

TEACHINGS ON CHRISTIAN LEADERSHIP SERVICE DELIVERY

The content of this publication came from Mr. Bethuel K.Sugut, Dr. John A. Shiundu, Mr. Henry K. Odhiambo and Mr. (Rev.) Bishop Julius Madaga, all members of Mount Kenya University, Kitale Campus. The initiative of the topic was by courtesy of the "Kenya Anglican Men's Association" (KAMA) of St. Luke's Anglican Church of Kenya, Kitale Pro-Cathedral, Diocese of Kitale. Mr. Sugut is the Director of Mount Kenya University, Kitale Campus. He holds an MBA Degree in Strategic Management and is affiliated to the African Inland Church. Mr. Sugut views Christian Church Leadership as a very important role towards the growth in terms of solving problems faced by faithfuls of the word of God to-day. He calls on KAMA to provide a lead in Christian service delivery to remove social barriers by providing guidance and direction in church development. He calls for vibrant and inclusive place of worship with efficient and effective Christian leadership service delivery, especially by moving away from sectoral and ethnic politics.

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**TEACHINGS ON
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SERVICE DELIVERY**

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ACKNOWLEDGMENTS

T*he Lord shapes a leader throughout a lifetime.* Our objective is to provide you with a tool you can use to trace your own spiritual pilgrimage toward God's purposes for your life. Throughout this book, you will become aware of the many ways in which the sovereign hand of God has shaped you in the past and is shaping you in the present. This will give you confidence that the Lord will continue working in you in the future. The book will sensitize you to God's work in your life. *He who began a good work in you will carry it on to completion until the day of Jesus Christ (Phil. 1:6).*

It is also found that everything rises and falls on leadership. This is an indication that the effectiveness of the leader will never rise above his ability to lead and influence others. The leadership skill of any organization determines the level of success of that organization and the impact of transformation of the leaders for maturity and influence. Leadership is so challenging to many. This is because leadership is developed every day and not discovered. The truly born leader will always manifest but will not stay on the pick. Natural leadership characteristic and traits must be developed, modeled throughout life, add leadership skills through training and is self-disciplined in service jurisdictions. As you read this book, remember the principle of John Maxwell who says "leadership is influence". Whom are you influencing in your area of administration?

PREFACE

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time. He also asserts that everything on earth rises and falls on leadership. In his view, effectiveness of leadership rises above the ability to lead and influence others. Most importantly, leadership is developed and not discovered through natural and practical development. Rev. Madaga emphasizes training as a characteristic of leadership service delivery. He is the founder of Hope Pentecostal Church of Kenya and teaches Religion and Psychology at Mount Kenya University, Kitale Campus.

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Chapter One

KENYA ANGLICAN MEN'S ASSOCIATION

(KAMA)

1.1. Introduction

KAMA is a steering organ of the church in the delivery of christian services. This view cuts across the characteristics of worshipers at the ACK Pro-Cathedral Church, Kitale.

Man is God's creation (Genesis 1:2). Man has rebelled and disobeyed God right from the beginning of creation up to now. How do we go back to God? It is the purpose of this paper to activate Christian leadership services delivery for man's survival.

Examples of God's plan to safeguard the image of man are:

- i. Adam and Eve (Creation).
- ii. Cain and Abel (Envy)
 - Abraham and Sarah (Confidence in God)
 - Abraham and Isaac (Faith in God)

Servant Leadership

- Moses and Ten Commandments (God's Directive)
- Jacob and Esau (Family Disintegration)
- Joseph, Brothers and the Egyptian Authority (God's Protection)
- The Prophets/ Scribes and the Teachings (Chosen Messengers)
- Jesus Christ, the Greatest of All. Saviour and Link to God (Change for Resurrection)

These examples show that God has continued to love his creation. Jesus Christ is the latest Messenger of God's continued relationship with man. Where has man fallen? Why disobedience? And why sin since the time of creation. The KAMA elders should address these questions. Christian leadership service delivery is addressed in this book.

1.2. Objectives of Christian Leadership Services Delivery:

Fighting in is a battle against Satan: Christian's attention is drawn to these areas of concern:

- Initiatives in Church Service Delivery
- Healing people's souls and Christian Discipleship
- Directing and Unifying Worshipers
- Counseling the Flock for Remedy from Sin
- Mentoring the Flock for Improvement
- Providing Education to the Needy People
- Supervision of Christian Fellowship Growth

What is the Bible?

The Bible is a collection of 66 books written by about 10 authors, in three different languages, on three different continents, over approximately 1600 years. The bible claims to be inspired and inerrant. This means that the bible claims to be from God and that it is without error in everything it addresses.

The Bible contains many different styles of writing such as poetry, narration, fictional, history, law and prophecy and must be interpreted in context of those styles. It is the source of the Christian religion in that the Bible contains the word of God and how a Christian is to apply the word of God to his life.

Basically, the Bible describes the origin of man in the Garden of Eden along with his fall into sin and out of fellowship with God. It then describes how God called out a special people to Himself, the Israelites. He promised the Israelites a future Messiah who would restore mankind's relationship with God. The Bible is the account of the work of God in history bringing to fruition. His prophetic declarations concerning Jesus. Jesus was born of the virgin, died on the cross and paid for sin, just as the Bible prophesied in the Old Testament and fulfilled in the New Testament. In short, the Bible points to Jesus, "you search the scriptures, because you think that in them you have eternal life; and it is these that bear witness of me," (John 5:39).

Furthermore, the Bible teaches us that forgiveness of sin is found in Jesus alone," And there is salvation in no one else ; for there is no other name under that has been given among men, by which we must be saved,"(Acts 4:12).

