstor.org/stable/j.ctvzcz2z2.11

remain wise, leaders must seek discernment and wisdom, which are valuable when serving in a leadership role.[40]

Moreover, some spiritual leaders have been ordained to that position in the faith-based arena because of their Christian affiliation. Although this thesis focuses on ministry leadership, there will be situations when leaders will be called to serve but may not be necessary for a church leadership role.[41] This tool can be used in the secular leadership arena.

Leadership Development Plan

Another criterion for understanding leadership is creating a leadership development plan that pastors can use to equip and train lay ministers. A leadership development plan aims to help improve leadership skills by mapping out what will help improve one's skills to become a better leader. The development plan should also be included in the leader's task daily.[42]

The following steps to create a leadership development plan include: "Self-Evaluation, Core Skills, Strategic Skills, Building Relationships, Delegation, High-Impact Actions, Success Indicators."[43] Leadership requires training and empowerment, but mentorship is another important source of information and advice that should be included in leadership development.[44]

By developing plans, everyone will be operating from the same document and performing the task in a specific order. When a strategic plan has been implemented, pastors can use them as training tools in the ministry.

---

[40] Timothy S. Laniak, *Shepherds after My own Heart* (Dovers, IL: InterVarsity Press, 2006), 22.

[41] Don Thorsen, "What's True about Christianity? The Priesthood of Believers (2020): 166. Accessed November 13, 2020, https://www.jstor.org/stable/j.ctv138wrs6.25.

[42] King Ari Dane, *Leadership: Habits of A Great Leader* (Middletown, DE, 2020), 83.

[43] King Ari Dane, *Leadership: Habits of A Great Leader* (Middletown, DE, 2020), 84.

[44] Ibid., 86.

Mentorship can become a great source of important information and advice for leadership development.[45] To remain spiritually grounded as a leader, they should have a mentor. Everyone should have someone to lean on for accountability. Leaders who have upfront and honest friends make great mentors and accountability partners. Leaders seeking identity and inner security should not seek refuge in the church because the church is not a comfortable or predictable place.

According to Tripp, "Every leader needs to have his heart, life, and ministry firmly planted in the right-now nutrients of the gospel of Jesus Christ."[46] Through the gospel, individuals can develop their identity and receive the meaning and purpose for which they are called. The gospel is also an excellent tool for learning about one's inner peace.[47]

<div align="center">The Laws of Effective Leading</div>

To lead effectively requires certain traits and continued training. According to Dane, "Laws of Effective Leadership include Make a Betting on a Professionalism, Choose Those People with Which You Will Have Easy to Work, and Create a Support Corporate Traditions."[48] Leading effectively also requires leadership to make adjustments that may feel uncomfortable but necessary.

According to Dane, they include: "Leave a Place for Interpersonal Relations but in Reasonable Limits, Encourage Competence Among Employees, Do Not Divulge Any Information About the Company's Employees"[49] Although the leader may be discouraged by all that has happened, laws of effective leadership require tackling certain situations.

---

[45] King Ari Dane, *Leadership: Habits of A Great Leader* (Middletown, DE, 2020), 86.

[46] Paul David Tripp, *Lead: 12 Gospel Principles for Leadership in Church* (Wheaton, IL: Crossway, 2020), 53-55.

[47] Paul David Tripp, *Lead: 12 Gospel Principles for Leadership in Church* (Wheaton, IL: Crossway, 2020), 55.

[48] King Ari Dane, *Leadership: Habits of A Great Leader* (Middletown, DE, 2020), 87-100.

[49] King Ari Dane, *Leadership: Habits of A Great Leader* (Middletown, DE, 2020), 88.

These things, according to Dane, are, "Don't Be Afraid of Competition-It is the Moving

Force of Development, Use Modern Technologies Constructing Human Relations, Make Your

Product Best of the Market, never expose your personal-lose the royal dignity, Don't Be Afraid

of Change, Fear of Study, Never Show Non-Confident in Your Decisions."[50] Of course, there are

times when leaders must make tough decisions that may make them feel uncomfortable, but it is

necessary.

Bailey writes, "True Christian leadership is an ongoing, disciplined practice of becoming

a person of no reputation, thus becoming more like Christ in this unique way."[51] There are

certain areas that leaders can address, plus they cover what it takes to be a success. Therefore, to

cover what it carries to be this type of Christian leader, leaders are anointed to lead and not just

appointed to the position. Also, leaders address when leaders oppose increasing leadership skills

instead of fighting the process and becoming hands-on leaders.[52] Although they seem to be

simple solutions, the inquisitive leader will be the one who asks the right questions or even asks

any questions at all.

According to Bailey, "Paul tells us "He made himself a man of no reputation, taking on

the very nature of a servant" (Phil 2:7).[53] Leadership is a calling; it's an unction within one's

spirit that keeps the leader driven to want to serve others in this capacity.

Steinsland contends, "Leadership is the key to creating and sustaining a successful

twenty-first successful organization. Several leading scholars have found that when leadership is

---

[50] King Ari Dane, *Leadership: Habits of A Great Leader* (Middletown, DE, 2020), 100.

[51] Boyd Bailey, *Learning to Lead Like Jesus* (Eugene, Or: Harvest House Publishers, 2018), 215.

[52] Boyd Bailey, *Learning to Lead Like Jesus* (Eugene, Or: Harvest House Publishers, 2018), 215-219.

[53] Ibid., 214.

shared and distributed, workgroups are more effective, schools are more effective."[54] Secular

organizations and churches must learn from various situations that it is necessary to have leaders

who are equipped and qualified to lead, those who have empathy and are trustworthy. However,

there will be situations when leaders are selected and have these traits but do not operate in them

for one reason or another. A leadership role is the best way to gain experience. Great leaders are

those individuals who were once great followers. They are those individuals who have taken

their experiences and decided to help mold others in the same field of study to become servants

of God's people.

<div align="center">

Theological Foundations

</div>

When addressing the theological foundations of leadership, equipping leaders to lead is

the basis of this thesis project. Leaders who are authentic in their leadership approach will equip

leaders by setting an example for others to follow. Authentic leaders encourage the team while

letting them know they do not have all the answers but are willing to seek guidance from other

qualified leaders. Irving and Strauss write, "Teams and organizations today need leaders who

will foster a collaborative and team-oriented environment."[55] Although equipping and training

leaders to be effective is the foundation, how should this tool be implemented? Hull writes,

"Christian leaders must be convinced that following the ways and means of Jesus is superior to,

and in the long run more effective than, attractive secular models."[56] Jesus was the first to equip

and train other leaders to be servants and disciple others. In Matthew, "And Jesus came and

---

[54] Hege Steinsland, "From Who Is in Charge?" to "How Are We in Charge?" Is It Time for a Shift in Leadership Paradigm? Church Reform and Leadership of Change," (2016): 216, accessed November 13, 2020, https://www.jstor.org/stable/j.ctt1p5f1zq.14.

[55] Justin A. Irving, and Mark L. Strauss *Leadership in Christian Perspective* (Grand Rapids, MI: Baker Academic, 2019), 16.

[56] Bill Hull, "The Christian Leader: Rehabilitation Our Addition to Secular Leadership" (Grand Rapids, MI: Zondervan, 2016), 34.

<div align="center">

29

</div>

spake unto them, saying that all power is given to me in heaven and earth. Go ye therefore, and teach all nations, baptizing them in the name of the Father, and the Son, and the Holy Ghost: Teaching them to observe all things whatsoever I have commanded you: and, lo, I am with you always, even unto the end of the world. Amen (Matt. 28:18-20)."[57] Throughout the Bible, Jesus served others, disciplined his followers, and taught by example.

According to Bennett's view of Jesus's teaching techniques, he writes that Jesus used life and daily events as teaching tools when teaching his disciples. He held this training in informal venues, including open fields and secluded places.[58] This example of leadership should entice pastors to mimic. Jesus led with humility and displayed characteristics that church leaders should be willing to follow. Jesus Christ is the ultimate teacher, and those He equipped to fulfill the Great Commission served with compassion.

Love must be exemplified when pastors equip lay ministers for service by following the example Jesus Christ shared within the Word of God. He writes, "A new commandment I give unto you that ye love one another; as I have loved you, we also love one another. By this, all men know that ye are my disciples if ye have love one to another. (John 13:4-35)"[59] Therefore, ministry relationships must be built on love, diversity, and teamwork. Jesus exemplified this type of leadership through the love He had for his disciples through what is known as the Great Commandment. This baton has been passed to believers to share love in their home, church, or organization. When this type of leadership is shown, others will know and feel the love of God because of the servant's leadership.

---

[57] Holy Bible, KJV

[58] Bennett, David. "The Leader as ... Disciple." *Transformation* 12, no. 4 (1995): 13-15. Accessed February 2, 2021. http://www.jstor.org/stable/43070175.

[59] Holy Bible John 13:34-35

Training and teachability are theological foundations of leadership. Leaders who can train must have followers who are teachable. Although pastors are willing to train Lay ministers and other leaders, the lay ministers must be teachable. Bailey writes, "When we have an open heart to learn, we are in a position to receive wisdom from God and others."[60] Lay ministers who are teachable make humble leaders eager to learn and willing to follow.

Lay ministers who are teachable are those who listen to the leader, but the leader has to be guided by the Holy Spirit to be an effective teacher. Bailey states, "Teachability is not a one-time educational event but requires the ongoing purging of pride, pretense, and prayerlessness."[61] Pastors must also be teachable and great communicators and speak with a clear and compelling message that can be transmitted to followers explicitly and practiced effectively."[62] Jesus was the ideal communicator. Through His leadership, communicating His message was relayed to His followers. Therefore, a strategy that pastors can use as a guide to train leaders will be developed.

Theoretical Foundations

The theoretical foundations will support this thesis focus on lay ministers and the importance of effective leadership. There are many roles that leaders can be placed in, but the question is if these lay ministers are eager or energetic in their responsibilities, which are traits, they should possess. Multi-tasking is a trait that leaders who want to serve effectively should show. Scholars have expressed their concerns that "equipping church members for ministry" can be derived from attending church while young and watching how leaders serve their specific roles. Although life experiences can teach one-life lessons that cannot be learned from a book, there are some situations where one can know what not to do from watching others. Norma

---

[60] Boyd Bailey, *Learning to Lead Like Jesus* (Eugene, Or: Harvest House Publishers, 2018), 100.

[61] Boyd Bailey, *Learning to Lead Like Jesus* (Eugene, Or: Harvest House Publishers, 2018), 112.

[62] Justin A. Irving, and Mark L. Strauss *Leadership in Christian Perspective* (Grand Rapids, MI: Baker Academic, 2019), 143.

Hedin, Ph.D., vice president of Southwestern Baptist, reminds the reader that ministry, if individually related or congregational, reveals that there is no one-size-fits-all approach."[63] In every organization, secular or faith-based, there will be someone in the leadership role.

Throughout the Bible, there were leaders, prophets, teachers, and preachers, someone in authority who made decisions for the group and the followers. If one were to ask the question about leaders and their difference, one would write, "Leaders do make a difference." The question at hand depends on the setting where the leadership is concerned. If leaders are from organizations or faith-based, there are certain traits they both should exhibit. However, according to Bass, in leadership about ministry, "Leadership is often regarded as the single most critical factor in the success or failure of institutions."[64] This factor is the same with a church leader. Pastors and lay ministers are obligated to the congregation to be active and engaging leaders who seek change and adapt when necessary. Unfortunately, leaders sometimes lose sight of the real meaning of leadership and service.

The researcher will conduct interviews with peers who will support the theoretical foundations of Lay ministers currently serving in ministry leadership roles. These interviews will support the author's research on why lay ministers require training. The interviews will also strengthen the inquiry as to why it is essential that training is provided and how training can open doors of opportunity for lay ministers.

FMBC's theoretical foundation for leadership is in question and is the driving force that has the author seeking answers to leadership questions. Unfortunately, there are no instructions or tools that can support the foundations. According to Trip and the "Twelve Gospel Principles

---

[63] Norma S. Hedin Guest Editorial: Equipping Church Members for Ministry Christian Education Journal vol 14 no. 2 Fall 2017 347.

[64] Vecchio, Robert P. (2007) Leadership: Concepts of Leadership retrieved from https://www.jstor.org/stable/j.ctvpg85tk.6, University of Notre Dame DOI: 10.2307/j.ctvpg 85tk 1-600, 11.

for Leadership in Church," achievement is at the top of the list. Leaders who achieve and strive to please God in everything make great leaders. When leaders empower others to achieve spiritual goals and visions that support the ministry while ensuring God is glorified, this is an act of humbleness.

The Gospel is another principle that leaders must encourage and share. Trip writes, "But when the gospel is nurtured in the hearts of leaders, they lead with a robust rest in God's sovereignty; his wisdom; his convicting, convincing, and transforming grace his love for his church."[65] Finally, the principle of Balance will cause leaders to lead healthy ministries. Everyone needs to have balance in life, and leaders who do not seek stability can become frustrated with the church, community, and ministry.

Moreover, the principles that lay ministers who want to lead should seek to maintain: are character and service to the church. A lay minister's character should not be questioned when supporting the pastor and service to the church. Trip says, "The joy of a true servant is service."[66] Therefore, servant leaders must make sacrifices and choices that are hard at times. For these principles to be active and identified within the pastor and lay minister's life, these leaders must lead with their focus on the presence of God. The leader's faithfulness to God and the ministry must be centered on the fruits of the spirit.

---

[65] Paul David Tripp, *Lead: 12 Gospel Principles for Leadership in Church* (Wheaton, IL: Crossway, 2020), 62-63.

[66]Paul David Tripp, *Lead: 12 Gospel Principles for Leadership in Church* (Wheaton, IL: Crossway, 2020), 129.

CHAPTER 3: METHODOLOGY

Introduction

The purpose of this thesis project is to develop and implement a ministry training manual to equip lay ministers at Fredericksburg Missionary Baptist Church. As a result, the participants were equipped with practical lay ministry training. Therefore, this thesis project asked, "Will developing and implementing a leadership training manual equip lay ministers?"

Research Task to Accomplish

The research objectives were:

1. Develop a ministry training manual that the pastor at Fredericksburg Missionary Baptist Church (FMBC) can use to train lay ministers for leadership roles.

2. Develop and organize five training sessions where lay ministers of FMBC can attend and apply ministry tools. The researcher trained, mentored, and coached lay ministers in each session. Each session is a treatment for developing leadership skills.

3. Lay ministers completed a pre-interview questionnaire and post-questionnaire (prior to beginning the thesis project) to measure the effectiveness of the ministry training manual.

4. Develop a plan for assimilating/ disseminating results for Fredericksburg Missionary Baptist Church.

Intervention Design

Theological Frameworks

The author finds leadership training a critical matter and issue within the African American Baptist Churches. Growing up in a ministry and realizing later that I did not receive the proper training was the primary reason for researching this topic. Leadership requires leaders to be equipped to serve, and asking the right questions will help develop the ministry leadership training tools necessary to fulfill this thesis.

Therefore, the questions below were incorporated into the intervention plan and used to address the problem. When addressing the leadership problem that the lay ministers at Fredericksburg Missionary Baptist Church (FMBC) lack, the author interviewed several lay ministers, those currently serving at FMBC and those who no longer serve at that church but were lay ministers at one time. Moreover, ten lay ministers were licensed and served at FMBC under the same senior pastor as the author.

Data Usage and Analysis

The data from these training sessions and interviews will help the author gather the data needed to support this thesis problem. Furthermore, this data will also be analyzed to see if these lay ministers received any formal training after leaving FMBC and joining other ministries. Moreover, the study results will be analyzed to see whether lay ministers believe their training can help them land pastoral roles.

The following process will be implemented to address this thesis project's problem. Participants from various backgrounds and who grew up in different churches will be used. Their environments may play a role in their spiritual upbringing. Therefore, each person being interviewed and the anticipated data gathered will assist in developing ministerial tools to

support lay ministers regardless of their church affiliation. According to Blanchard, Hodges, and Hendry, "Ideally, a leader seeks to send out the next generation of leaders to meet the challenges of their season with all the wisdom, knowledge, and spiritual resources the leader can provide them."[67] These resources can and should help grow leaders to be successful.

Research Framework

The intervention plan that was implemented to support the researcher's thesis was as follows: the training sessions were proof that training tools are instrumental when lay ministers have announced their call to preach; participants had a manual that would guide them through their ministry role; this methodology is used because there are currently no instructions or training in place to help cultivate the lay minister into their minister's role. After spending time at FMBC and observing the same issue within other African American Baptist churches, the "Process below" and "Steps below" will assist and serve as a ministry training manual that can be implemented within the church. The steps below were administered:

- The researcher contacted the pastor of FMBC by email and asked to speak with him about her thesis project. However, because of the COVID-19 pandemic, this meeting was held via Microsoft Teams. The researcher informed him of the problem the author has observed with training and equipping lay ministers, and she seemed his permission to interview FMBC current and prior lay ministers (Appendix B).

- The researcher contacted FMBC's current and prior lay ministers via email, informing them of this thesis project, and requested a separate interview with them via Microsoft teams (Appendix C).

---

[67] Ken Blanchard, Phil Hodges, & Phyllis Hendry, *Lead Like Jesus Revisited* (Nashville, TN: W Publishing Group, 2016), 138.

- Upon the participant's interview approvals, the researcher emailed the confidential consent statement to the current and prior lay ministers (Appendix D).

- The researcher created and set up five 30-minute training sessions via Microsoft teams because of the COVID pandemic and the CDC restrictions on meeting face-to-face.

- As soon as the confidentiality agreements had been signed and returned, the researcher set up the training sessions and informed the lay ministers of the proper time each session would begin.

- The researcher created a schedule emailed to each participant two days before each session with specific questions during the sessions (Appendix E).

- The researcher informed the participants that the Microsoft Teams recording device would be on, and recording sessions would be stopped at the end of the training day.

- At the beginning of each training session, the researcher thanked the individuals for their participation. In addition, the researcher gave each participant pre-interview questions. (Appendix F).

- The researcher introduced the thesis problem and began the training sessions by focusing on each session's separate ministry leadership tool.

- After each training session, the researcher thanked each candidate and prayed after each session. Following the sessions, the author listened to each recording to gather the data from the training sessions. The researcher also kept a journal with notes from each person during the sessions.

- The researcher compared what was similar or different from the current and prior FMBC lay ministers who participated in this thesis project.

37

The intervention plan will improve the thesis problem the researcher is attempting to defend concerning the leadership training that lay ministers are not receiving from FMBC. In addition, this intervention plan has shed light on why training must be incorporated with new incoming Lay ministers. For example, a training tool that Jesus implemented with his disciples is that of a performance coach. Blanchard, Hodges, and Hendry write, "Jesus was the preeminent performance coach, and He changed His leadership style appropriately as His disciples developed individually and as a group."[68] This training style should be encouraged because leaders who coach either in the role of a pastor or lay minister should push their followers to become great individually and as a group.

The pastor of FMBC authorized the researcher to interview lay ministers who currently serve or have previously served as lay ministers. By interviewing the pastor, the researcher understood the coaching, mentoring, and training he received while walking alongside his former pastor. In addition, the researcher could see how to organize the training sessions by having this conversation with the pastor.

This thesis project was completed using training sessions and anonymous surveys from lay ministers and pastors. Therefore, data assimilation will be a significant part of this thesis project. As a result, gathering data from the training sessions and surveys of the individuals who had experienced the effects of lay ministry is detrimental to our research.

<div align="center">Types of Data Collected/ Protocols/ Analysis</div>

The collected data was stored securely with Microsoft Teams and the researcher's journal. In addition, data from the pre-interview and post-seminary questions were stored securely on my

---

[68] Ken Blanchard, Phil Hodges, & Phyllis Hendry, *Lead Like Jesus Revisited* (Nashville, TN: W Publishing Group, 2016), 167.

laptop. Finally, the researcher analyzed all data collected from the participants to determine their usefulness and effectiveness.

Further, the information collected by the researcher through interviews, training sessions, and anonymous surveys provided a basis for further analysis to determine if the data gathered supports and or addresses the ministry tools.

The project incorporates statements of proof through interviews with the pastor and various lay ministers who have been members of the FMBC ministry team. The researcher developed an intervention plan to address the problems that lay ministers face while serving in leadership roles. The interview data supported this thesis, while the intervention plan will change the situation. All participants in the project were informed via email and answered the researcher's questions and concerns regarding the development of the ministry tools. As for the approval of this thesis, FMBC's pastor was the first point of contact, and he was interviewed before any decisions were made. The participants' provided the author with their consent form, which they used as proof of consent.

Besides the anonymous surveys and the consent of the participants, the only other source that will be used is Microsoft Teams, which was used to record the interviews. In addition, the researcher obtained the journal, which provided a valuable reference to write down any information or questions during the interviews.

The data was analyzed using the "five principles of generalization appropriate for qualitative research and their parallels in the quantitative field."[69]

---

[69] Tim Sensing, Qualitative Research A Multi-Methods Approach to Projects for Doctor of Ministry Theses, (Eugene, OR: Wipf and Stock Publishers, 2011), 217.

➢ The principle of Proximal Similarity – analyzing the interviews, surveys, and the data retrieved from the participants, and anonymous surveys from past leaders and current leaders who are part of the FMBC ministry.

➢ The Principle of Heterogeneity of Irrelevancies – analyzed the interviews and surveys to see if any data was irrelevant in this process.

➢ The Principle of Discriminate Validity – This process targeted lay ministers at FMBC who serve in leadership roles, which was the targeted audience.

➢ The Principle of Empirical Interpolation and Extrapolation – This research selected lay ministers and interviews with other lay ministers and pastors who were instrumental in providing their concerns and leadership strategies.

➢ The Principle of Explanation – This strategy used in this project was assessed by evaluating the strengths and weaknesses without a ministry tool and how incorporating a ministry tool can equip future lay ministers.

The effect of this research project was based upon data collected and techniques developed from the triangulation process to assess the findings. The four basic types of triangulations, which evaluated both qualitative and quantitative data:[70]

➢ Data triangulation – the use of a variety of sources, comparing and contrasting data, interviews, and anonymous surveys

➢ Investigator triangulation uses several evaluations or social scientists investigating the same problem.

---

[70] Tim Sensing, Qualitative Research A Multi-Methods Approach to Projects for Doctor of Ministry Theses, (Eugene, OR: Wipf and Stock Publishers, 2011), 72.

➢   Theory triangulation – this process allowed the researcher to use multiple perspectives to interpret a single set of data.

➢   Methodological triangulation – the use of multiple methods to study a single problem was utilized.

The data triangulation from the distinct perspectives was instrumental in developing the data and outcomes. Training session results represent the insider, survey results represent the Outsider, and the researcher, with the help of the participants, ensures the data collected helps build ministry tools that will help lay ministers serve in leadership roles effectively (see Figure 3).

Figure 3: Data Triangulation from Distinct Perspectives

These individuals played an integral role in the research, the data retrieval, and the process. As the researcher, the author created several tools. Sensing writes, "The three angles I suggest are outsider, insider, and researcher (yourself). The data collected from these sources cover the entire spectrum of the project. Moschella's advice suggests respondent validation parallels my insider angle."[71] Using this process in conjunction with the final angle per Sensing,

---

[71] Tim Sensing, Qualitative Research: A Multi-Methods Approach to Projects for Doctor of Ministry Theses, (Eugene, OR: Wipf and Stock Publishers, 2011), 75.

"the researcher asks the research participants to check if the interpretations of the data are "accurate and appropriate." Finally, your expertise as the minister, researcher, and active participant will be the filter of all the data."[72] The researcher's tools will prove helpful to senior pastors and lay ministers with this information.

Below are the results of the pre-interview questions and those chosen to be a part of the research. The data and suggested ministry tools will serve as "Insider." These individuals were part of the research; some were former members, while others still attend FMBC. The answers from their surveys were used to build the ministry tools. Through the anonymous surveys, the outsider data helped developed ministry tools that would be useful to future lay ministers and pastors with lay ministers in their congregations.

Using my expertise as a minister, I was an active participant and filtered data as the researcher.

Insider: Suggested Ministry Tools

- Training, Coaching, Mentoring, Baptism classes,

- Wedding classes, Church Ordinances

- Conflict resolution, Spiritual Counseling,

- How to lead others,

- Guide to performing Ministry Services

- Copy of Constitution and Bylaws,

- Current Budget/Finances,
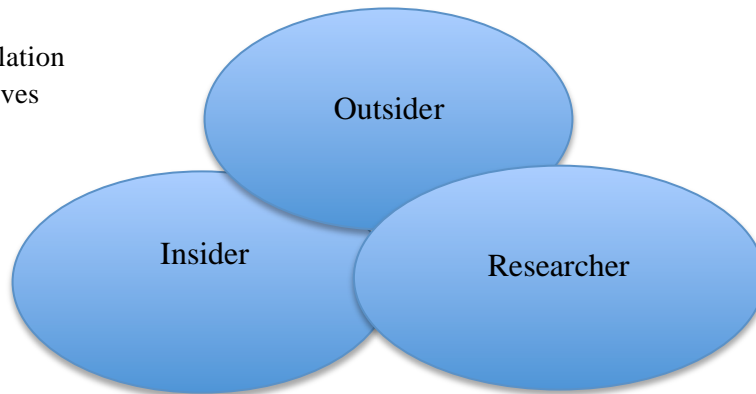
- Copy of Various Ministries

- Copy of Vision/Mission,

[72] Tim Sensing, Qualitative Research: A Multi-Methods Approach to Projects for Doctor of Ministry Theses, (Eugene, OR: Wipf and Stock Publishers, 2011), 75.

- Description of Ministerial Responsibilities,

- Regular ministerial Meetings,

- Sermon Prep,

- Pulpit Etiquette,

- How to minister to the sick/shut-in/bereaved,

- How to be a student of God's Word and God's people,

- Servant's heart and willingness to serve,

- Active Listener,

- Understanding Accountability to God

Outsider: Suggested Ministry Tool

- Lay Minister mentoring, Pulpit etiquette,

- Sermon Prep, Character of a Preacher

- Spiritually having the call of God,

- Ministry Classes, Foundation Training

- Church administration, Church Protocol,

- Ongoing Leadership training,

- Weddings, Funerals, Counseling, Bible Studies,

- History of the church,

- Baptist Doctrine, Mission & Vision, Expectations,

- Bible Institute training Seminary education,

- How to minister to the sick, bereaved, those in need of finances,

- Facilitation and rotation through each ministry,

- How to Effectively Serve Communion, Etiquette,

- Grief and Trauma Training,

<center>Institutional Review Board Approval</center>

Before starting the research work, a draft proposal was submitted to my thesis mentor for approval by the IRB. This proposal included the participant recruitment letter, a consent form, and other research documents to support this thesis project. A formal application was submitted on April 18, 2021. The IRB reviewed the application and determined the study did not classify as human subjects' research (Appendix A). On June 2, 2021, the researcher received an email stating, "Your study is not considered human subjects research for the following reason. 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(1)." On August 16, 2021, the IRB approved the study. The researcher used the recruitment and consent templates that the IRB provided.

Implementation of the Intervention Design

<center>Introduction</center>

The researcher began each training by reading the thesis statement, the purpose, and the research question, "Will developing and implementing a leadership training manual equip lay ministers?" Then, the participants were provided the specific outcome of each session: "Lay ministers will be provided training, mentoring, and coaching on ministry leadership strategies that developed for the training sessions.

<center>Sample Size and Criteria</center>

The following sample was used to collect information from the participants using Google forms. Ten (10) participants (n=10) currently or previously served at FMBC provided this information.

<center>44</center>

In addition, six (6) pastors who have lay ministers serving with them were emailed a copy of the survey.

Survey 1 Overview

The survey listed below was used to get an overview of the participants, and it was used to evaluate the needs of lay ministers:

1. What is your Gender?

   a. Female 68.8%
   b. Male 31.3%

2. What is your Age Group?

   a. 19 - 29 0%
   b. 30 - 39 0%
   c. 40 - 49 12.5%
   d. 50 - 59 43.8%
   e. 60 or older 43.8%

3. How long have you been attending your church?

   a. 1 – 5 years 35%
   b. 6 – 10 years 30%
   c. 10+ years 35%

4. In what ways were you trained to serve as a Lay Minister in Fredericksburg Missionary Baptist Church? Out of 16 responses

   a. Pastors (6) (non FMBC ministers)
   b. Master of Divinity (1)
   c. Seminary (1)
   d. Bible College (1)
   e. Post-graduate training and life experiences (1)
   f. Hand-on experience through their local ministries (2)

There were 10 participants (lay ministers) in the target group. Eight are currently serving in other ministries. Three receive leadership training; two teach Bible study, leading prayer, and study groups. One is working in Christian education. The other two conduct worship services with no formal training received at FMBC.

5. Are you a licensed minister? Out of 16 responses

   a. Yes, 93.8%

6. Are you an ordained minister? Out of 16 responses

   a. Yes, 75%
   b. No 25%

7. Are you a Pastor? Out of 16 responses

   a. Yes 37.5%
   b. No 62.5%

8. What other ministries do you feel you are equipped to work with (for example, youth, seniors, and teenagers)? Out of 16 responses

   a. Evangelism 6.3%
   b. Outreach 6.3%
   c. Pastoral Care 6.3%
   d. Young Adults 12.5%
   e. Help Ministry 6.3% Senior's 6.3%

9. During Sunday worship service, what leadership role do you play (example: worship Leader, Alter Call Servant/Prayer Warrior)? Out of 16 responses

   a. Worship Leader 44%
   b. Pastors 38%
   c. Greeters 6%
   d. Prayer Warriors 19%

10. Do you feel lay ministers at FMBC are able to reach their full potential? Out of 14 responses

    a. Yes 78.6%
    b. No 14.3%
    c. Somewhat 7.1%

11. As a lay minister at FMBC, are you aware of the church's mission and vision statement?

    a. Mission 90%
    b. Vision 90%

12. As a lay minister what are your long-term goals with FMBC? Out of 15 responses

    a. To see The Holy Spirit, operate fully and serve God's people
    b. To be ordained 2%

c. To preach regularly, to teach and follow God's instructions
d. To be completely effective in all areas of my calling and anointing
e. To Evangelize 2%
f. To be an example to young Christians in Christ and to help them to mature in Christ
g. To make disciples
h. To minister to the sheep and those who are lost
i. To empower the saints with God's Holy Word while allowing them to build and strengthen their relationship with Christ Jesus
j. To obtain my college degree
k. To equip the saints and to spread the gospel, reach the lost and provide counseling

13. Before licensing as a lay minister, what training do you think should be given? Out of 16 responses

   a. Pulpit Etiquette 12%
   b. Baptism and other ordnances12%
   c. Understanding what it means and what is expected of me as a Minister
   d. Guidelines for sermon writing,
   e. leadership classes, Character of a preacher,12%
   f. Foundational training to include church administration, Church Protocol,
   g. How to Serve Communion, Weddings, Funerals, Toastmasters, True Evangelism, 12%
   h. Spiritually having the call of God and some ministry classes to prepare,
   i. Catechism, History of the church,
   j. Bible Institute Training and or seminary education, mentor by leaders,
   k. Keys to becoming a compassionate servant, Counseling, Bible Studies, Biblical Study (classroom preferred) 12%

14. After licensing, what further training would you like to receive? Out of 16 responses

   a. How to perform Weddings and Funerals 18%
   b. On-going training in serving the Kingdom of God
   c. How to minister to the sick, bereaved, and those in need financially, 12%
   d. Preparation for Ordination and those ordnance's, Communion Facilitation
   e. Rotation to various ministries in the ministry, Administration, Christian Counseling 31%
   f. Pastoral Mentorship, Conferences, workshops 18%
   g. Concentrated training in areas outside the church, i.e., homeless/shelters/nursing homes.