Some say that the Bible is nothing more than fairy tales. But this cannot be for it contains great wisdom and truth and it has been verified throughout history as being accurate. Its historical accounts are flawlessly accurate. In fact, archeology routinely demonstrates the accuracy of the biblical records concerning locations and events recorded in the Bible.

The Old Testament Books written by the prophets such as Moses, David, Isaiah etc.

1. Pentateuch-5 books:
 - Genesis, Exodus, Leviticus, Numbers, Deuteronomy
2. Historical books-12 books:
 - Joshua, Judges, Ruth, First Samuel, Second Samuel, First Kings, Second Kings, First Chronicles, Second Chronicles, Ezra, Nehemiah, Esther
3. Poetical books- 5 books:
 - Job, Psalms, Proverbs, Ecclesiastes, Song of Solomon
4. Prophetical books-17 books:
 - Major prophets -Isaiah, Jeremiah, Lamentations, Ezekiel, Daniel
 - Minor prophets-Hosea, Joel, Amos, Obadiah, Jonah, Micah, Nahum, Habakkuk, Zephaniah, Haggai, Zechariah, Malachi

The New Testament Books written by those who knew Jesus or were under the guidance of those who did

1. Gospel Books -5 Books:
 - Mathew, Mark, Luke, John
2. Church Historical Books
 - Acts
3. Pauline Epistles-13 books
 - Romans, First Corinthians, Second Corinthians, Galatians, Ephesians, Philippians, Colossians, First Thessalonians, Second Thessalonians, First Timothy, Second Timothy, Titus, Philemon
4. Non-Pauline Epistles-9 Books:
 - Hebrews, James, First Peter, Second Peter, First John, Second John, Third John, Jude, Revelation

Note: Some authors attribute Hebrews to Paul

1.3. Roles of KAMA

It is an agent to oversee church performance whose creation is a milestone in the church history to worshippers. The KAMA role should be responsible and accountable to the following:

- i) Co-operate organ of Church Council/ Committee
- ii) Church Resources Development
- iii) Church Programmes to Worshippers
- iv) Provision of Guidance and Counseling
- v) Resource Creation for Church Development

Servant Leadership

- vi) Mentorship to Followers
- vii) Spiritual Enrichment to Worshippers
- viii) Inspiration of Leading by Example
- ix) Promotion of Education to the Needy Ones
- x) Removal of Social Malpractices
- xi) Steer Church Efforts for Development

KAMA in Christian Church Leadership Functions

The Kenya Anglican Men's Association has a role in the Christian Leadership leading to sustainable church development. KAMA has a stake in the Christian leadership services delivery. Areas of concern are:

- i) Spiritual Nourishment and Enrichment
- ii) Evidence of Self Confidence in Christianity
- iii) Promotion of Religious Study Groups
- iv) Members Self-Analysis in Life Styles
- v) Extension of Christian Services
- vi) Initiation of Church Development Schemes
- vii) Production of Church Literature
- viii) Well-Protected and Active Calendar of Events in the Church
- ix) Sponsorship, Mentorship and Guidance in Church Activities
- x) Living by Role Model as Devoted Christians

1.4. Training in Christian Leadership Functions:

Training in Christian leadership is a church function which requires trained manpower.

- i) The Clergy (Pastorship)
- ii) Preachers (Knowledge of Subject Matter)
- iii) Entertainers (Singers/Soloist: Evangelist)
- iv) Administrators (Supervision of Activities)
- v) Managers (Resources for Development)

Training Focus on:

- i) Responsibility of Christian Leadership
- ii) Eradication of Social Degradation (Decay)
- iii) Conversion of Non-believers to Christianity
- iv) Widening Christian Fellowship
- v) Involvement of Worshippers in church activities
- vi) Creation of Employment to the Jobless
- vii) Characteristics of Christian Mentors
- viii) Order of Worship in the Church

Training of Christian leaders has many challenges when it comes to implementation and practice of Christianity: Such challenges are:

- i) Knowledge in Origin of Sin
- ii) Knowledge of Subject Matter for Presentation Preaching
- iii) Targeted Christian Leadership Objectives
- iv) Methodologies of Christian Service Delivery
- v) Management of Church Resources

- vi) Strength in Self-Delivery and Spirituality
- vii) Removal of Incompetence in Service Delivery
- viii) Improvement in the Order of Worship Schemes

Religious history has shown that man is aware of what God expects of him in life. Much effort has been exercised to improve man in relationship to God. His family, neighbours and property. Man has continued to disobey and become satan's disciple in practice which hurts innocent creation. Traditionally christianity has been held responsible for quality of mankind in spiritual life. supply of goods, jobs and standard of living. Currently concepts of christianity are increasingly being required to take responsibility for quality of life in the society. It demands that the quality of life becomes the business of christianity.

Function of Christian Leadership Services Delivery should address and foster the following:-

- (i) Planning of course action
- (ii) Setting up an organized structure in the church
- (iii) Directing and co-ordinating efforts of the congregation within the resources
- (iv) Controlling activities of the church as well as directing the users.
- (v) Motivating church members for continued support in church functions

Christian leadership is the art of influencing people to attain group or personal spirituality willingly. The environment

in which leadership operates is important. Winning human souls is a difficult task. In respect of human leadership success, the specialized areas are:-

- (i) Physical needs to build the body
- (ii) Security needs for safety of people and property
- (iii) Social needs for corporate co-existence
- (iv) Self-expression needs for recognition
- (v) Existence needs for free mobility
- (vi) Relationship needs to God, mankind and wealth
- (vii) Growth needs for continued development
- (viii) Motivation need for encouragement

Leadership service delivery requires that deliverers be aware and competent to change mankind's soul with full understanding of these needs among others: belongingness, company, satisfaction and socialization.