15. If ministry training is offered, what day, time, and format would you prefer? Out of 16 responses

   a. Days 50%
   b. Time 5pm 31.3%
   c. Live 81.3%
   d. Online 62.5%

Upon receiving the surveys, these questions contributed to developing the ministry leadership tools addressing the thesis project and purpose. As a result of the discussion between the participants and the author, it was determined that these tools must be addressed and integrated within FMBC's operating procedures. Furthermore, the anonymous surveys revealed that these tools are necessary and should be implemented and shared with other pastors.

To get an overview of the participants, the Pre-Interview Questions (Appendix E) emailed to lay ministers began with the following:

1. List tools that you feel will help you as a Lay Minister serve in a leadership role at Fredericksburg Missionary Baptist Church.

2. When licensed as a lay minister, what training and equipping do you feel should be incorporated to help develop you as a Lay Minister?

3. Do you feel the training you received while serving at FMBC equipped you effectively to serve in a pastoral position?

Ten participants came to each training session with a 100 percent response rate. The author discussed the lay ministry calling with the participants. Having identified this need, lay ministers will require opportunities for hands-on training. This way, the leader will be able to gain personal experience as they participate and shadow the leader. Also, lay ministers will be required to address conflicts within the body of Christ and provide a solution. Another requirement for leaders to serve effectively is to make decisions and take responsibility for their personal and spiritual actions. The following five (5) sessions were presented to the participants (lay ministers) in this thesis project.

Session 1: Understanding your Call to Ministry

The first concept that was taught and explained was what ministry is. All participants (100 percent) understood their call to ministry. Where is it located in Scripture? What is the Biblical Context of Ministry? What is the implication of Understanding your call, and what is the implication of this tool for Fredericksburg Missionary Baptist Church? (*See figure #2 below for delineation)* We discussed each participant's outlook on their call to ministry and how the Holy Spirit revealed their call and confirmed it by their pastor. Under this tool, the participants discussed how vital it was for the pastors to explain their vision and mission to lay ministers. During the discussion with the participants, various answers were given to the questions asked during the lessons and training sessions.

1. How did you know you were called to ministry?

One participant noted that she knew in her gut and through the Holy Spirit of God. This participant knew that she was called to preach. She accepted her undeniable calling and was at peace. The woman confessed she had been a broken woman, but God was healing her from divorce through His infinite power. But she did not let what she was going through stop her from seeking God. In addition to being very active in her church, she was more fruitful in her gifts after accepting her calling.

Another participant said she did not hear an audible voice but felt a pulling in her heart to preach. She said saints kept coming to her, and they unknowingly confirmed her call. In addition, she said other family members were preachers and shared their calling when she announced her call to the family.

As one participant said, a yearning within her soul to share God's word with all people and the sorrow of souls being lost made her aware. She said that she daydreamed and night

dreams of God's calling for the rapture and felt unprepared to share His word with others. Despite being called to ministry, she ran from it. A pastor said during a revival that someone was called to ministry. This response was confirmation because her current pastor had already recognized her calling and prayed for her. It was then that she accepted and knew that she was called.

2. How to incorporate your call to ministry within your leadership role as a lay minister.

One participant was actively involved in church and Evangelism because she felt called to be in that role. Her love for teaching in the school system was also relevant to her calling as a preacher and teacher. She mentioned how her love for teaching showed when she taught Bible Study. She knew her call was to teach God's people and her purpose because she felt a sense of peace when allowed. Teaching God's people brought her satisfaction and clarity to her relationship with God. She stated, "in everything we do as lay ministers, we must be led by the Holy Spirit and stay spiritually connected to God." According to another woman, her gift of teaching and reaching God's people through her testimony and witness was essential in her lay ministry role. She knew God had a plan for her life as a child and the tug of her heart led her to accept the responsibility of being a lay minister.

During the ministry leadership training, another participant said that the training she received could be shared during the counseling sessions she offers to youth, couples, and individuals dealing with addictions.

Spiritual Guidance is essential for lay ministers to be spiritually connected to God and walk according to Scripture. It was discussed (Ephesians 4:1-6, 2 Peter 1:10-11). Among the 10 participants, all 10 (100 percent) thought it was necessary. This training included how integrity and character are traits that leaders should already possess. This training included the scriptures

that support this tool, the Biblical context, and the implication of the tool in scripture within

FMBC; "And he gave some, apostles; and some, prophets, and some, evangelists; and some,

pastors and teachers; For the perfecting of the saints, for the work of the ministry, for the

edifying of the body of Christ" (Ephesians 4:11-12). Another scripture was, "And I will give you

pastors according to mine heart, which shall feed you with knowledge and understanding"

(Jeremiah 3:15). But when it pleased God, who separated me from my mother's womb and

related to understanding one's spiritual call to ministry concluded with their ministry call.

Though the participants differed significantly in their perspectives on their calling to ministry,

they all reflected on how they felt God had called them to ministry.

Spiritual Mentoring was taught, and training can help Lay Ministers develop their

confidence and self-esteem. Almost all the participants (100%) discussed weekly or monthly

meetings as potential ways to improve confidence. Pulpit Etiquette and training on how to handle

quarterly meetings are also essential. They discussed allowing Lay Ministers to serve in other

leadership roles within the church under the mentorship of the current leaders. Lay ministers will

benefit from learning about each ministry position.

Session 2: Hands-on Training

This tool is one of the most important and is backed by Matthew 20:28 and Mark 10:45. Among the 10 participants, all 10 (100 percent) emphasized the importance of implementing church protocol, ministerial responsibilities, and teaching mechanics in the Ministry Leadership Tool manual. Hands-on training is another way lay ministers and leaders can be developed. Pastors can use their coaching skills to help lay ministers grow in their ministry. Jesus displayed this type of leadership in John 13:1-17. The questions discussed during lesson 2 in support of hands-on training led us to examine these questions.

1. What did you find most beneficial from this Hands-on Training?

A participant said she gained a profound insight and revelation after the training. She was encouraged to apply her gift and what she learned as a lay minister. Afterward, she shared the information with a friend who had recently been called to ministry. The lay minister also said she would have been better equipped if she had received hands-on training at FMBC. And could learn quickly from what she is being taught, but she can apply what she has learned.

Another participant said she walked away with the importance of developing a collaborative relationship with other lay ministers who held the same leadership position. In her experience, mentors demonstrate what is expected of her most beneficially. She enjoys the hands-on training because she is reminded of her natural teacher spirit and her gift of teaching. Another participant said the training was a fantastic experience due to honesty and compassion. She said it is beneficial to engage in hands-on training because it allows her to open up and learn what is necessary for her role as a leader. In addition, hands-on training allowed participants to learn from one another and share ways to serve effectively.

2. What did you learn about yourself?

One participant said that after taking the Hands-on Training, she realized she didn't understand her responsibilities as a lay minister. The power and reality of her role became real through the teaching she received. This participant felt humbler as a person, as she did not realize there was so much to her role and that she wasn't fully equipped. Taking part in the project humbled her with its sacrifice and reverence. Another participant learned to be confident in the call and that it is okay to stand firm in the position God placed on them. She said her confidence in her ability to exercise and fulfill her calling was evident when she used a Hands-on approach. Furthermore, hands-on training would be invaluable to the ministry; lay ministers should be trained for their role. Senior pastors should not assume lay ministers know what is expected of them.

Spiritual Equipping is defined as "supply with the necessary items for a particular purpose" pastors can equip lay ministers when they provide training and use these tools. Lay ministers should understand the Pastor's vision for the ministry and the church and pulpit etiquette. Preparing sermons is another way to equip lay ministers and leaders. Additionally, ordained ministers can lead when trained to perform the rites of the church (holy communion, baptism, weddings, and funerals). These are practical tools, "For the perfecting of the saints for the work of the ministry, for the edifying of the body of Christ" (Ephesians 4:12a). Although these are spiritual ordinances, regular training in these areas can help cultivate leaders to become better leaders. Suppose leaders are trained and developed in these areas through regular training sessions and allowed to serve hands-on. In that case, they will be able to put into practice what they have learned, and when called to minister, they will lead from experience.

Spiritual Coaching is "putting individual team members' responsibility for personal development, problem-solving, and decision-making. It's when you are helping the person

53

become more effective in their current role and preparing them for success in future roles."[73] Of

the 10 participants, 10 (100 percent) felt it was necessary. "Task-oriented style is focused on

results-driven outcomes, people-oriented style is focused on determining which team member is

most suited for a task based upon his other current skill set, interest, or personal development.

visionary style moves people towards a vision; coaching style develops people for the future."[74]

[73] King Ari Dane, *Leadership: Habits of A Great Leader* (Middletown, DE, 2020), 110.

[74] Ibid., 26-27.

Session 3: Conflict Resolution

When serving in a leadership capacity, all leaders must address conflict. Among the 10 participants, all 10 (100 percent) felt it was necessary. Therefore, conflict resolution must be implemented as a ministry leadership training tool. In one way or the other, leaders will deal with relationships within the ministry that will bring about conflicts; having this tool taught will help the leader stay abreast of what could happen in the ministry and what to do when defusing the situation. This tool is in Scripture in Matthew 18: 15-17, "Moreover, if thy brother shall trespass against thee, go and tell him about his fault between thee and him alone: if he hears thee, thou hast gained thy brother. But if he will not hear thee, then take with thee one or two more, that every word may be established in the mouth of two or three witnesses. And if he shall neglect to hear them, tell it unto the church: but if he neglects to hear the church, let him be unto thee as a heathen man and a publican."

1. Do you know how to handle conflict Biblically?

Among the 10 participants, 4 (40 percent) did not realize that conflict resolution was essential to the ministry until they became lay ministers. They replied that a Christian's character, conduct, and fruits are questionable, but it is necessary to let God direct them in their calling. They did not realize that walking in love and resolving conflicts within the ministry are crucial to being a lay minister or pastor. In dealing with conflicts, they said always follow the Word of God, and the Holy Spirit should address all issues through prayer.

According to another participant, Jesus requires us to be peaceful with all men and handle conflict in love. She said to squash any situation in love, but not at the expense of others, and to build others up, no matter the conflict. One participant said conflict resolution provided her with training on the importance of listening to and being honest with those impacted by conflict. As a

result of the sessions, she understood others better. She said it was essential to think about how Jesus would handle conflict and share it with others. She also said it was important for people to listen carefully before providing a solution.

2. What does the Word of God say about Conflict Resolution?

Another woman said to seek your answers in the Word of God (Matthew 18:15-17, Luke 23:34) and understand the appropriate steps to follow when addressing and resolving conflicts. The same participant stated that even at peace with all men, we still need to communicate in love and reconcile conflict situations in the ministry by going to the individual in love and calling a witness to hear what was said. In training, she said that she learned that it is her role to resolve any conflicts that arise in ministry, but we need to love those who have conflicts and address them in love. According to this participant, one must follow God's Word in everything and resolve conflicts by following the word. She said we must be at peace and pray when things come up in church, not to give Satan the victory, but rather to teach people to value and protect one another if they can.

Through the eyes of Prime and Begg, this tool, "Our example as leaders must begin with our own families and homes."[75] "We lead by our capacity to make decisions. As leaders, we cannot avoid decision-making, whether in the personal exercise of our duties or when we meet with others to discern the mind of Christ."[76] Leadership requires leaders to make decisions that not everyone may agree with but must be made. Prime and Begg state, "We lead by our drive and enthusiasm."[77] "We lead by our ability to convey a vision. Leaders must be forward-looking. Although others within a church fellowship may be quite content with things as they are, leaders must constantly be seeking God's way forward. As leaders pray together."[78]

According to Prime and Begg, Great leaders "We lead knowing what has to be done when it should be done and how it should be done."[79] "We lead by keeping our head in all situations (2 Timothy 4:5)."[80] "We lead by recognizing that there are occasions when we must positively exert ourselves to lead."[81] According to Dane, "Servant leadership was first defined in 1970 by Robert Greenleaf as the natural desire to lead by serving others, meeting the needs of the team members, empowering them to make decisions, confirming their primary needs are cared for, and emphasizes on growth."[82] According to Bailey, "Wise leaders are learners. If they stop

---

[75] Derek J. Prime & Alistair Begg *on Being a Pastor: Understanding our Calling and Work*, (Chicago, IL: Moody Publishers, 2004), 210.

[76] Ibid., 209.

[77] Ibid., 209.

[78] Ibid., 210.

[79] Ibid., 210.

[80] Ibid., 211.

[81] Ibid., 210.

[82] King Ari Dane, *Leadership: Habits of A Great Leader* (Middletown, DE, 2020), 28.

learning, they stop leading wisely. Leaders who learn ask the right questions, get the most

accurate answers and make the wisest decisions."[83]

1. What principles did you use when making any leadership decisions?

When asked this question, which was an open-end question, we discussed that the Holy

Spirit must guide any decisions that leaders make. One participant said she prays and seeks

God's guidance before making quick decisions that could affect her ministry. Another woman

said she would first pause and pray. She said to also seek God's wisdom before addressing the

situation and for guidance and ways to deal with conflicts, seek the guidance of another lay

minister, a senior pastor, or a spiritual mentor.

As one participant pointed out, making decisions that will benefit the congregation she

supports is vital. When making leadership decisions, it should be acceptable to everyone, no

matter what platform they use. Decision-making affects everyone, and lay ministers and leaders

should brainstorm which decision will do the job most effectively. According to her, this tool

must be implemented in a ministry setting and in everyday life.

Ministers should make decisions one way or another because it gives the leader options;

according to Prime, "We lead all the time-and for the most part unconsciously-by our

character."[84] "We lead by our capacity to make decisions. As leaders, we cannot avoid decision-

making, whether in the personal exercise of our duties or when we meet with others to discern

the mind of Christ."[85] Ministers make decisions because "We lead knowing what has to be done

---

[83] Boyd Bailey, *Learning to Lead Like Jesus* (Eugene, Or: Harvest House Publishers, 2018), 17.

[84] Ibid., 17

[85] Prime, Derek J. & Alistair Begg "On Being a Pastor: Understanding our Calling and Work, Chicago, IL: Moody Publishers, 2004, 209.

when it should be done and how it should be done."[86] We must be willing to make decisions

because it allows the leader to assess the situation and determine the best outcome for the church

or organization. Therefore, leaders willing to make decisions upon assessing the situation have

outcomes that can help move the church forward. Prime writes, "Christian leaders will be given a

particular capacity to trust God so that they may lead God's people forward into new obedience

and enterprise." Also, Prime writes, "We lead by recognizing that there are occasions when we

must positively exert ourselves to lead."[87]

      Effective Communication is the conviction that leaders must be able to communicate

effectively with those individuals they are leading. Among the 10 participants, all 10 (100

percent) felt this is important. According to Dane, "To develop leadership skills, there are six

essential skills of effective leadership; communication, commitment, collaboration,

consideration, constancy, and confidence."[88] Open conversation with the pastor and congregation

is essential for lay leaders. Therefore, leaders should be able to convey messages so that others

can understand and respond without mistaking what they are saying. Therefore, leaders can

communicate verbally, nonverbally, and personally when they move into leadership roles.

Effective communication is essential in ministry leadership roles. Through communication,

verbal or nonverbal, the people receiving the message and the people transmitting it both

understand what is being communicated. According to Ebener, "Leadership creates change."[89]

Therefore, leaders who can communicate effectively can create change with those they lead.

Ebener also writes, "Leadership can be hard to distinguish from good management. Both require

---

[86] Prime, Derek J. & Alistair Begg "On Being a Pastor: Understanding our Calling and Work, Chicago, IL: Moody Publishers, 2004, 210

[87] Ibid. 211-212.

[88] King Ari Dane, *Leadership: Habits of A Great Leader* (Middletown, DE, 2020), 23-24.

[89] Ebener, Dan R., *Pastoral Leadership: Best Practices to Church Leaders* (Mahwah, NJ: Paulist Press, 2018) xxiii.

the same qualities, such as wisdom, humility, and courage. They require similar behaviors such as motivating, delegating, and building trust. Both require a listening presentation and other communication skills."[90] Another reason effective communication is essential in ministry leadership is because it helps develop leaders. According to Dane, "To develop leadership skills, there are six essential skills of effective leadership; communication, commitment, collaboration, consideration, constancy, and confidence."[91]

---

[90] Ebener, Dan R., *Pastoral Leadership: Best Practices to Church Leaders* (Mahwah, NJ: Paulist Press, 2018), xxii.

[91] Dane, King Ari, *Leadership: Habits of A Great Leader* (Middleton, DE, 2020) 23-24.

Session 5: Personal Accountability

This final tool, combined with the others, helps mold a leader. Among 10 participants, all 10 (100 percent) felt this is important as a lay minister. Therefore, according to Dane, "Being a great leader also means being accountable, not only to yourself but also to your team."[92] Personal Accountability requires leaders to set examples, inspire others and lead with integrity. "We never graduate from Christ's leadership school, but we advance as we become wiser students through our struggles, failures, and successes."[93] According to Ebener, "Leadership can be hard to distinguish from good management. Both require e many of the same qualities, such as wisdom, humility, and courage. They require similar behaviors such as motivating, delegating, and building trust."[94] "Learning to lead like Jesus is not about simple fixes or avoiding struggles. It's not about how our perfect decisions protect us from trials and temptations."[95] This question we addressed and discussed in this session:

1. How important is Personal Accountability in your walk as a lay minister?

One participant said she has to be accountable to God and that her character and actions should reflect how God relates to and through her. She is committed to the assignment, and God will align her accountability with the ministry. Another said that those she helps within FMBC should feel her sense of accountability to them as a lay minister. Her walk must reflect her love of Jesus Christ and that being accountable to the ministry is necessary.

---

[92] Dane, King Ari, *Leadership: Habits of A Great Leader* (Middleton, DE, 2020), 16.

[93] Boyd Bailey, *Learning to Lead Like Jesus* (Eugene, Or: Harvest House Publishers, 2018), 17.

[94] Ebener, Dan R., *Pastoral Leadership: Best Practices to Church Leaders* (Mahwah, NJ: Paulist Press, 2018), xxiii.

[95] Ibid., 19.

She stated that personal accountability is critical because she has to be accountable for her actions, words, character, and witnessing to others. In addition, lay ministers must be accountable because we are God's mouthpieces.

Accountability is essential to her job because she must be accountable for everything she says and does; therefore, incorporating this tool is crucial because it enables a lay minister to be open and honest with her congregations. She said everyone watches lay ministers.

The following ministry leadership lessons were discussed with each participant. First, they will be given an overview of the importance of leaders understanding their call to ministry and the importance of hands-on training. Additionally, they will be given an overview of why leaders must be knowledgeable in conflict resolution, decision-making, and effective communications. Finally, by developing and using these tools, lay ministers in Fredericksburg Missionary Baptist Church will better understand their purpose and how to apply them when they are called to lead.

Research's Training Manual and Ministry Tools

What is Ministry Leadership? Ministry tools are defined as tools, skills, and qualities every leader should have when serving in a leadership role to help them become an effective leader. These tools are also necessary when serving in unique leadership roles in the church. Therefore, developing these tools will benefit the church, especially when emerging leaders, developing leaders, and strategic leaders are trained using these tools.

Purpose Statement: The purpose of this thesis project is to develop a ministry training manual that pastors in Fredericksburg Missionary Baptist Church can use to train lay ministers to serve effectively in leadership roles.

Thesis Statement: If a Ministry Leadership training tool is developed and implemented at Fredericksburg Missionary Baptist Church, pastors can effectively equip lay ministers to serve in Leadership roles.

Research Question: The question that this thesis project asks is, "Will a development and implementation of a leadership training manual equip lay ministers?"

The Specific Outcome of each session is: Lay ministers will be provided training, mentoring, and coaching on each leadership tool to become effective ministerial leaders.

During the pre-interview discussions with each participant, the author shared the purpose of the project and the desire to develop ministry leadership tools that pastors can use to train lay ministers to serve in leadership roles.

The ministry leadership tools are as follows:

- Understanding Your Call to Ministry

- Spiritual Guidance

- Spiritual Mentoring

- Hands-on Training

- Spiritual Equipping

- Spiritual Coaching

- Conflict Resolution

- Decision Making

- Effective Communication

- Personal Accountability

The training sessions were centered on these tools and the participant's input concerning the effectiveness of the tools.

Course Title: Understanding your call to Ministry (Session 1)

Duration: 30 minutes

Course Description: Several ministry tools were identified through prior discussion. This lesson will focus on the ministry leadership concept "Understanding Your Call to Ministry." Ministry is not a career or job that one decides to pick up whenever they feel necessary but is a calling that keeps nudging at the individual until the call is answered. In Galatians 1:15, "But when it pleased God, who separated me from my mother's womb, and called me by his grace, to reveal his Son in me, that I might preach him among the heathen, immediately I conferred not with flesh and blood."

Learning Goals:

    A. Participants will be able to understand their call to Ministry.

    B. Participants will be able to incorporate an understanding of their call to ministry within their leadership role as Lay Ministers.

C. Participants will understand the importance and necessity of Spiritual Guidance and Mentoring in carrying out their calling.

Methods:

1. Present a lecture on understanding your call to ministry with participants. The ministry leadership tool Understanding your call to ministry can be found in the following Scriptures. First, Ephesians 4:1-6, "I therefore, the prisoner of the Lord, beseech you that ye walk worthy of the vocation wherewith ye are called, with all lowliness and meekness, with longsuffering, forbearing one another in love; Endeavoring to keep the unity of the Spirit in the bond of peace. There is one body, and one Spirit, even as ye are called in one hope of your calling; One Lord, one faith, one baptism, One God and Father of all, who is above all, and through all, and in you all."

2. During the lecture, we discussed Spiritual Guidance and Mentoring and identified their importance for individuals when carrying out their ministry calling.

3. Discussion with participants on how their calling relates to their current work in ministry.

4. Lead participants in the question and answering period.

Resources Used:

- Interviews

- Participant Surveys / Anonymous Surveys

- Ephesians 4:1-6; 11-13

- 2 Peter 1:10

- Jeremiah 3:15

- 2 Timothy 3:16-17

Course Title: Hands-On Training (Session 2)

Duration: 30 minutes

Course Description: Several ministry tools were identified through prior discussion. This lesson will focus on the ministry leadership tool "Hands-on Training."

Hands-on Training is when the individual is allowed to perform the task directly. Having a hands-on role. Prime and Begg state, "Leadership skills need developing, like all gifts and abilities. They grow by exercise, particularly by our willingness to learn from scripture, the example and instruction of others, and our mistakes."[96]

Learning Goals:

   A. Participants will understand how important it is to have hands-on training.

   B. Participants will be able to incorporate hands-on training within their leadership role as lay ministers.

   C. Participants will understand the importance and necessity of Spiritual Equipping and Coaching in carrying out their calling

Methods:

   1. Present lecture on the importance of hands-on training when serving as lay ministers. The ministry leadership tool "Hands-on Training" can be found in Scripture. According to Ebener, "Leadership is a collective activity. It relies on people. "Leadership is an inside-out activity. It begins with the work inside and moves toward the outside."[97] "Servant leadership is leading like Jesus. "Leaders are "not to be served but to serve" (Matt. 20:28), Mark 10:45). Servant leadership followed the example of Jesus when he

---

[96] Prime, Derek J. & Alistair Begg "On Being a Pastor: Understanding our Calling and Work, Chicago, IL: Moody Publishers, 2004, 208.

[97] Ebener, Dan R., *Pastoral Leadership: Best Practices to Church Leaders* (Mahwah, NJ: Paulist Press, 2018) 2-3.

washed his disciples' feet (John 13:1-17). Servant leaders place themselves at the service

of the people, the mission, and the vision."[98] "Bosses gain compliance. leaders get

engagement." [99]

2. During the lecture, we discussed Spiritual Equipping and Coaching and identified its

importance for individuals when carrying out their ministry calling.

3. Discussion with participants on how hands-on training relates to their current work in

ministry.

4. Lead participants in the question and answering period.

Resources Used:

- Interviews

- Participant Surveys / Anonymous Surveys

- Ephesians 4:11

- Jeremiah 3:15

- 2 Timothy 3:16 ESV

Course Title: Conflict Resolution (Session 3)

Duration: 30 minutes

Course Description: Several ministry tools were identified through prior discussion. This lesson

will focus on the ministry leadership tool, "Conflict Resolution."

In one way or the other, leaders will deal with relationships within the ministry that will bring

about conflicts; having this tool taught will help the leader stay abreast of what could happen in

the ministry and what to do when defusing the situation.

---

[98] Ebener, Dan R., *Pastoral Leadership: Best Practices to Church Leaders* (Mahwah, NJ: Paulist Press, 2018) 19.

[99] Ibid., 19.

Learning Goals:

    A. Participants will be able to understand conflict resolution.

    B. Participants can incorporate conflict resolution methods within their leadership role as Lay Ministers.

    C. Participants will understand the importance and necessity of Conflict Resolution methods when carrying out their calling

Methods:

    1. Present lecture on the importance of conflict resolution when serving as lay ministers. The ministry leadership tool "Conflict Resolution" can be found in scripture per Matthew 18: 15-17, "Moreover if thy brother shall trespass against thee, go and tell him about his fault between thee and him alone: if he hears thee, thou hast gained thy brother. But if he will not hear thee, then take with thee one or two more, that every word may be established in the mouth of two or three witnesses. And if he shall neglect to hear them, tell it unto the church: but if he neglects to hear the church, let him be unto thee as a heathen man and a publican." (ESV)

    2. During the lecture, we discussed Conflict Resolution methods and identified their importance for individuals when carrying out their ministry calling.

    3. Discussion with participants on how conflict resolution relates to their current work in ministry.

    4. Lead participants in the question and answering period.

Resources Used:

- Interviews
- Participant Surveys / Anonymous Surveys

- Matthew 18:15-17

- Luke 23:34

Course Title: Decision Making (Session 4)

Duration: 30 minutes

Course Description: Several ministry tools were identified through prior discussion. This lesson will focus on The Ministry Leadership Tool "Decision Making."

Decision Making according to Bailey, "This book is for leaders who, like me, desperately need the Holy Spirit's direction, the Father's wisdom, and Son's encouragement. It's for leaders who are learning to follow Jesus as well."[100] "Learning to lead like Jesus is a lifelong education. We never graduate from Christ's leadership school, but we advance as we become wiser students through our struggles, failures, and successes."[101] "Leaders who learn ask the right questions, get the most accurate answers, and make the wisest decisions."[102] "Learning to lead like Jesus is not about simple fixes or avoiding struggles. It's not about how our perfect decisions protect us from trials and temptations."[103]

Learning Goals:

    A. Participants will be able to understand the importance of decision-making.

    B. Participants can incorporate decision-making capabilities within their leadership role as lay ministers.

    C. Participants will understand the importance and necessity of decision-making capabilities when carrying out their calling

---

[100] Boyd Bailey, *Learning to Lead Like Jesus* (Eugene, Or: Harvest House Publishers, 2018), 17.

[101] Ibid 17

[102] Ibid 17

[103] Ibid 19

Methods:

    1. Present lecture on the importance of decision-making capabilities when serving as lay ministers. The ministry leadership tool "Decision Making" can be found in Scripture. Prime says, "Christian leadership models itself upon our Lord Jesus Christ."[104] "Christian leadership, modeled upon Christ's, is leadership by example."[105] "Christian leadership, unlike leadership in some other spheres, demands humility (Acts 20:19)"[106] We lead by our decision-making capacity. As leaders, we cannot avoid decision-making, whether in the personal exercise of our duties or when we meet with others to discern the mind of Christ. "We lead by keeping our head in all situations (2 Timothy 4:5)."[107]

    2. During the lecture, we discussed Effective Communication and identified its importance for individuals when carrying out their ministry calling.

    3. Discussion with participants on how decision-making relates to their current work in ministry.

    4. Lead participants in the question and answering period.

Resources Used:

- Interviews
- Participant Surveys / Anonymous Surveys
- 2 Timothy 4:5

Course Title: Personal Accountability (Session 5)

---

[104] Prime, Derek J. & Alistair Begg "On Being a Pastor: Understanding our Calling and Work, Chicago, IL: Moody Publishers, 207.

[105] Ibid., 207.

[106] Ibid., 208.

[107] Ibid., 211.

Duration: 30 minutes

Course Description: Several ministry tools were identified through prior discussion. This lesson will focus on the ministry leadership tool, "Personal Accountability."

Personal Accountability is instrumental in helping shape the leader, be honest, and demonstrate humility when serving as a leader.

Learning Goals:

    A. Participants will be able to understand the importance of personal accountability.

    B. Participants will be able to incorporate their accountability within their leadership role as lay ministers.

    C. Participants will understand the importance and necessity of their accountability to impact others when carrying out their calling.

Methods:

1. Present lecture on personal accountability when serving as lay ministers. The ministry leadership tool "Personal Accountability" can be found in Scripture. Prime says, "Christian leadership models itself upon our Lord Jesus Christ."[108] "Christian leadership, modeled upon Christ's, is leadership by example."[109] "Christian leadership, unlike leadership in some other spheres, demands humility (Acts 20:19)"[110] Leaders lead by their capacity to make decisions. Leaders cannot avoid decision-making, whether in the personal exercise of duties or when

---

[108] Prime, Derek J. & Alistair Begg "On Being a Pastor: Understanding our Calling and Work, Chicago, IL: Moody Publishers, 207.

[109] Prime, Derek J. & Alistair Begg "On Being a Pastor: Understanding our Calling and Work, Chicago, IL: Moody Publishers, 207.

[110] Ibid., 208.

meeting with others to discern the mind of Christ. "We lead by keeping our head in all situations (2 Timothy 4:5)."[111]

2. During the lecture, we discussed Effective Communication and identified its importance for individuals when carrying out their ministry calling.

3. Discussion with participants on how decision-making relates to their current work in ministry.

4. Lead participants in the question and answering period.

Resources Used:

- Interviews

- Participant Surveys / Anonymous Surveys

- 2 Timothy 2:23-24

---

[111] Prime, Derek J. & Alistair Begg "On Being a Pastor: Understanding our Calling and Work, Chicago, IL: Moody Publishers, 211.

CHAPTER 4: RESULTS

Introduction

The results of this thesis project were driven by the research question, "Will a development and implementation of a leadership training manual, equip lay ministers?" The results support the data collected and analyzed to answer that fundamental question.

Demographic Profile

Members of Fredericksburg Missionary Baptist Church participated in this thesis project. The two membership groups were: a) 6 anonymous participants and b) ten members who participated in the training sessions by completing the pre-interview questions and a post-seminary question and completing the five training sessions.

Ministry Training Manual

These results were obtained from interviews, training sessions, and anonymous surveys. The data indicate that Ministry Tools are needed. Attached are illustrations and charts that illustrate the tool's effectiveness. In addition, the researcher spoke with potential candidates, Pastors, and lay ministers whose concerns were considered when researching this project to create ministry tools.

Results: Training Session's Examination

Upon establishing participants and receiving the anonymous surveys, the data were examined, cross-referenced, and used to help create a ministry training manual. Upon completing the pre-interview questions, the researcher evaluated the results of each survey and produced a teaching manual used during the training sessions. The researcher also analyzed this data to develop ministry tools used in the training sessions and for assimilation in the future. Ten (10) emails were sent to the attending participants, resulting in100% participation.

Results: Ministry Training Questions During Sessions

1. **How did the participants know they were called to ministry?**

The instructor introduced the sessions by explaining how important it is to know and understand one's calling to ministry and ensure that one's calling aligns spiritually with the Word of God. Additionally, aligned with their role in ministry within the church, this question revealed that 100% of the participants knew they were called to ministry and understood their calling. They further revealed that their calling was confirmed and validated by others or the Holy Spirit.

Observing the participants in the training sessions and their information with the author revealed various responses to the questions. For example, 6.3% were called to evangelism; 6.3% were called to outreach; 12.5% were called to youth and young adult ministry, while 6.3% were called to help and senior ministries. Through their calling, they recognized their calling as a response to their spiritual gifts. Furthermore, 80% of the participants knew their spiritual ability to discern the will of God as a resource in their life of prayer.

A participant talked about how important it was for her to receive spiritual training and guidance to become an effective lay minister. Though she grew up wanting to serve God, she did not realize ministry was her calling until later. Even though she acknowledged the call and the gifts she knew were from God and sought out the pastor as a mentor, she received little formal training.