Leadership sources of authority focus on:

- Formal initiation theory..... Creativity
- Acceptance theory.....Co-operation
- Competence theory.....Ability to perform
- Personal theory.....Diplomacy
- Supervision theory.....Administration management
- Motivation theory..... ..Encouragement
- Training theory..... ..Improvement
- Tolerance theory.....
- Performance theory.....Achievement
- Development theory.....Progress

Fighting Devil worshipping theory.....War with the Devil
Self-Discovery theory.....Self-understanding
Imagination theory.....Creativity
Group entertainment theory.....Pleasure and leisure
Thematic Research theory.....Finding out/ Confirmation
Pastoralism theory.....Field extension

1.5. Sources of Competency

- Researches in Colleges and Universities show that competence can be attained to guide institutional leadership. Competency focuses on:
 - Fellowship of church worshippers
 - Communications in transit (passing by)
 - Communications of confirmed Christians
 - Strength of leadership through training
 - Priorities of Christian leadership by focused strategic management
 - Commitment to serve worshippers through devotion

In addition, experience in Christian service delivery is enhanced from:

- Knowledge of subject matter
- Logical presentation of preaching
- Time and resources management concerns
- Transparency in life-style of Christians
- Knowledge and understanding the congregation needs and expectations

- Commitment to Christian services
- Self-discovery and discipline in Christianity

Implementation Failures Due to Incompetency. Some sources of failure are:

- (i) Lack of adequate planning
- (ii) Poor service delivery techniques
- (iii) Insensitivity to the congregation needs
- (iv) Un-called for arrogance in lifestyle of Christians
- (v) Failure in resource management by negligence or mismatch
- (vi) Misinterpretation of code of ethics in the church affairs
- (vii) Lack of experience and fear from the unknown
- (viii) Inadequate communication techniques

1.6. Man's Needs for Survival

Man is a living organism. There are some uncompromising needs which the church should be aware of and where possible to provide them as soon as they are detected

- (i) Love of wealth amassment
- (ii) Security from the enemies
- (iii) Safety of movement for persons and property
- (iv) Independence of life decision making policy to choose
- (v) Sharing with selection of partnership
- (vi) Tourism (Traveling Excursions) for pleasure and leisure

- (vii) Self-improvement to earn more from experiences
- (viii) Extension of services to others in need
- (ix) Belongingness and removal of loneliness
- (x) Company, many hands make work light

Christians need to separate between trade and worship. Jews and Arabs founded business as a source of authority over other mankind. Failure to be honest with resources forms aspects of corruption, ethnicity and sources of diseases. Christian services delivery is seen as a role model and fight against temptation through Jesus Christ and the Angels.

1.7. Sources of Resistance to Change

Traditionally, man resists change leading to slow or delayed development. Some sources of resistance to change especially to Christians are:-

- (i) Lack of ownership in church functions
- (ii) Lack of physical and spiritual benefits
- (iii) Increased burdens through giving without plan
- (iv) Lack of recognition support
- (v) Insecurity (persecutions)
- (vi) Boredom and loneliness
- (vii) Chaos (Emergencies)
- (viii) Rigidity in church routines
- (ix) Lack of skills in resources management
- (x) Lack of adequate preparations in services delivery
- (xi) Un-called for arrogance from church members
- (xii) Fear from the unknowns

- (xiii) Poor service delivery techniques
- (xiv) Lack of diversified audience characteristics
- (xv) Teachings of the Ten Commandments
- (xvi) Inadequate non-effective communication skills in service delivery
- (xvii) Self defeat by Christians in style circumstances
- (xviii) Emphasis on material gains in service delivery
- (xix) Lack of self discovery and plan for life
- (xx) Presence of disturbed family cycle (Parents/Children/Couples)

1.8. Order of Worship

People go to church to learn and apply the knowledge, attitudes and skills gained from the sessions. A congregation in the church is a diversity of worshippers. The worshippers expect a lot from the service delivery. Order of worship or service consists of specific plan for physical presence of worshippers to realize for gain:

- i) The stage presentability device
- ii) The preachers' personality
- iii) Use of Audio-visual systems (sound control devices)
- iv) Seating plan for the audience:
 - The children and the speech voice volume-can disturb
 - The disabled special place for seating
 - The elders (uncomfortable exposure) standing for long
 - The visitors views and opinions - catch the views

- The professionals with different experiences to be involved
- The worship programmer (space for writing preacher's teaching notes)
- Order of movement entering and departure should be clarified
- Sufficient supplies of resources for worship books/ worship songs
- Maintenance of time management (worshippers have other commitments)

1.9. Communication Skills (Personality Characteristics)

The audience should be addressed sufficiently: Expectations in Christian service delivery should be focused on:

- i) Voice and preventability from the preacher
- ii) Flow of the lesson to be sequential (flow orderly)
- iii) References to be clear to audience before reading takes place
- iv) Selection of few important issues from the preacher should be relevant and examples from the referral texts (Holy Bible) to be winning.
- v) Summary of the techniques with relevant assignments should be extended to the congregation's enrichment in spiritual lifestyle to reflect the Christian image by fellowship and discipleship.

The audience should be addressed through the value-addition mechanism. Discussion of people should be avoided, but ideas be welcome through worship.