When discussing their calling and submitting to the pastor's leadership, 100% stated they were not involved in many leadership roles, so it would have been helpful if the church had procedures to explain their ministry at the church. However, all the participants agreed lay

ministers must ensure members of the congregation understand their purpose and call to the ministry and congregation.

2. **What Spiritual Guidance did they receive?**

According to the author, Christians must be subject to the Holy Spirit, and that Spiritual Guidance is developed when leaders incorporate and set aside prayer time. Senior leaders can regularly encourage lay ministers to pray with the senior pastor. After discussing this question amongst the participants, they felt God had called them to ministry, but once they accepted the call, they were given duties without formal training. For example, while they had to teach Sunday school, there was no formal hands-on training. Of the 10 participants, 2 (20 percent) shared that they taught Vacation Bible School, but they had to figure out what to teach since most of them taught the adult class. As for the spiritual guidance of the 10 participants, 44% served spiritually as worship leaders; 6% as greeters, and 19% as prayer warriors; roles in which they felt called to serve as lay ministers.

3. **How to incorporate your call to ministry into your lay ministry leadership role.**

The researcher discussed the different responsibilities of lay ministers, such as licensed, ordained, or called to serve as pastors. Moreover, each role requires specific training and mentoring to operate effectively. Of the 10 participants, 100% suggested that lay ministers should ensure that members clearly understand their ministry call creates change and that the message is communicated when conveyed to others.

In observing the participants' answers to this question, the author realized a need for training. Among the 10 participants, 100% revealed leadership in action requires dedication to the role and God, and leaders must be provided training and apply what was taught. Therefore, even though they were called to preach and pray on various occasions, they sought training.

75

4. **What did you find most beneficial from the Hands-on Training?**

      The author discusses how lay ministers must undergo hands-on training for each role they are called to perform. In this way, they will be taught how to perform the task correctly and when given the opportunity to perform it, they will not feel unprepared. According to the author, hands-on training should be incorporated so that the participants know how to function effectively as lay ministers. Participants could preach and teach Sunday school and Vacation Bible School, but no formal training was given. Neither meetings nor ministerial training sessions were held with the Senior Pastor. It appears that a lack of training is a problem within the church. They learned that when the Senior Pastor held regular training sessions for anyone who desired a leadership position, they would learn hands-on how to do the job while ensuring their training aligned with the mission and vision of the church.

      Of the participants, 100% desire to work with other individuals to learn leadership, and participating in leadership workshops is a must. Additionally, they discussed the need to attend training sessions that can help to include foundational training, church administration training, and church protocol training. 50% of the participants desire training during the day, 31.3% desire training in the evenings at 5:00 pm, 81.3% desire live training, and 62.5% of the participants desire online training,

5. **What did you learn about yourself?**

      They learned that lay ministers must know their strengths and weaknesses and identify the tasks they are fully equipped for and those they are not fully equipped to perform. Of the participants, 80% learned that having practical training is necessary and that being a part of this training session helped them see what they were lacking. It was found that when lay ministers have training sessions and tools that can be used to guide them, they will lead effectively.

The participants shared their desire to preach regularly and teach and follow God's instructions was a desire. Another participant desired to see the Holy Spirit operate fully and serve God's people. Of the participants, 1% desired to be an example to young Christians. And to make disciples while ministering to the sheep and those who are lost. They discussed who the lay minister serves under should cultivate them into their leadership role and help them clearly understand their calling, gifts, and vision. Additionally, they discussed cultivating lay ministers to serve in various ministry roles within the church. This awareness will allow them to understand better the usher ministry, the music ministry, and the other ministries that operate within the church.

6. **Do you know how to handle conflict Biblically?**

According to the Bible, the researcher discussed what to do when conflict arises and how to handle conflict. They also discussed how important it is to resolve conflict in love. This question was discussed per the Word of God regarding conflict within a ministry. The participants discussed how to go to God when conflicts arise and focus on the issues. Participants in this study agreed that building each other up rather than tearing each other down is the first step toward resolving conflict and praying and seeking God's guidance before addressing conflict. Additionally, 100% of the participants agreed ministers must defuse conflict situations, clarify the problem when the conflict occurs, and leaders must be empathetic to individuals during the conflict.

Moreover, 100% of the participants felt leaders must clarify the issue when dealing with conflicts in the church and follow up with those members who are a part of the conflict. It was also discussed when dealing with conflict, and leaders must bring church members together to discuss the situation.

7. **What principles did you use when making any leadership decisions?**

The author discussed decision-making and how leaders must make decisions that bring the church together and not cause division. Of the participants, 100% stated that leaders are responsible for leading. To be a great leader, you have to make decisions that are not always palatable to everyone, but prayer and seeking God first are the best ways to make decisions.

Further, 100% of the participants said making decisions was easy, but they should first discuss ministry concerns with the Senior Pastor before addressing situations. They discussed that each church relies on its systems to handle ministry needs; however, it would be good to get their perspective when lay ministers are in leadership positions and serving under a senior pastor. They also discussed that they could make decisions related to the church, but from a lay minister's point of view, this could result in conflicts of interest, especially if a senior pastor is on board. Some participants stated that they were assigned to the church to assist the pastor and sought to learn everything they could from the Senior Pastor to ensure they could fulfill their role effectively. Other participants 100% shared that leaders empower others to make decisions, and we lead by our capacity to make decisions. Additionally, 100% of the participants said making decisions helps leaders become critical thinkers, and making decisions help ministry leaders to become more effective collaborators.

8. **How important is personal accountability in your walk as a lay minister?**

The author explained that leaders should be accountable and that honesty, character, and integrity are characteristics they must have. Lay ministers must be held accountable for their actions. Among the participants, 100% said ministry leaders must take responsibility for their actions when working with the congregation. Also, ministry leaders should communicate the

church's mission for discipleship with the congregation and strive to align their goals and objectives with God's will for the congregation.

Participants discussed the importance of personal accountability and shared how critical it is for lay ministers and those who are called out to be cautious. They discussed that character, integrity, and honesty are essential characteristics that lay ministers must possess when serving in leadership roles. Of the participants, 100% stated personal accountability demonstrated by lay ministers participates in their personal growth and development in the church, and it's important to admit mistakes when problems occur.

<div align="center">Results: Post Seminar Test Questions after Sessions</div>

Understanding Your Call

1. How would you describe a person who does NOT understand their calling? (A 80%, D 20%)

    A. They believe that the validation of their calling comes through confirmation by others.

    B. They identify and connect their calling to a specific ministry.

    C. They recognize that their calling responds to their spiritual gift or gifts.

    D. They understand their calling is just a "moral" or "emotional" feeling.

2. Which of the following is NOT necessary for success in ministry? (A 100%)

    A. Knowledge of how many members are in the church role.

    B. A strong conviction about ministries in the church.

    C. The spiritual ability to discern the will of God.

    D. The resource of personal prayer.

3. Which of the following will help you articulate your ministry call? (D 50% C 50%)

    A. Ensure that members clearly understand the purpose of your calling.

    B. Ensure that the words accurately convey your message when communicating with

members of the congregation.

   C. Ensure the members understand that a minister's calling changes the lives of the
congregation and the minister.

   D. All the above.

4. Did this training meet your needs? In what ways? (Yes <u>100%</u> No___)

- Training helped me understand my purpose, my calling in ministry, and what God expects of
me. It helped me to be prepared and relate to God's people. 80%

- I knew what ministry I was called to, but the training was relevant. 10%

I knew my calling before training, but we received clarity from the group. 10%

Hands-On Training

1. Which of the following is NOT necessary when doing hands-on training? (C 100%)

   A. Leadership in action requires hands-on training.

   B. Leadership requires training and practice.

   C. Reading leadership books qualifies one as a leader.

   D. Hands-on training requires dedication.

2. What type of Hands-on Training is NOT necessary for success in Ministry? D 100%

   A. Working with another individual to learn leadership.

   B. Attending training sessions as a lay minister.

   C. Participating in a leadership workshop.

   D. Women wearing dresses to church on Sundays.

3. Did this training meet your needs? In what ways? (Yes <u>100%</u> No____)

- Through the Hands-on training, I learned how to operate in ministry and apply the training to
my position in ministry. (100%)

- Helped with Kingdom Building. (1%)

Conflict Resolution

1. Which of the following Conflict Resolution Skills do ministers need to succeed?

(C 80%)

    A. Men attending church on Saturdays.

    B. Defuse conflict situations.

    C. Clarify the problem when conflict occurs.

    D. Leaders must be empathetic to individuals during times of conflict.

2. Which of the following Conflict Resolution steps are NOT necessary for successful ministry?

(B 100%)

    A. Clarifying what the issue is.

    B. Ignoring the conflict altogether.

    C. Following up with the individuals in conflict.

    D. Bringing church members together to talk about the situation.

3. Did this training meet your needs? In what ways?

      (Yes <u>100%</u>   No____ Explain)

- Defusing conflict keeps unity in the church

-Trusting each other helps with conflict and keeps down confusion

- Conflict Resolution is necessary for the ministry

It reminds one that when conflict arises in your church, whether with adults or children, the

issues must be addressed sooner than later and in small settings.

Decision Making

1. Which of the following decision-making skills is NOT necessary for success in Ministry?

(C 100%)

   A. Leaders empower others to make decisions.

   B. We lead by our capacity to make decisions.

   C. Always show non-confidence in your decisions.

   D. Leaders learn to make decisions through working with senior leadership.

2. Which statement is FALSE about ministry leadership? (D 100%)

   A. Lay ministers must make decisions as part of their leadership role.

   B. Making decisions help ministry leaders to become more effective collaborators.

   C. Making decisions help leaders become critical thinkers.

   D. Identifying alternative solutions does not impact decision-making.

3. Did this training meet your needs? In what ways?

    (Yes <u>100%</u> No____)

- One must make decisions, good or bad because this is one way of showing leadership

- It reminds me that everyone has a role in the church, no matter how great or small. The minister cannot do it alone.

- The impact of successful decision making in ministry leadership

Personal Accountability

1. Why is Personal Accountability necessary to be effective as a ministry leader? (A 60%, C 50%, D 60%)

   A. Ministry leaders must take responsibility for their actions when working with the

     Congregation.

   B. Ministry leaders should NOT reflect on their decision-making to ensure personal accountability in the church.

C. Ministry leaders should communicate the church's mission for discipleship.

D. Ministry leaders should strive to align their goals and objectives with God's will for the

Congregation.

2. How is personal accountability demonstrated by lay ministers? (A 90%, B 70%, C 60%)

A. Participating in their personal growth and development in the church.

B. Admitting mistakes when problems occur in the church.

C. Ensuring that distractions in the church are minimized.

D. Wearing the same suit every Sunday.

3. Did this training meet your needs? In what ways?

(Yes 100% No____ Explain)

- A well-planned and organized training. Also, very relevant and practical hand-on training

- It reminded me that structure is necessary for ministry

4. Were any training expectations that were not met for you? No 100%

- Training sessions could have been longer, but the information was helpful

The data is displayed in table 1, listed below.

Table 1: Data Collection Tool Participant Response Rate about the Training Sessions.

Data Collection Tool	Number Invites Sent	Number Responded	Response %
Pre-Interview Survey	10	10	100%

Table 1: Action Project Cycle
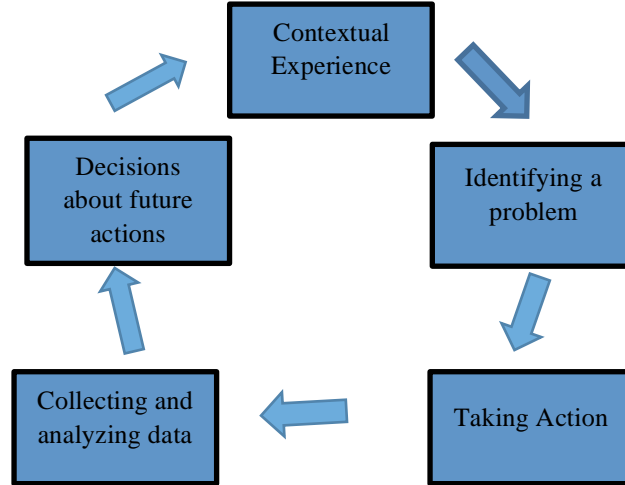
According to the Action Research Cycle above, the lay ministers recommended the following topics studied and piloted to determine if training sessions would be effective and appropriate for ministry tools, see Figure 1. The following questions were asked as a part of the initial pre-interview open-ended questions:

(1) List tools you feel will aid you as a lay minister to serve in a leadership role at FMBC, (2) When licensed as a lay minister, what training and equipping do you feel should be incorporated to help develop you a lay minister? (3) The training you received while serving at FMBC, do you feel that training equipped you effectively to serve in a pastor position? Although discussed openly, these questions did not support the thesis but were structured to support the project. This process supports the Reflective Question Triangular Inquiry. A process according to Sensing, "Reflexivity involves making tacit assumptions explicit by being confessional. As the minister engages in research, she should be clear that the project thesis represents her voice,

interpretations, feelings, and emotions."[112] Using the Triangulated process, the reader could engage with the presented information and data.

Figure 2: Reflective Question Triangulated Inquiry

.

List Tools to help serve as Lay Minister in leadership at FMBC

When licensed what training and equipping should be incorporated to help develop you as a Lay Minister

The training you received while serving at FMBC did the training equip you effectively to serve in a Pastor position
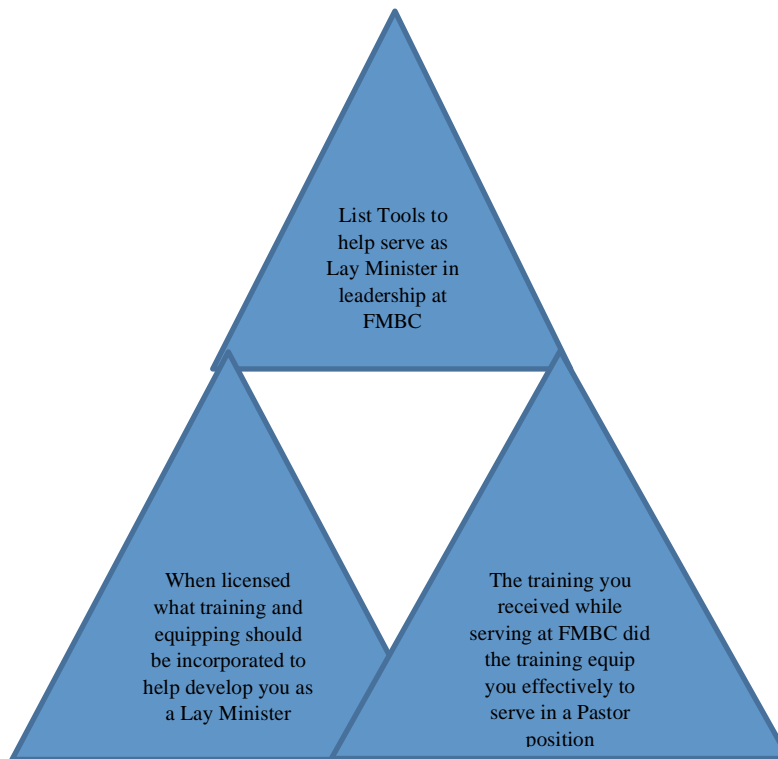
The above questions and answers reflect what the researcher was attempting to gather and interpret, which can be helpful for churches, pastors, and lay ministers. According to Sensing, "Research, simply defined, is a family of methods that share common characteristics of disciplined inquiry. Research prompts us to understand problems, ask questions, and pursue specialized modes of inquiry."[113]

---

[112] Tim Sensing, Qualitative Research A Multi-Methods Approach to Projects for Doctor of Ministry Theses, (Eugene, OR: Wipf and Stock Publishers, 2011), 45.

[113] Tim Sensing, Qualitative Research A Multi-Methods Approach to Projects for Doctor of Ministry Theses, (Eugene, OR: Wipf and Stock Publishers, 2011), 51.

Results: Thesis Project Time Frame

The project timeframe was submitted in August 2021. The researcher began collecting

data upon approval from the IRB. The project time frame is displayed in Table 2 below.

Table 2: Implementation Tasks and Time Frame

Task/Activity	Timeline/Duration	Desired Outcome
Initial Phase Initial communication to present problem and purpose of the project study	5weeks	Overall communication and strategy to initiate intervention
Initiate communication with senior pastor to inform him of the problem and proposed implementation plan	No later than two weeks following IRB approval	To request approval to proceed with the project with lay ministers
Provide Church Secretary Research Flyer to be shared with participants	To be announced 3 consecutive Sundays during worship service	To inform participants
Initiate verbal contact with lay ministers to request an email address to send Recruitment Letter	Within a week of each announcement	To seek participants
Communication Format: Recruitment Form –emailed Recruitment Follow up Form -emailed Interview Questions –emailed Consent Form - emailed Pre-Interview Questions –emailed Post-Seminary Questions –emailed	Within 3 days of approval	Received once signed
Design Phase The researcher conduct training sessions using the tools and techniques qualitative research	5 Training Sessions held via zoom	To teach sessions that support the purpose and objectives for this project
Developed Ministry Tools:		

Project Study Anonymous Questionnaire
Sent via email (Appendix B)
Post-Seminary Questions – sent via email (Appendix C)

Evaluation Phase   Concrete assessment of
                                                                     data results

The research will use the concept of triangulation
To compare observational data with interview data.
- (Outsider) Former lay ministers who previously attended
    FBMC will be used to determine if the data is accurate.

- (Insider) The current lay minister's participation will
    Determine if the data is accurate.

- (Researcher) Employ expertise as a lay minister and
    Active participant to filter data.

Perform data content analysis – grouping responses by themes

Implementation and Reassessment Phase   Ongoing Process   Once Ministry Tools
                                                                 were developed,
                                                                 taught lessons, goals
                                                                 and provided
                                                                 scriptures that support
                                                                 each tool

Inform senior pastors and lay ministers of   Within two weeks
the results and proposed actions   of the closing of the study
via written summary/report

Implement recommendations from results   Forward a report to the senior
Implement a Plan of Action for the senior   pastor and lay ministers
Pastors to use when lay ministers are
called and answered the call to the ministry

Re-evaluate results to determine if the   No later than six months following
Senior Pastors implemented the goals   recommendations
And objectives

The timeframe had to be modified because of the additional recommendations from the

mentor. The researcher needed additional time to research and provide an output that delayed the

original project from its original timeframe. Although these changes were necessary to produce a

successful product, the researcher learned a valuable lesson in adapting to changes but remaining

faithful to the task. Because of the delay, the researcher reached out to the participants to gather

additional data to support the thesis project. This delay led to an additional 48 weeks of research

from the initial timeframe. The researcher was impacted by the additional research,

modifications, and changes. Still, the drive to complete a product that will help others was more

important than the length of time it took to complete the project.

<div align="center">Results: Ministry Training Manual Evaluation</div>

As for the anonymous surveys, they were evaluated using a qualitative approach. Sensing

writes, "Merriam describes five characteristics that all qualitative research has in common,

namely, the goal of eliciting understanding and meaning, the research as the primary instrument

of data collection and analysis, the use of fieldwork, and inductive orientation to analysis, and

findings that are richly descriptive."[114] The data from these surveys was similar in supporting the

study's purpose.

Ten participants were invited to participate in the research and the training sessions, and

another six were invited to submit anonymous surveys. The ratios from the 16 surveys were as

follows 31.3% were males, 68.8% were females, 12.5% were between 40 and 49, 43.8% were

between 50 and 59, and 43.8% were 60 and older. According to the responses, 93.8% of

published ministers are licensed, 75.5% are ordained, 25% are not, 37.5% are pastors, and 62.5%

are not. The evaluation of the information according to Sensing, "Evaluation is the systematic

collection, analysis, and interpretation of information about the activities, characteristics, and

outcomes of actual programs to make judgments about specific aspects of the program, improve

the program's effectiveness and make decisions about the program's future."[115]

---

[114] Tim Sensing, Qualitative Research A Multi-Methods Approach to Projects for Doctor of Ministry Theses, (Eugene, OR: Wipf and Stock Publishers, 2011), 57.

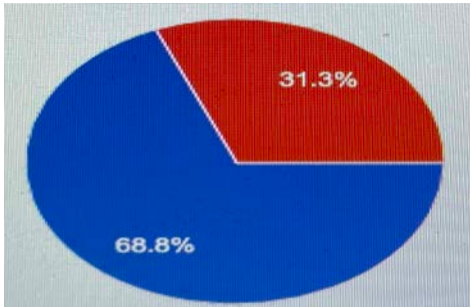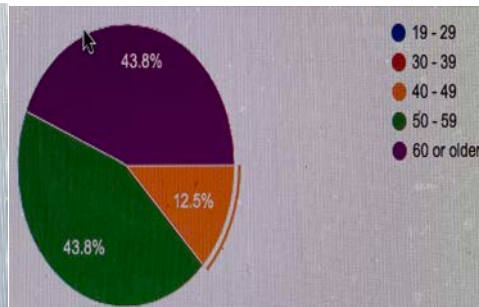[115] Tim Sensing, Qualitative Research A Multi-Methods Approach to Projects for Doctor of Ministry Theses, (Eugene, OR: Wipf and Stock Publishers, 2011), 70.

Consequently, analyzing this data has helped to develop the Ministry Tools.

Female – Blue & Male – Red

Age Group

Licensed Minister
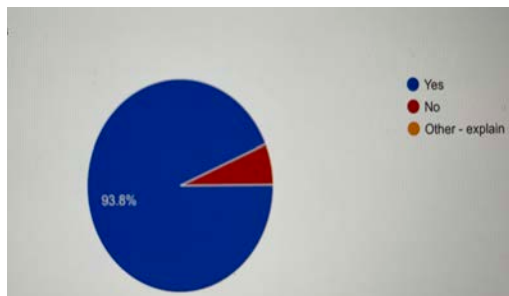
Ordained Minister
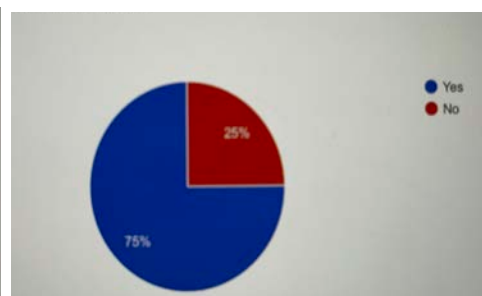
Pastor
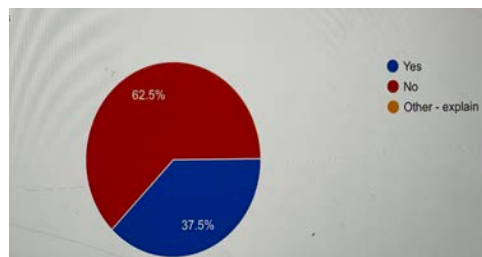
Through open-ended conversations with the participants during various training sessions, it was revealed that senior pastors need to incorporate ministry tools into their ministry to train and equip lay ministers effectively. When speaking with those who were a part of the project, each conversation centered around mentoring and training. Also, ministry tools will help if implemented in the church. In addition, interviews and anonymous surveys were reviewed to

determine which tools would be practical. The interviews and surveys also suggested that other lay ministers and pastors could benefit from ministry tools.

<div align="center">Conclusion</div>

This thesis project suggested tools for developing lay ministers are building relationships, delegation, time management, commitment, and stewardship. Moreover, the original ministry tools in this thesis project and these tools can be shared with the National Baptist Association to be incorporated as training resources for churches with lay ministers and those anticipating lay ministers responding to the call to ministry. Finally, the data can be shared with small African American Baptist churches and non-denominational churches when the ministry tools are completed.

Furthermore, upon completion, the data gathered from the research tools enhanced the researcher's interest in developing and implementing a ministry training manual that can equip lay ministers to serve effectively. According to Malphurs, "it's evident that some people are born with certain leadership traits or abilities as part of their God-given capabilities." [116] However, in reviewing the data collected, there is considerable interest in the developed tools and implemented, which will be used to bridge the gap between pastors and lay ministers. In addition, they will help build relationships that will bring committed individuals to Fredericksburg Missionary Baptist Church. The training sessions effectively developed the participants, and the researcher was actively engaged and committed to the project. The interaction was vital to the research. The researcher retrieved results from the conversations,

---

[116] Aubrey Malphurs, *Being Leaders: The Nature of Authentic Christian Leadership*, (Grand Rapids, Michigan, Baker Books, 2003), 75.

surveys, interviews, and anonymous surveys, all used to develop and implement the ministry

training manual.

CHAPTER 5: CONCLUSIONS

Summary

When the researcher began this process, it was because of personal concern for lay ministers and the leadership roles they served in, along with the training they received while in those roles. When examining Ministry Leadership and everything involved in developing leaders, the researcher saw lay ministers' lack of training. This lack of training would not be beneficial in helping them become influential leaders. This activity sparked the researcher to examine lay ministers and their role in ministry. According to Suttle, "The church doesn't need technically proficient leaders. *The church needs virtuous leaders*. When the going gets tough, virtue is what will keep individuals from rationalizing whatever decision will produce the desired outcomes."[117] Suttle lets the reader see that "Great is not always good" in ministry. God has given us the Bible, full of stories that will help a Christian leader shepherd the congregation without following the corporate business plan of action. According to Hull, "Jesus had taught his followers about the joy of relationship with his Father, so he was confident that they too had a worldview that valued the Father's agenda more than personal comfort and safety."[118]

Leadership has been the key factor in spiritual or secular organizations. However, as a leader, one must create plans or make decisions that will help or hinder the mission. But the leader must remain faithful to the team and the task. As for this research project, several situations and circumstances were relevant when researching the problem to support the thesis. Also, the researcher was faithful in developing ministry tools that can be used to mentor and coach lay ministers to become effective leaders. The participants who attended the training

---

[117] Tim Suttle, *Shrink: Faithful Ministry in a Church-Growth Culture* (Grand Rapids, MI: Zondervan 2014), 125.

[118] Bill Hull, The Christian Leader: Rehabilitating Our Addiction to Secular Leadership, (Grand Rapids, MI: Zondervan, 2016), p. 91.

sessions agreed on the ministry tools discussed and evaluated for this project. Moreover, the ministry training tools can be a guidepost for pastors and lay ministers.

Conclusions

The researcher provided excellent success for 8 of the 10 participants who attended the training. Eighty (80%) of the findings support the lack of training the researcher introduced at the beginning of the sessions. Therefore, African American Baptist churches must integrate mentoring and coaching to produce leaders who can be effective in a leadership role. Leaders should implement hands-on training when leading lay ministers, so they can grow by observing leadership responsibilities daily. Partnering future lay ministers with senior leaders is the best way to develop them into potential leaders and builds relationships and individual growth.

Therefore, when forming and developing leaders and lay ministers for ministry, certain essential things should be in place to support them, including training, mentoring, and coaching. They are required and should be included in the National Baptist Association bylaws. These tools will provide a training guideline that can help churches with a format to be used in congregations with upcoming lay ministers. When examining how essential it is to train lay leaders, the example of the model used by Jesus is vital because he taught and trained His disciples. He was selected in those he chose to follow Him. He invested time, empowered leaders, and then sent them out to be used by God for kingdom work. According to the Bible, "Then he called his twelve disciples together, gave them power and authority over all devils, and the cure of diseases. He sent them to preach the kingdom of God and heal the sick" (Luke 9:1-2, KJV). They were encouraged with the proper training, and Jesus trusted them to go out boldly and share His teachings.

This thesis process has been the training ground for what it takes to train leaders. Prayer, fasting, and perseverance were a part of the researcher's process throughout this journey. Training the mind, body, and spirit has been the researcher's focus in accomplishing this task. Although one needs to be trained, preparing for ministry requires love and trust. Jesus' teachings were done in love and with conviction. His inspiration and instructions came from the Heavenly Father, which shows the need to rely on the scriptures and the Holy Spirit.

Equipping leaders for ministry requires that leaders spend time with lay ministers. According to the Bible, "Make you perfect in every good work to do his will, working in you that which is well-pleasing in his sight through Jesus Christ; to whom be glory forever and ever. Amen." (Hebrew 13:21). Therefore, developing and identifying strengths in lay ministers will help encourage the lay minister to fulfill their full potential. By equipping lay ministers, leaders prepare them to handle ministry, its pressures, and everything that comes with it. Equipping requires teaching and training the lay ministers. The Bible says, "But they that wait upon the Lord shall renew their strength; they shall mount up with wings as eagles; they shall run, not be weary; walk and not faint" (Isaiah 41). Equipping leaders requires leaders to be steadfast in their roles and wait on God. According to Kirkpatrick, "students cannot give what they do not have. And they cannot possess Gospel-centered leadership, professionalism, and work skills unless they are modeled, taught, and ultimately rooted in God's Word for his glory."[119]

Equipping lay leaders for ministry work is a deficiency that is showing up in many small African American Baptist churches. When senior leaders equip a lay leader, it brings that individual into maturity in Christ by showing love and engaging the individual in honest living while pointing them toward Christ. When lay leaders are equipped, they grow in the church,

---

[119] Nathan Kirkpatrick, "The Development of a Christian Leadership and Ethics in Business Course." *Christian Business Academy Review (CBAR),* Spring 2019, 53-59, https://search-ebscohost-com.ezproxy.liberty.edu/login.aspx?direct=true&db-bth&AN=134890557&site=ehost-live&scope=site

community, and God's relationship. In addition, Mohler writes that when leaders are convicted of leading, they have a purpose in mind and a passion; however, there will be a lack of conviction if the leader does not believe he is called to lead. Finally, leaders convicted of leading leads with character and authority are great communicators. The team does not have to figure out the leader's plan because the leader communicates it well.[120]

Mentoring helps leaders grow to be the best version of their individuals. Mentoring requires that a person be prepared, skilled, and developed for a particular task. As mentors, pastors must be patient and willing to spend time with the lay ministers under their leadership. Mentoring is the act of teaching, advising, and coaching lay ministers so they can be the best leader they can be for the community and the church. Effective mentoring requires that pastors be dedicated to the role and inspire the lay ministers he is mentoring. According to Howell, "Servant-leaders are not visionaries who devise a brilliant plan, then by dint of personal charisma draw others to fulfill those ambitions. Rather they are faithful stewards of the divine mandate and must fish and feed, evangelize and teach, pioneer, and the pastor."[121]

Coaching leaders is the duty that pastors need to incorporate into their training of lay leaders. Pastors must embrace this responsibility in developing lay ministers. By coaching, pastors can precisely see where each lay minister stands in their ministry calling and how much training will be required. Blackaby writes, "Even the most outstanding leaders cannot accomplish significant tasks apart from the capable effort of others."[122] Working together can grow a successful ministry; according to Tripp, "The success of a ministry is always more a

---

[120] Mohler, Al The Conviction to Lead: 25 Principles for Leadership that Matters. Grand Rapids, MI: Bethany House Publishers, 2012.

[121] Don Howell, Jr. Servants of the Servant: A Biblical Theology of Leadership: Wipf & Stock Publishers. Retrieved from hppts://app.wordsearchbible.lifeway.com 2015, 297.

[122] Henry & Richard Blackaby, Spiritual Leadership: Moving People on to God's Agenda (Nashville, TN: B&H Publishing Group, 2011), 294.

picture of who God is than a statement about the people he is using for his purpose."[123] When

coaching and developing others, leaders must ensure he is pointing the leaders to a life with

Christ as the center while cultivating the leader's gift as a lay minister in the body of Christ.

Future Research Recommendations

Although this data was about lay ministers who attend a small African American Baptist

Church, the researcher recommends that this inquiry be replicated with other churches and

denominations. In addition, the researcher recommends that investigators conduct extensive

surveys of the lay ministers using my results as a basis for the survey items. Also, additional

qualitative and quantitive studies could be done to gain a deeper understanding of the topic.