1.10. Preparing People for Change

People need preparations for change. Christians also need to be prepared for change in spiritual growth. Mankind resists change. Situations which contribute to resistance to change for conversions are among others:

- i) Lack of purpose and understanding of change
- ii) Satisfaction with what is there
- iii) Poor communication flow from mentors for change
- iv) Lack of planning for change
- v) Anxiety over personal security
- vi) Excessive pressure from church authorities
- vii) High cost of change
- viii) Fear of failure and punishment
- ix) Ignorance of the facts for change
- x) Personal needs for change not met

1.11. Dimensions of Social Behaviour and Christian Maturity

Social behavior consists of:-

- Social systems affecting life style order
- Institutionalization of Christian events and functions

Servant Leadership

- Role of Christian leadership services providers
- Expectations and fear of the unknown
- Social behaviour and norms of participation in church functions
- Individual personality characteristics for service delivery
- Need for disposition of Christian leadership
- Qualifications of the Christian leadership service delivery team

Problems are part of life - we are part of problems and we should team to solve them due to:

- i) Nature of man and his priorities in life
- ii) Lifestyles at village, community and national levels
- iii) Company where group dynamics compete

Chapter Two

A BIBLICAL THEOLOGY OF SPIRITUAL LEADERSHIP

2.1 Definition

- Spiritual Leadership - Influencing others to accept God's agenda (will) for their lives.

Spiritual Leaders use spiritual means to move people from where they are to where God wants them to be

- It is impossible to be a Spiritual Leader without the Spirit of God in your life
 - Moving people toward accepting God's will for their lives requires more than human skill - it requires the Spirit of God
 - Spiritual Leaders must depend on the Spirit
- Spiritual Leadership - Influencing others to accept God's agenda (will) for their lives.

Servant Leadership

- Spiritual Leaders use spiritual means to move people from where they are to where God wants them to be:
 - It is impossible to be a Spiritual Leader without the Spirit of God in your life
 - Moving people toward accepting God's will for their lives requires more than human skill - it requires the Spirit of God
 - Spiritual Leaders must depend on the Spirit

A leader is a person with God given gifts and God given responsibilities who influences a specific group of people of God towards the purposes of God for that group.

Best Textbook for Spiritual Leadership is God's Word

Leadership methods contrary to the Bible are not acceptable for Spiritual Leadership. Leadership books and guides that are not contrary to God's Word should also be studied. In this session today, we will look at what God's Word has to say about Leadership

2.2 Leadership in the Genesis Account of Creation

Genesis 1:26 - God created mankind (male and female) and gave them "dominion" over other life forms and the responsibility of "subduing" the earth

Hebrew word translated "dominion" means to "rule over"

Hebrew word translated “subdue” means to “bring into subjection” by strength if necessary

In the beginning, God gave rulership to mankind and mankind was to bring God’s creation into subjection. These words seem to indicate a very “authoritative style” of leadership

- I’m the boss
- Do it my way or else

Some people use this style of leadership to lead God’s people. They lord-it over the Church.

- Account of creation in Genesis 1 must be interpreted in light of Genesis 2
- In Genesis 2, God places man in the Garden of Eden to “dress” and “keep” it
- The Hebrew word translated “dress” literally means “to serve” the ground
- The Hebrew word translated “keep” literally means “to shepherd”
- As seen in creation, God -given Leadership is a position of authority...
- ...but leadership is given through service and care, not through dominating control or manipulation...
- and the Leader is directly accountable to God.

Servant Leadership

Old Testament teachings on Leadership are basically seen through example

- Noah gave leadership to his generation by living a life pleasing to God and providing a means of escape from the judgment of God
- Abraham gave leadership by being a person of faith - by believing and obeying God
- Joseph provided leadership to his world by allowing the Holy Spirit to fill and guide his life
- But perhaps the greatest example of Godly leadership in the Old Testament is the life of Moses

Moses on Leadership:

- Moses was not naturally gifted as a leader
 - Not a good public speaker (Exodus 4:10)
 - Poor at the task of delegating (Exodus 18:13-27)
 - Had a little problem with his temper (Exodus 32:19; Numbers 20:9-13)
 - Had a past that included murder (Exodus 2:12)
- Moses was called by God to a specific Leadership task
- Moses' leadership ability grew out of his relationship with God

- If you want to grow as a leader, walk with God
- If you want people to respect your leadership and follow you, walk with God
- Moses demonstrates that good leaders must first be good followers – He followed after God
- Moses demonstrates that good leaders must be people of humility
 - Moses led hundred of thousands of people
 - Moses talked with God face to face
 - Moses' face shown with the glory of God
 - God rebuked people for disagreeing with Moses
 - Yet, Moses was the most humble man on the face of the earth
- Good leaders are not arrogant or self-seeking, but they allow God to promote and defend them
- Moses demonstrates that leaders must learn to share leadership

The more the leaders develop and empower others for leadership, the greater the influence of the leader becomes (Proverbs 11:24)

- Moses understood that a primary job of leadership

is to develop the next generation of leaders

- 2 Timothy 2:2 - *And the things you have heard me say in the presence of many witnesses entrust to reliable men who will also be qualified to teach others.*

2.3 New Testament Models and Teachings on Leadership

Jesus is our primary and ultimate model of how leaders should lead

- If you truly want to know how God understands leadership, look at the life of Jesus
- If we truly want to be the leaders God intends for us to be, we must follow the example of Jesus

The leadership model of Jesus:

Jesus was prepared for leadership by growing in wisdom, in stature, and in favor with God and men (Luke 2:52)

- Jesus sought wisdom
- Jesus developed a relationship with God
- Jesus developed a relationship with other people
- Jesus accepted leadership by accepting the will of God for His life
- Jesus prepared for leadership by allowing the Holy Spirit to anoint His life

- Jesus pursued leadership by following the vision that God gave Him for His life
- Jesus practiced leadership through servant hood
- Jesus continues His leadership by equipping, developing, and empowering His followers to become leaders