Furthermore, upon completion of the ministry training manual, it is recommended that the pastor

assess the efficacy and effectiveness of any training programs used.

The researcher's experience serving in an African American Baptist Church inspired this

research, but the results will also benefit other churches inspiring them to implement the

findings. Therefore, the researcher recommends this manual training tool, which can be an asset

for church leaders when growing lay ministers. According to Malphurs, "God equips our people

with the abilities to accomplish his kingdom work."

Furthermore, it is recommended that Fredericksburg Missionary Baptist Church

implement this manual to train lay ministers. This manual aims to prepare leaders for leadership

roles. If lay ministers desire to be in a higher leadership role, they will be prepared to serve

without getting prepared for it. From the researcher's standpoint, this was the situation when

called to do outreach ministry. As a lay minister at FMBC, the researcher was given

opportunities to preach regularly. The preaching helped the researcher grow as a ministry

---

[123] Paul David Tripp (2014). (p. 27). Dangerous Calling. Crossway. Retrieved from
https://app.wordsearchbible.lifeway.com

spiritually while conducting this thesis project. However, when called to do outreach ministry in the community, it was then that the researcher realized that formal training was essential. This thesis project gave the researcher an understanding of how to reach out to the senior pastor and ask what steps to take to perform a wedding and when visiting a bereaved family. Although the researcher witnessed these tasks being performed by the senior pastor, it was not until participants in the project shared their opinions that the researcher experienced growth with these ministries.

This growth was expressed by other lay ministers participating during the sessions. The participants were lay ministers from FBMC, and during the training sessions, they talked about their concerns about the lack of formal training that lay ministers do not receive. All the lay ministers have served in the same ministry for over three years. They have been long-time servants in ministry, and each has several years as a lay minister. However, with this length of service to one ministry, some formal training should be implemented to help future lay ministers. A ministry training manual of this sort will significantly assist the ministry and the leadership at FMBC. In addition, training sessions will help fulfill any gaps that are missing in the ministry with the leaders.

Future recommendations include providing one-on-one leader time with lay ministers and drafting training that fits the leader's needs. Developing and implementing a training manual will help equip lay ministers, and their training will benefit the church and its leaders. In addition, the training and mentoring of lay ministers can prepare those leaders for future positions. As for the participants who were a part of the thesis project, their training helped clarify what lay ministers need to succeed in their ministry roles. They believe the information they received from the five training sessions centered on ministry training tools taught what leaders need to grow while

working alongside the senior leader. In addition, the training focused on the best way to learn and experience leadership when serving under the current pastor.

An ultimate future goal is for leaders to grant lay ministers leadership opportunities that provide training and teaching moments. Especially when placed in a position of authority, leaders should genuinely shape their followers to excel as individuals. Therefore, when one's skills and habits are shaped in earlier years, it can help build leadership. Attending individual training or seminary training leaders can build confidence. Leadership is about building relationships with those you serve within an organization or ministry, and it requires pastors and lay ministers to trust each other.

The participants felt the training sessions talked about how essential teamwork is in ministry and how sharing knowledge and space to grow in leadership can flourish lay ministers into great leaders in the future. Leaders must lead by example with the expectation that leaders have a servant's heart. However, what makes a leader are their life's struggles, failures, and successes, which are critical elements in what it takes to become a successful leader. But, following Jesus produces growth, wisdom, and character, traits the participants learned during the training sessions. Research for this equipping, coaching and mentoring problem should expand in small African American Baptist churches experiencing the same problem with the lack of formal training.

According to Suttle, "The church's job is to organize our common life together in a way that images God to all creation, bearing witness to the new reality that Jesus is Lord and that his everlasting life has broken into creation and is putting the world to rights."[124]

---

[124] Tim Suttle, *Shrink: Faithful Ministry in a Church-Growth Culture* (Grand Rapids, MI: Zonderan 2014), 81.

Implications and Improvements

The results of this thesis project and the role of Christians' mission and the primary goal of their work should be to share Jesus Christ with the lost, regardless of their training, methodology, or methods. This acknowledgment is why training has to be incorporated into churches. The church's future depends on leaders knowing who they are in God and their role in ministry within the church. According to Dr. C. Smith, Worldview and Leadership video presentation, "Who Are We? We are beings created in the image of Christ (Gen. 1:26-27); who Am I? Who am I as a leader (Gen 1:26,27)? Where Are We? What kind of world do we live in? What kind of world is this that we live in? Our actions do make a difference; finally, what is wrong? There are several issues in our world, including economy, education, and sin; what is the answer? Repentance of sin."[125] (LUO video presentation). As leaders, we must ask ourselves these questions before serving in a Christian Leadership role because one must understand why they are called to this ministry role. Issler writes, "Certain character traits can be developed through suffering and bad experiences (e.g., courage through fear, compassion through suffering, endurance through hardship, humility by hitting bottom). We can appreciate more deeply God's forgiveness from the posture of a sinner saved by grace."[126]

Some improvements should be implemented to ensure the training ministry manual is incorporated into the church to train lay ministers. Blackaby writes, "It is wise for leaders to audit their commitments annually. They should ask, "Is it beneficial for me to serve on this committee for another year? Do I need to be responsible for this project again next year, or have

---

[125] Dr. C. Fred Smith, "Worldview and Leadership video presentation July 18, 2018

[126] Klaus Issler, *The Formation of Christian Character: Living into the Life of Jesus,* (Downers Grove, IL: IVR Books, 2012), 64

I contributed all? "[127] Therefore, implementing teamwork within ministry begins with pastors

and lay ministers collaborating and working together to develop and incorporate the training

ministry manual.

When speaking with other leaders and the participants who were a part of this project, the

lack of formal training is an issue within small African American Baptist churches. The

researcher understands how the lack of mentoring can be an issue in leadership within the

church. Mentoring is necessary within the church, especially when it comes to leaders. Although

the participants were licensed as lay ministers and some have been ordained, lay ministers are

not as effective without proper mentoring.

Therefore, as the researcher, I would improve this project by offering lay ministers

personal hands-on mentoring and training. This position results from the lack of training and

mentoring I received when licensed as a lay minister, which came from first-hand experience of

what ministry feels like without mentoring.

However, creating workshops, training sessions, and retreats that provide a leadership

coaching style that trains lay ministers would help ensure that lay ministers are adequately

trained and prepared in the church and community. Leaders play a significant role in the

community, and they must exemplify love and support to the community, which includes hearing

from all stakeholders and considering their interests and needs. The researcher suggests that

church leaders host a community town hall to hear the suggestions of the community and the lay

ministers. This way, they will know how to serve the community effectively.

As for decision-making, one must be guided by the spirit when making decisions as a

leader. However, sometimes leaders must make decisions that will benefit or hinder the

_____

[127] Henry & Richard Blackaby, *Spiritual Leadership: Moving People on to God's Agenda*, (Nashville, TN: B&H Publishig, 2011), p. 249

congregation. But use wisdom when communicating effectively with the church, the pastor, and others in leadership roles. Effective communication includes wisdom, humility, courage, motivating, delegating, and building trust with those we serve.

When leaders seek advice that can help grow the ministry and the leaders, when it is time for leaders to retire or seek leadership roles in other churches, the formal church will be able to fill the gap within the church. For example, as was indicated earlier, Fredericksburg Missionary Baptist Church sought an outside leader to serve as senior pastor twice during my time as a member of FMBC. Although there were several lay ministers, some were not fully qualified to serve as senior pastors because they did not have all their credentials.

Therefore, leading like Jesus and following the Word of God is the best ministry tool that churches can follow, which is to have an organized ministry whose followers are trained and equipped to serve. Jesus' ministry included training disciples.

The participants learned during the training sessions that Leadership requires training and empowerment, but mentorship is another important source of information and advice that should be included in leadership development.[128] To improve access to mentoring and strengthen the mentoring experience, church leadership should; develop a formal mentoring program where each is assigned a mentor. In addition, church leaders should ensure that those who are mentors are trained around mentoring efficiency and provide more opportunities for formal mentoring experiences.

The participants indicated that leaders overlooked critical issues in the church, such as mentoring and training. Therefore, the researcher suggests the church leaders meet with the participants to hear about what they feel is lacking and how to improve it. Or that the leadership

---

[128] King Ari Dane, *Leadership: Habits of A Great Leader* (Middletown, DE, 2020), 86.

surveys the needs to identify areas that are lacking or need improvement. This way, they could make decisions informed by data and multiple perspectives.

During this thesis project, the researcher learned from the participants and those who submitted anonymous surveys that formal training must be implemented in small African Baptist Church protocol. The training will be instrumental in preparing leaders to succeed in their roles within the church now and in years to come.

Other leaders and the participants who have experienced the same mentoring and coaching problems should have a sit-down meeting to address the leaders and the church. This problem should not be a continued issue in the church. According to Banks and Ledbetter, "leadership takes place when someone shows how to excel at a specific task, questions an inefficient way of operating, gains the respect of others, cares for coworkers, makes a particular improvement exhibits hospitality to marginal people or newcomers, or represents the best face of the organization to outsiders."[129] Therefore, great leaders must review what the researcher and the participants have decided will help the church become a successful ministry. When lay ministers mature in their knowledge, the results will be displayed in their role as a leader. Developing a curriculum that can be implemented in the ministry and lay ministers can use as a guide to teach will ensure everyone is on the same page in their teachings. As lay ministers learn the spiritual aspect of ministry, they can perform the practical way of ministry.

What Did the Researcher Learn from Implementing this Project?

Implementing this project has given the researcher an understanding of MacMillans' appraisal, "To get the job done, we must team up. The diversity of specialties within the modern

---

[129] Robert Banks and Bernice M. Ledbetter *Reviewing Leadership: A Christian Evaluation of Current Approaches* (Grand Rapids, MI: Baker Academic, 2004), 127.

team makes the unity of purpose critical. Purpose not only calls the team together but also, like glue, holds them together during the inevitable turbulence the team will experience on its journey. Without such a bond, the centrifugal force of individual interests would pull the team apart."[130] Therefore, leaders work best as a team, and implementing ministry training tools will help leaders lead effectively.

Fredericksburg Missionary Baptist church has lay ministers who will be effective leaders once they are trained. But, according to Suttle, "The Christian leader cannot simply take leadership principles from the arena of business and plop them down in a church or ministry because the business narrative and the Christian narrative are built on two different foundations."[131]

There was a two-fold blessing in researching this project; while I began this journey as a researcher, I was afforded a new leadership role on my job. In this role, I learned a lot about leadership and what it takes to lead others, and the training, mentoring, and coaching I was afforded by my leader. This hands-on training was instrumental in helping me research what it takes to become an effective leader, whether in an organization or church setting. In addition, the job was preparing me to be an effective leader in the future.

To improve this project, I would ask the participants to work with me in sharing this ministry training manual within their current church. As a former lay minister and having opportunities to preach at other local churches, I would ask pastors if I could host training sessions to help mentor their lay ministers who are on staff. Implementing this ministry training manual can be used to coach those lay ministers to become effective leaders.

---

[130] MacMillan, Pat, The Performance Factor: Unlocking the Secrets of Teamwork (Nashville, TN: B&H Publishing, 2014) https://app.wordsearchbible.lifeway.com

[131] Tim Suttle *Shrink: Faithful Ministr in a Church-Growth Culture* (Grand Rapids, MI: Zonderan, 2014), p. 123.

Another problem within the ministry is that upcoming teenager's graduate but do not return to their home church because the church lacks ministries that support the youth. The senior leaders are unwilling to grow spiritually but rather continue ministering in their traditional way. They are not willing to change their mindset, which hinders the ministry. Because the church is so traditional, leaders have no workshops or format development avenues.

Also, the church's leadership rejects new ideas and opportunities to grow the ministry because of their mindset. Therefore, the teenagers seek new church homes and ministries where their spiritual walk can grow. By implementing training tools and programs that the teenagers can be a part of they will probably remain in the churches they grew up in. This is the best way to groom these same teenagers into future leaders in the ministry.

The researcher learned that implementing a ministry training tool will help lay ministers grow stronger in their leadership roles, and the coaching and mentoring they receive will help them mature in their faith. Regular leadership meetings, briefings, and team huddles will be beneficial when keeping lay ministers abreast of the church's growth, mission, and vision. Church leaders should keep the board and members updated on church business, and leaders must seek discernment and wisdom when leading others.

Leaders need accountability partners in the church. Lay ministers who are teachable are those who listen to the leader, and the Holy Spirit must guide a leader to be an effective leader. Nevertheless, the participants agreed that eager and energetic leaders make a difference. Also, sharing the gospel should focus on lay ministers and pastors, which will benefit the church. Finally, leadership requires leaders to be equipped to serve and ask the right questions.

Therefore, when the researcher and the participants attended the training sessions, they were organized so that everyone could discuss their similarities and irrelevancies regarding what

should be included in the ministry training manual. Moreover, when implementing those tools, lay ministers can be mentored by attending baptism, weddings, sermon prep training, pulpit etiquette classes, and understanding one's accountability to God and the ministry. Also, when they are mentored and trained correctly, they can serve the community in grief and trauma training and how to minister to the sick and bereaved families.

Also, McNeal contends that the greatness in leadership comes from cultivating a consciousness of God.[132] When leaders seek advice that can help grow the ministry and the leaders, when it is time for leaders to retire or seek leadership roles in other churches, the formal church will be able to fill the gap within the church. As was indicated earlier, Fredericksburg Missionary Baptist Church sought an outside leader to serve as senior pastor twice during my time as a member of FMBC.

Had the lay ministers who were a part of that ministry had formal training, they could have served as senior pastors. Although some of the participants have moved to new ministries in the surrounding area, they are experiencing the same situation with the lack of formal training because they serve in small African American Baptist Churches. This recognition is not to say that all small African American Baptist churches operate similarly, but there are still a few with the same mindset.

Once lay ministers are academically and practically trained in their roles, they can mentor new upcoming lay ministers. They can be an excellent source for upcoming lay ministers to partner with to gain ministry knowledge and the correct way to serve the church and community. They can be provided with hands-on training and role-play scenarios that will teach them how to

---

[132] Tim Suttle *Shrink: Faithful Ministr in a Church-Growth Culture* (Grand Rapids, MI: Zonderan, 2014), 27.

lead effectively. This ministry training manual will be an excellent source for the ministry and should be implemented to equip lay ministers for leadership roles.

This current COVID-19 pandemic was evidence of how implementing training, mentoring and coaching is necessary. With the number of small African American Baptist churches experiencing the effects of leaders retiring during the pandemic caused the church to seek lay ministers from surrounding churches to preach on Sundays using zoom, conference call lines and preaching from the church parking lots. This was evidence and proof of why formal training must be in place. The church did not have a plan in place to support this preaching method. Several local churches closed the doors and remained closed for several months because there was no plan of action to support CDC guidelines. Therefore, some churches had to seek leaders who were ordained and who could perform communion. The researcher learned from this experience that lay ministers must be equipped with the necessary credentials to serve effectively even when there was a need to shift the churches format or method.

The resarcher also learned that this project was important to the participants who attended because the researcher shared her concerns and through the training sessions and discussions this was a concern of the participants. We learned that application is just as important hands-on and working individually. Ministry requires leaders to have balance in their ministry, their calling and to apply what was taught with others. The researcher learned that those serving in ministry as lay ministers should fully understand the role they are called to serve in. When talking with the participants some were comfortable remaining as lay ministers whie there were some who wanted to serve in senior pastor roles in the future. By knowing what leadership role they wanted to serve in helped with discussions around their personal accountability to themselves, the congregation and the senior pastor.

Personal accountability is essential, and the training session revealed leaders should be accountable for their actions. Their calling is unto God and should align with the Word of God and attend training sessions regularly will help leaders with foundational training, church administration training, and church protocol training. According to Banks and Ledbetter, leadership occurs when someone shows others how to excel at a specific task.[133] According to Malphurs, a church that isn't developing leaders for the future may not have a future."[134]

---

[133] Robert Banks and Bernice M. Ledbetter *Reviewing Leadership: A Christian Evaluation of Current Approaches* (Grand Rapids, MI: Baker Academic, 2004), 16.