Jesus Accepted Leadership by accepting the will of God for his life

- Each one of us has a place of spiritual leadership that God wants us to fill
- Our duty is to accept God's will
- God's duty is to lead us, guide us, and give us the strength to follow
 - The will of God will never call us where the grace of God cannot sustain us
 - No matter how deep the pit, God's grace is deeper still
- Leadership confidence, peace, and security comes from knowing you are in the will of God
 - Confidence: whatever you face, God has an answer or solution
 - Peace: whatever the conflict, God has a resolution or healing

Servant Leadership

- Security: whatever the danger, God only allows that which is profitable to you

Jesus was able to endure the cross and suffer the shame of the cross because He knew He was in the will of God (He had prayed that through in Gethsemane)

Jesus prepared for leadership by allowing the Holy Spirit to anoint his life

- If it was necessary for the Son of God to be empowered by the Spirit of God, how much more necessary is it for you and me
- Spiritual leaders must be filled with the Spirit

Jesus pursued leadership by following the vision that God gave him for his life

- Leaders must have some type of vision of where they are going if others are to follow
- However, spiritual leaders do not generate their own vision
 - Jesus knew where He was going because His Father revealed it to Him
 - As spiritual leaders, we too must depend on God for our vision
- Human developed vision may or may not succeed

- God-given vision will always succeed if we are faithful to it

Jesus practiced leadership through servant hood

- If anyone wants to be first, he must be the very last, and the servant of all. (Mark 9:35). “First” in Greek language literally means “chief” or “leader”
- Jesus seems to be saying:
 - Only good followers make good leaders
 - Spiritual leaders must always remember that leadership is nothing more than service to God and His people

Jesus continues leadership by equipping, developing, and empowering his followers

- A primary function of leadership is to produce more leaders
 - Jesus spent a great deal of His time developing future leaders
 - There is no success without a successor
- Best way to develop and empower future leaders is to following the example of Jesus

Jesus' example of leadership development and empowerment

- Jesus sought God to show Him who to develop
- Jesus allowed the disciples to spend time with Him and watch Him in ministry
- Jesus placed the disciples into ministry early in their development process
- Jesus developed a team of minister to help Him accomplish the will of God for the world

2.4 Servant Leadership

How Can a Servant Lead?

The term sounds like a contradiction

Servants follow; Leaders lead. How can you have both at the same time

Popular Terms in the Business World

- Robert Greenleaf began using the term in the business world in the 1970s
- Business world thought Greenleaf had come up with a brand new concept
- However, Greenleaf was about 2000 years late, for

Jesus taught servant leadership to the Church

- However, it appeared new in the 1970s because the church, to a large extent, forgot to practice what Jesus taught

What is Servant Leadership and How does it Relate to Us Today?

- Reason we need to discuss Servant Leadership is because it is a command of Jesus Christ
- If we are going to be the leaders God wants us to be, we must follow the way Jesus told us to lead

New Testament Meaning of the Word “Servant”

- Several Greek words translated “servant” in the New Testament
- All of these words basically mean one who does the will or command of another
- Interestingly, the word “Minister” in our English Bible comes from these Greek words
- The most common word for Minister in the NT is the word *diakonos*– *one who waits on tables or serves another*
- To be a minister means to be a servant

Definition of Servant Leadership

- If spiritual leadership is defined as influencing others toward accepting God's agenda or will for their lives
- And, if servant is defined as doing the will of another
- Then, Servant Leadership is defined as influencing those around us for God by our servant-heart
- As ministers of the Gospel, we lead by serving

Servant Leadership is the Biblical Model of Leadership

In the Bible, every era or period of God's dealing with mankind is centered around a leadership personality

- God seldom moves among His people apart from human involvement
- Human leadership seems to be part of the way God deals with His church and the world
- You and I are privileged to be co-workers together with God

Leadership in the Age of Noah

- Noah was a leader – he led his family into the ark of safety
- The one thing that characterized Noah's leadership was obedience

- Noah influenced and provided a means of salvation to his family by the lifestyle of an obedient-leader – he obeyed the will and command of God
- A Servant Leader is an Obedient Leader

Leadership in the Age of Patriarchs (Elders or Chiefs of Israel)

- Although the Patriarchs basically had the power to rule their families with absolute authority...
 - Abraham demonstrated the character of a servant, e.g. account of Lot choosing the best land
 - Joseph had the character of a servant, though possessing absolute power over his brothers
- A Servant Leader is a person of compassionate character

Leadership in the Age of Moses

- Moses' leadership is characterized by three things:
 - He is consistently referred to throughout the narrative of the Pentateuch as the *servant of the Lord*
 - He is described as the most *humble* man upon the earth (Numbers 12:3)

Servant Leadership

- Moses' leadership ability is directly linked to the *Spirit of God*
- From this point on in Scripture, Servant Leadership among the people of God is understood as a gifting of God's Spirit. The Ultimate Example of Servant Leadership is Jesus

Jesus' Teaching and Example on Leadership

Jesus' Teaching (Words) on Leadership

Matthew 20:25-28 – *But Jesus called [his disciples] to himself, and said, "You know that the rulers of the Gentiles lord it over them, and their great men exercise authority over them. It is not so among you, but whoever wishes to become great among you shall be your servant, and whoever wishes to be first among you shall be your slave; just as the Son of Man did not come to be served, but to serve, and to give his life like a ransom for many."*

Jesus' Example (Action) on Leadership

John 13:3-5, 12-17 – *Jesus, knowing that the Father had given all things into his hands, and that he had come forth from God and was going back to God, rose from supper, and laid aside his garments; and taking a towel, he girded himself about. Then he poured water into the basin, and began to wash the disciples feet, and to wipe them with the towel with which he was girded.*

John 13:12-17 – *And so when he had washed their feet, and taken his garments, and reclined at the table again, he said to them, “Do you know what I have done to you? You call me Teacher and Lord; and you are right, for so I am. If I then, the Lord and the Teacher, washed your feet, you also ought to wash one another’s feet. For I have gave you an example that you also should do as I did to you. Truly, truly, I say to you, a slave is not greater than his master; neither is one who is sent greater than the one who sent him. If you know these things, you are blessed if you do them.*

According to Jesus

Servant Leadership not Optional

- It’s not something we can do or not do if we feel like it
- Servant Leadership is a direct command of Jesus and is the model He followed in His own life

Blessed are we if we follow Jesus’ example but if we don’t...

How do we follow the example of Jesus for Leadership?

First, we must develop a true servant's heart

- Servant Leadership must come from the heart
- Being a servant is something that we are, not merely something that we do
- If you truly want to know if someone has a servant's heart, simply treat them like a servant and see how they react
- It's a pretty good reality check to evaluate our actions when we are treated like a servant
- Servant leadership is an overwhelmingly sacrificial, faith-filled life
- Let's face it, the one who told us to do it ended up getting killed
- Servant leadership carries with it the potential for abuse and misuse
- Command and control is easier and safer

Confusion and misconceptions on what it means to be a true Servant Leader

- Door-Mat style of ministry - Must allow everyone to walk on your rights and feelings
- If I am truly a servant leader, then I must bow to

the whims and wishes of the people I lead

- If I am truly a servant how can I truly lead

Issues and questions like these arise from not understanding true Biblical Servant Leadership

Servant Leadership could and should be viewed from two perspectives

A Servant who Leads

A Leader who Serves

John 13:1 – *Now before the Feast of the Passover, Jesus knowing that his hour had come that he should depart out of this world to the Father, having loved his own who were in the world, he loved them to the end.*

- Servant leadership begins with a heart of love for those we are leading. Jesus even washed Judas' feet
- If you don't love those you are to lead, servant leadership will be impossible

A Leader Who Serves

- Jesus knew who He was, why He was here, and where He was going (Jn. 13:3)

Servant Leadership

- Within that knowledge He was free to serve regardless of how others perceived Him
- That's why He could take the position of a slave and still be Lord and Teacher – He wasn't concerned what others thought, His concern was doing the will of God
- Self awareness and self acceptance is necessary for a Servant Leader

A Servant Who Leads

- In reality, who is the Servant Leader a servant to?
- Spiritual Leaders are first and foremost servants to God
- Jesus served His disciples (washed their feet), because that is what the Father wanted Him to do and that is what the disciples needed Him to do in order for them to learn a valuable lesson
- As Servant Leaders, we serve the will of God; but God's will is that we also serve one another

Other Servant Leaders

- In reality, who is the Servant Leader a servant to?
- Spiritual Leaders are first and foremost servants to God

- Jesus served His disciples (washed their feet), because that is what the Father wanted Him to do and that is what the disciples needed Him to do in order for them to learn a valuable lesson
- As Servant Leaders, we serve the will of God; but God's will is that we also serve one another

Servant Leaders

- Do not serve the whims of the people – they serve the will of God for the people
- Are not spiritual doormats, but they are willing to be sacrificed for God and His church
- Are not merely acting like servants, but they are servants in their very hearts

2.5 The Mentor and the Practice of Ministry

- The role of your ministry mentor is key in your development as a leader-in-training, especially in the development of ministry skills. He/She will function as a guide, coach, teacher, sponsor, and much more.
- Your plan will include an analysis of the skills you already have, the identification of skills you need for the effective exercise of future ministry, the means by which you can develop them, and a method for evaluating a skill development plan.

Servant Leadership

- Our objective is to teach you a method you can use throughout your ministry to identify and develop the ministry skills you will need as the Lord expands your ministry.

Three Components:

- *Personal Trainer*

With the help of your group leader you have chosen a ministry mentor who will oversee your spiritual, skill, and value development.

- *Assessment Guides*

Included with each course are assessment guides that will direct you toward growth in the three critical areas of development mentioned above. These guides provide the framework for the relationship between you and your personal trainer.

- *Portfolio*

The end result of the semesters of individualized training is a portfolio designed to document your development in ministry.

Prayer of David: Psalms 51:10 - *Create in me a clean heart, O God; and renew a right spirit within me.*

Chapter Three

YOUTHS AND CHRISTIAN LEADERSHIP

3.1 What is Leadership?

Yuhl's definition; Leadership is defined broadly as influenced processes affecting the interpretation of events for followers, the choice of objectives for the group or organization, the organization of work activities to accomplish the objectives, the motivation of followers to achieve the objectives, the maintenance of cooperative relationships and teamwork, and the enlistment of support and cooperation from people outside the group or organization.

Before any leadership skill is inculcated into human beings there are certain forms of HUMAN WILL that need to be learnt or realized to help us know whether we are going the right direction or not. Christian leadership entails management skills that need to be embedded in a Christian manner.

3.2 What is Human Will?

This is inherent whole which unites in itself a multiplicity of feelings, instincts and desires and the will is either natural or rational

(a) Natural Will

This is psychological equivalent of the human body, or the principle of the unity of life, supposing that life is conceived under that form of reality to which thinking of itself belongs

(b) Rational Will

This is a product of thinking of itself and consequently proposes reality only with reference to its author, the thinking individual, although this reality can be recognized and acknowledged as such by others

3.3 Barriers to Christian Leadership

Lack of Models

One barrier is a lack of models. There are not sufficient numbers of mature leaders to mentor the rapidly growing churches. There is a lack of open, honest, humble, vulnerable leaders to show the way. Younger people cannot easily mentor older people. Some have left the church because of the ineffectiveness they see in the present leaders. In some cases, expatriate trainers do not have sufficient experience in the task itself in order to train someone else.