[134] Aubrey Malphurs, Adanced Straategic Planning: A 21st Century Model for Xhurch and Ministry Leaders (Grand Rapids, MI: BakerBooks, 2013), 233.

Bibliography

Bailey, Boyd. *Learning to Lead Like Jesus*. Eugene, Or: Harvest House Publishers, 2018.

Bennett, David. "The Leader as ... Disciple." *Transformation* 12, no. 4 (1995): 13-15. Accessed February 2, 2021. http://www.jstor.org/stable/43070175.

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

Blanchard, Ken, Hodges, Phil and Phyllis Hendry. *Lead Like Jesus Revisited*. Nashville, TN: W Publishing Group, 2016.

Brown, Brene. *Dare to Lead New*. New York, NY: Random House, 2018.

Ebener, Dan R. *Pastoral Leadership: Best Practices for Church Leaders*. Mahwah, NJ: Paulist Press, 2018.

Goodliff, Paul. "Shaped for Service: Formation for Ministry" (2017): 25. Accessed November 13, 2020, https://www.jstor.org/stable/j.ctvj4sx8r.6.

Goodliff, Paul. "Shaped for Service: Ministerial Formation as Apprenticeship" (2017): 25. Accessed November 13, 2020, https://www.jstor.org/stable/j.ctvj4sx8r.12

Goodliff, Paul. "Shaped for Service "Formation for Ministry" (2017): 216 accessed November 13, 2020, https://www.jstor.org/stable/j.ctvj4sx8r.19.

Hedin, Norma S. "GUEST EDITORIAL: EQUIPPING CHURCH MEMBERS FOR MINISTRY." *Christian Education Journal* 14, no. 2 (Fall, 2017): 347-9, http://ezproxy.liberty.edu/login?qurl=https%3A%2F%2Fwww.proquest.com%2Fscholarly-journals%2Fguest-editorial-equipping-church-members-ministry%2Fdocview%2F1960971028%2Fse-2%3Faccountid%3D12085

Hewitt, Bradford L. "Leading with the Spirit: Developing a Ministry Strategy and Plan." (2015): 124. Accessed November 13, 2020. https://www.jstor.org/stable/j.ctvzcz2z2.11.

Hull, Bill. *The Christian Leader*. Grand Rapids, MI: Zondervan, 2016.

Howell, Don, Jr. "Servants of the Servant: A Biblical Theology of Leadership." (2015): 297. Accessed November 13, 2020. hppts://app.wordsearchbible.lifeway.com

Irving, Justin A., and Mark L. Strauss. *Leadership in Christian Perspective*. Grand Rapids, MI: Baker Academic, 2019.

King, Dane Ari. *Leadership: Habits of A Great Leader*. Middletown, DE, 2020.

Kirkpatrick, Nathan. "The Development of a Christian Leadership and Ethics in Business Course." *Christian Business Academy Review (CBAR),* Spring 2019, 53-59, https://search-ebscohost-com.ezproxy.liberty.edu/login.aspx?direct=true&db-bth&AN=134890557&site=ehost-live&scope=site

Laniak, Timothy S. *Shepherds after My own Heart.* Dovers, IL: InterVarsity Press, 2006.

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

Malphurs, Aubrey, *Being Leaders: The Nature of Authentic Christian Leadership*, (Grand Rapids, Michigan, Baker Books, 2003).

Malphurs, Aubrey, *Advance Strategic Planning: A 21st Century Model for Church and Ministry Leaders.* (Grand Rapids, Michigan, Baker Books, 2013).

MacMillian, Pat. The Performance Factor: Unlocking the Secrets of Teamwork (Nashville, TN: B&H Publishing, 2014) https://app.wordsearchbible.lifeway.com

Mohler, Al. The Conviction to Lead: 25 Principles for Leadership that Matters. Grand Rapids, MI: Bethany House Publishers, 2012

Prime, Derek J., and Alistair Begg. *On Being a Pastor: Understanding our Calling and Work.* Chicago, IL: Moody Publishers, 2004.

Rouse, Rick. "Beyond Church Walls: Developing a Vision and Strategy for a Discipleship Congregation," Fortress Press (2016): 137, Accessed November 13, 2020, https://www.jstor.org/stable/j.ctt19qgfkq.13.

Steinsland, Hege. "From Who Is in Charge?" to "How Are We in Charge?" Is It Time for a Shift in Leadership Paradigm? Church Reform and Leadership of Change." (2016): 164. Accessed November 13, 2020. https://www.jstor.org/stable/j.ctt1p5f1zq.14.

Stowell, Joseph W. *Redefining Leadership Character-Driven Habits of Effective Leaders.* Grand Rapids, MI: Zondervan, 2014.

Suttle, Tim. *Shrink: Faithful Ministry in a Church-Growth Culture*, Grand Rapids, MI: Zondervan 2014.

Thorsen, Don, "What's True about Christianity? The Priesthood of Believers" (2020): 166. Accessed November 13, 2020, https://www.jstor.org/stable/j.ctv138wrs6.25.

Throstur, Thordarson. *Should a Christian Leader Always Wait on God to Act?* The Journal of Applied Christian Leadership 8, no. 2 (Fall 2014): 92-96. https://search-ebscohost-com.ezproxy.liberty.edu/login.aspx?direct=true&db=isdar&AN=ATLAiGEV160705002307&site=ehost-live&scrope=site. 92-93

Tripp, Paul David. *Lead: 12 Gospel Principles for Leadership in Church*. Wheaton, IL: Crossway, 2020.

Vecchio, Robert P. (2007) Leadership: Concepts of Leadership retrieved from https://www.jstor.org/stable/j.ctvpg85tk.6 University of Notre Dame DOI: 10.2307/j.ctvpg 85tk 1-600

Appendix A: IRB Approval

June 2, 2021

Angelia Lewis
Robert Massey

Re: IRB Application - IRB-FY20-21-827 Training and Equipping Lay Ministers to serve in
Leadership Roles Effectively

Dear Angelia Lewis and Robert Massey,

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:
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. 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 determining whether
possible modifications to your protocol would change your application's status, please email us
at irb@liberty.edu.

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

Appendix B: Pastor Permission Letter

August 23, 2021

Pastor
Fredericksburg Missionary Baptist Church
xxxxxxxxx
xxxxxxxxx

Dear Angelia V. Lewis:

After carefully reviewing your research proposal entitled Training and Equipping Lay Ministers to serve effectively in leadership roles, I have decided to permit you to invite the Lay Ministers to participate in your study.

☐ The requested data WILL BE STRIPPED of all identifying information before it is provided to the researcher.

Sincerely,

Pastor
Fredericksburg Missionary Baptist Church

Appendix C: Recruitment Form

August 23, 2021

Dear [Recipient]:

As a doctoral candidate in the Rawlings School of Divinity at Liberty University, I am conducting research as part of a Doctor of Ministry degree requirement. The purpose of my research is to defend why Lay Ministers must be trained, and equipped to serve effectively in leadership roles, and I am writing to invite you to join my study as a participant.

I am seeking Lay Ministers who currently serve or have served at Fredericksburg Missionary Baptist Church (FMBC). You were selected as a possible participant because you are 18 years of age or older and a Licensed Minister. If you are willing to participate the interview process should take approximately 25 to 30 minutes.
1. Sign this consent form and email it back to me within three day of receiving it.
2. Request that you install Microsoft Teams on your personal computer and upon completion email me so I can send you some interview dates and times.
3. Email the date and time that works best for you then I will send you a Microsoft Teams Event that will be added to your calendar. This invite will include all the information you will need to join the Teams Meeting. Also, I will be recording the interview to clarify and ensure I have the answers you provided to each interview question.
4. Available on Friday evening for 30 minutes to attend sessions
5. Willing to attend 5 sessions
6. Complete a pre-test survey and a post-test survey for evaluating the study.

Participation will be completely anonymous, and no personal, identifying information will be collected. Names and other identifying information will be requested as part of this study, but the information will remain confidential.

In order to participate, please complete the attached survey and return it to me via email or call me. I can be reached by cell at xxx-xxx-xxxx or email me at xxxxx.

A consent document is attached to this email and contains additional information about my research. Please sign the consent document and return it to me. Doing so will indicate that you have read the consent information and would like to participate in the study.

Sincerely,

Angelia V. Lewis
Doctoral Candidate
Liberty University
Rawlings School of Divinity
Email: xxxxx Cell Phone: xxx-xxx-xxxx

Training and Equipping Lay Ministers to Serve Effectively in Ministry Leadership Roles.
Angelia V. Lewis,
Liberty University
Rawlings School of Divinity

You are invited to participate in a research study held at Fredericksburg Missionary Baptist Church (FMBC). In order to participate, you must be at least 18 years of age or older, and a Licensed Minister of FMBC. The purpose of this study is to develop Ministerial Tools that Pastors can use to train and equip Lay Ministers to serve effectively in leadership roles. Taking part in this research project is voluntary. Please read this entire form and ask questions before deciding whether to participate in this research project.

Background Information: The purpose of the study is to interview Lay Ministers who are currently or have served under the Senior Pastor at Fredericksburg Missionary Baptist Church. The thesis statement is that once the ministerial tools have been developed then Pastors can use these tools to train and equip Lay ministers to serve effectively in leadership.

Procedures: If you agree to be in this study, I am asking you to do the following things:

7. Sign this consent form and email it back to me within three days of receiving it.
8. Request that you install Microsoft Teams on your personal computer and upon completion email me so I can send you some interview dates and times.
9. Email the date and time that works best for you then I will send you a Microsoft Teams Event that will be added to your calendar. This invite will include all the information you will need to join the Teams Meeting. Also, I will be recording the interview to clarify and ensure I have the answers you provided to each interview question.
10. Available on Friday evening for 30 minutes to attend sessions
11. Willing to attend 5 sessions
12. Complete a pre-test survey and a post-test survey for evaluating the study.

No Direct Benefits: As a participant in this interview there is no direct benefit, and you should not expect to receive a direct benefit from participating in this study.

Benefits to society include Pastors can use this thesis data to train and equip Lay Ministers to serve effectively in ministry.

Risks: **"The risks involved in this study are minimal, which means they are equal to the risks you would encounter in everyday life."**

Confidentiality: The researcher will keep this study's records private. Any report I publish will not include any information that will make it possible to identify a participant. Research records will be stored securely, and only the researcher will have access to the records. Data collected from you may be shared for use in future research studies or with other researchers. If data

collected from you is shared, any information that could identify you, if applicable, will be removed before the data is shared.

- The responses that are collected for this research will be kept confidential through the use of pseudonyms/codes. A statement describing procedures taken to protect the privacy of the participant(s) and the confidentiality of their data: Interviews will be conducted in a location where others will not easily overhear the conversation.
- Data will be stored on a password-locked computer and may be used in future presentations. After three years, all electronic records will be deleted
- Recordings will be stored on a password locked computer for three years and then erased. Only the researcher[s] will have access to these recordings.

Compensation: As a participant you will not be compensated for participating in this study. Email addresses will be requested for interview purposes; however, they will be pulled and separated from your responses to maintain anonymity**.** Participation in this study is voluntary. Your decision whether to participate will not affect your current or future relations with Liberty University. If you decide to participate, you are free to not answer any question or withdraw at any time.

Anonymous Survey Research: If you choose to withdraw from the study, please exit the survey and close your internet browser and inform the researcher that you wish to discontinue your participation, and do not submit your study materials. Your responses will not be recorded or included in the study.

Contact Information and Questions: The researcher conducting this study is Angelia V. Lewis. You may ask any questions you have now. If you have questions later, **you are encouraged** to contact me at xxx-xxx-xxxx or email me at xxxxx.

If you have any questions or concerns regarding this study and would like to talk to someone other than the researcher, **you are encouraged** to contact the Institutional Review Board, 1971 University Blvd., Green Hall Ste. 2845, Lynchburg, VA 24515, or email at irb@liberty.edu

By signing this document, you are agreeing to be in this study. Make sure you understand what the study is about before you sign. You will be given a copy of this document for your records. The researcher will keep a copy with the study records. If you have any questions about the study after signing this document, you can contact the study team using the information provided above.

Statement of Consent: *I have read and understood the above information. I have asked questions and have received answers. I consent to participate in the study.*

☐ The researcher has my permission to audio-record me as part of my participation in this study.

_____   _____
Printed Subject Name   Signature & Date

By signing this document, you are agreeing to the person named below participating in this study. Make sure you understand what the study is about before you sign. You will be given a copy of this document for your records. The researcher[s] will keep a copy with the study records. If you have any questions about the study after signing this document, you can contact the study team using the information provided above.

I have read and understood the above information. I have asked questions and have received answers. I agree for the person named below to take part in this study.

☐ The researcher has my permission to audio-record the person named below as part of their participation in this study.

_____
Printed Subject Name

_____
Printed LAR Name and Relationship to Subject

_____
LAR Signature   Date

August 23, 2021

Participant #_____

Lesson 1: Understanding your Calling

Do you feel the Ministry Leadership Tool from Lesson 1 was presented effectively?

Not   1   2   3   4   5   6   7   8   9   10 Very

Comment:

How effective do you feel this Ministry Leadership Tool will be in your leadership of others?

Not   1   2   3   4   5   6   7   8   9   10 Very

Comment:

Lesson 2: Hands-On Training

Do you feel the Ministry Leadership Tool from Lesson 2 was presented effectively?

Not   1   2   3   4   5   6   7   8   9   10 Very

Comment:

How effective do you feel this Ministry Leadership Tool will be in your leadership of others?

Not   1   2   3   4   5   6   7   8   9   10 Very

Comment:

Lesson 3: Conflict Resolution

Do you feel the Ministry Leadership Tool from Lesson 3 was presented effectively?

Not   1   2   3   4   5   6   7   8   9   10 Very

Comment:

How effective do you feel this Ministry Leadership Tool will be in your leadership of others?

Not   1   2   3   4   5   6   7   8   9   10 Very

Comment:

Lesson 4: Decision Making

Do you feel the Ministry Leadership Tool from Lesson 4 was presented effectively?

Not   1   2   3   4   5   6   7   8   9   10 Very

Comment:

How effective do you feel this Ministry Leadership Tool will be in your leadership of others?

Not   1   2   3   4   5   6   7   8   9   10 Very

Comment:

Lesson 5: Personal Accountability

Do you feel the Ministry Leadership Tool from Lesson 5 was presented effectively?

Not   1   2   3   4   5   6   7   8   9   10 Very

Comment:

How effective do you feel this Ministry Leadership Tool will be in your leadership of others?

Not   1   2   3   4   5   6   7   8   9   10 Very

Comment:

Appendix F: Pre-Interview Questions (Emailed)

Fredericksburg Missionary Baptist Church

Research Study: Pre-Test

August 23, 2021

Participant #_____

The purpose of this study is to develop Ministry Leadership Tools that Pastors can use to Train and Equip Lay Ministers to serve in Leadership roles effectively. This research study is being held at Fredericksburg Missionary Baptist Church in Central Virginia.

Answer each of the following questions in the space provided.

1. List tools that you feel will help you as a Lay Minister serve in a leadership role at Fredericksburg Missionary Baptist Church.

2. When licensed as a Lay Minister what training and equipping do you feel should be incorporated to help develop you as a Lay Minister?

3. Do you feel the training you received while serving at FMBC equipped you effectively serve in a Pastoral position?

Appendix G: Post-Interview Questions (Emailed)

Fredericksburg Missionary Baptist Church

Research Study: Post-Test

October 2021

Participant #_____

The purpose of this study is to develop Ministry Leadership Tools that Pastors can use to Train and Equip Lay Ministers to serve in Leadership roles effectively. This research study is being held at Fredericksburg Missionary Baptist Church in Central Virginia.

Answer each of the following questions in the space provided.

1. Do you feel the Ministry Leadership tools you discussed during the training sessions will help you as a Lay Minister serve in a leadership role at Fredericksburg Missionary Baptist Church.

2. Do you feel the Ministry Leadership Tools you discussed will help others when they are licensed as a Lay Minister and do you feel they should be incorporated to help develop other Lay Ministers?

3. Do you feel the Ministry Leadership Tools you discussed during the training sessions will prepare other lay ministers to lead effectively?