Churches have grown but often society has not been impacted. Christian leaders have not demonstrated how to be salt and light. Success is measured in terms of attendance and offerings, rather than the active expression of Kingdom of God values.

Often the predominant models of leadership for emerging leaders are drawn from the corporate world or from authoritarian cultural patterns.

Too often leaders underestimate the power of sin and the strength of sinful tendencies in their own lives. Many ministries have been destroyed by pride, lust, or greed.

"We are analyzing the reasons for slow growth of numbers of lay leaders. Some of those reasons have to do with how busy people are. But we also see that to really grow a leader we [staff] need to invest ourselves into those capable individuals. So the problem is also in us and how busy we are with other aspects of ministry (evangelism, starting new groups, planting and growing churches)".

- Maia Mikhaluk, Ukraine

Lack of Patience

Another barrier is lack of patience. Behavioural change takes time. We can study the content, or incorporate the content into seminary curriculum, but see no change in behaviour. Developing people requires long term planning, and sometimes we see only the short-term costs.

Servant Leadership

Increasing numbers of young people today are made fatherless through divorce, or war, or ravages of disease; many of them take longer to develop because they are so damaged by their backgrounds.

Lack of Development Opportunities

Yet another barrier to leadership development is the lack of ministry contexts in which people can develop ministry skills. In some cases, top leaders may receive training themselves, but do not pass it down to lower levels, or do not structure the church or organization in ways that emerging leaders can learn leadership skills on the job. The organization itself may provide little encouragement and few if any resources for the development of leaders. In other cases, the willingness may be there, but appropriate curriculum or training opportunities may not be available.

Lack of Intentionality

Not all leaders embrace the aim to see the whole church take the whole gospel to the whole world. If we do not regard as important the task of seeing unreached people come to Christ, then neither will we have a desire to mobilize large numbers of leaders skilled in evangelism or church-planting, especially for areas of the world and segments of society where healthy churches are not well established. Many leadership development training programs do not raise up leaders who have the will and the commitment to promote evangelization.

Lack of Transition

Some nurture the idea of “once a leader, always a leader” – you only leave the position when you die. You don’t prepare anyone to take over leadership because you don’t want to give it up once you have achieved it. Replacement of leaders happens only when there is a crisis, when it is absolutely necessary, when a vacuum is created. Some leaders are reluctant to invest much time and energy in the development of younger leaders, because they have seen emerging leaders equipped in this way who move away to other organizations, with no sense of commitment to their present ministry assignment.

Lack of Willing and Able Learners

The deficiency is not always in the potential mentors. Another barrier is the lack of willing and able learners. People can be reluctant to take responsibility. Young people may not desire leadership.

On the other hand, some look for security and status of leadership in Christian organizations rather than face the day-to-day struggle of the churches. Motivations for leadership can be worldly. Immature leaders may lack the spiritual qualities needed before they should be encouraged to pursue further skills for leadership. Emotional and relationship dysfunctions may also limit a person’s readiness for accelerated training or further leadership responsibility. Sometimes church leaders view ordination as having “arrived” and therefore no longer see themselves in need of continuing leadership development.

Lack of Cooperation

Yet another barrier to accelerated leadership development is lack of cooperation between leaders. They refuse to work together, even though no institution or organization has all the tools and all the resources to equip fully all the leaders needed to multiply the churches or to provide Christian leaders for all the segments of society. Many training programs could assist leaders of other ministries, or could work together in ways that complement one another. Individualistic attitudes foster needless duplication and competition. All too rarely do we find partnering and networking for the leadership development process between families, churches, seminaries, parachurch organizations, etc.

Yet it was this very desire to listen to one another, to learn from one another, and to work together. We recognize that the basic meaning of “disciple,” is learner, and that the school of discipleship is one from which none of us ever graduates.

Research with high school students showed that most students never have a leadership thought mentioned to them by their parents and guardians. Teens are never encouraged to think about themselves as leaders. Even Christian parents may praise their children for acting in a way that is God-honouring, but little connection is ever made between God-honouring actions being important for leadership.

- Dave Coryell, USA

3.4 The call to Christ-likeness Attributes

God and Humanity

All of us agreed that the starting point in describing the fully developed leader must be the call to Christ-likeness, or as some preferred to say, Christ-centeredness. We have been called to run the race fixing our eyes on Jesus as the *“author and perfecter of our faith”* (Hebrews 12:2, NIV). To be sure, there are some areas in which we cannot emulate Christ, such as in his role as intermediary between God and humanity, or in his pre-existence and perfect intimacy with the Father. Nevertheless, Jesus’ invitations to the disciples to *“follow me”* and to *“learn from me”* are summonses to us as well.

The Insight

Our foundation for understanding leadership is the written word of God. As Christian leaders we must examine the Scriptures to see how Jesus led and what he taught about ministry. We need to pay attention to the word pictures Jesus used, and the stories he told, which shaped the values of the disciples as they began to understand their relationship to God, to one another and to the world into which Jesus was sending them. Within our Future Leadership Issue Group we experienced the rich insight that comes from prayerful study and discussion of the biblical text in the context of a group.

Reflection

Too often as leaders we do not spend sufficient time looking freshly at the Bible to discover wisdom for how to lead as Jesus led, nor do we spend a significant proportion of our time together with other Christian leaders in reflection on God's word and its application to our leadership task.

Growth

A mature Christian leader emulates the best leaders around him exposing good leadership skills interlinked to management of human, institutional and material resources within his or her span of control. With reference to maturity in leadership the book of 1Corinthians 13:11 stipulates clearly how we are supposed to behave or develop maturely.

When I was a child, I talked like a child, I thought like a child, I reasoned like a child. When I became a man, I put childish ways behind me

-1Corinthians 13:11

3.5 Key elements of effective Leadership Development Programmes

Learning Through Relationships

What are the key elements of an effective leadership development program?

The first and most important component is the learning

that takes place in the context of personal developmental relationships. Leaders are not produced primarily through listening to lectures, or reading books, or writing assignments and taking tests, though each of these can play a part. By far the most important influence in the shaping of a leader is his/her interaction with other people. Jesus chose the twelve first to be “*with him*” (Mark 3:14). In John 10, Jesus described Himself as the Good Shepherd who knows his sheep and whose sheep know him (John 10:14). The prime identifying mark of His disciples would be their love for one another, which they had learned from Him (John 13:34, 35).

Learning Through Doing

Equal in importance to learning through relationships is learning through doing.

Many of the participants in the Future Leadership Issue Group pointed to on-the-job experience as one of the most important factors in their own development as a leader. Discernment is learned through making decisions. Counseling skills are honed through personal conversations. Preachers learn to preach by preaching. Confidence and versatility in personal evangelism are acquired through many encounters with those who have not yet believed in Christ. Management skills are developed through handling numerous unpredictable situations on a daily basis. Emerging leaders must be given a context in which they can take initiative.

Building a Leadership Development Culture

Some environments encourage leadership development in ways that others do not. Organizations have cultures just as nations and ethnic groups do, unspoken beliefs, values and assumptions, reinforced by many customs and spoken or unspoken rules, work together to reinforce the underlying values.

Cultural attitudes toward minority groups, tribal rivalries, caste and racial prejudices can impede leadership development of certain groups. Organizations where family members hold all the key positions, or where people from only one region or language group are the decision-makers, can hinder the development of gifted emerging leaders who do not belong to the “in group.”

Christ-like leadership is servant leadership that empowers and motivates others to their full potential.

- Godfrey Olise, Nigeria

3.6 Personal traits for Christian Leaders

Engstrom’s (1976) list of “personal traits” for leaders is as follows, with short descriptions of each:

- *Desire for achievement* - Christian leaders are ambitious, but their ambition is tempered to an allegiance the “honor and glory” of Christ. *Acceptance of authority*. Christian leaders accept their authority and yield it with a degree of competence and moral character.

- ***Self-discipline*** - In order to “control others,” Christian leaders must demonstrate high levels of personal self-control.
- ***Creativity*** - Engstrom identified creativity as the ability to do “original thinking” by taking “imagination and organizing it through self-initiated plans” (p. 114).
- ***Delegation*** - Christian leaders lead by allowing followers to “function responsibly in a given task” (pp. 114-115).
- ***Decisiveness*** - Christian leaders are sure of the “will of God” and the “right course of action,” and therefore act in a decisive and clear manner.
- ***Persistence*** - Engstrom described Christian leaders as having a “firmness of conviction” that leads to leadership excellence.
- ***Balanced life*** - Christian leaders have clear priorities and place value of family, community, and social relationships. They have the ability to prioritize and promote balance in what they do.
- ***Faith and prayer*** - Engstrom added to the popular trait theory of leadership by adding a devotional trait that allows leaders to receive discernment and wisdom in their leading.

Engstrom’s (1976) list of the “personal traits” of Christian leaders summarizes the prevalent attempts of the Christian faith communities in the mid- and later-20th century to integrate the demands and tenets of their Scriptures. The attempts are limited in critical analysis and critique

on the secular theories and models of management and leadership.

3.7 Elements in the Moral Formation of Christian Leaders

1. *Intellectual Conversion*

Christian leaders “constantly rethink or evaluate” their own and others “moral framework” and this involves the disciplines of “self-awareness and critique” in order to develop the virtue of prudence (correct judgment) (pp. 28-31).

2. *Affective Conversion*

Christian leaders have a high regard for *othokardia* (right heartedness towards God). Leaders consider the ultimate location of their affections and adopt ascetic disciplines (such as the traditional Monastic vows of poverty, chastity, and obedience) to guide their hearts back to God.

3. *Volitional Conversion*

Christian leaders seek to have a “redeemed human will” that moves from willfulness (identified as arrogant self-sufficiency) to willingness (described as flexible receptivity).

4. *Relational Conversion*

A Christian leader’s “moral conscience” is formed and challenged in community. Christian leaders engage in “moral relational power” that brings personal and

communal transformation to perceptions and applications of leadership.

5. *Moral Action*

The intellectual, affective, volitional, and relational conversions of Christian leaders result in “moral action” that facilitates the wider conversion of the world in which these leaders operate.

Kretzschmar’s (2002, 2007) work provides an erudite base for the inclusion of moral theology and spiritual formational studies to the ongoing quest to define Christian leadership. It deepens the discussion from mere concern of leadership effectiveness to the moral dimensions of personal and communal leadership.

3.8 Conclusion

Man in God’s image has disobeyed the Ten Commandments (Exodus 20). Attempts made to bring man back to God: through Jesus Christ, have not changed much to expectation. Christians should find more about ways and means of communicating to God through His beloved Son, Jesus Christ. Christian Leadership Service Delivery has the responsibility to teach by role model which is the very much wanted training to serve and shine for Christian followers to service. Quoting Charles Darwin’s theory in *Origin of Species*, “Survival is for the Fittest” Man will continue to discover, research, innovate and invent, but confession and adherence to Gods plan must be acknowledged, appreciated and live a life for heavenly survival.

TERMS

Accountability.....Liability/Duty
Act of worship.....Initiation
Activation.....Stimulation
Adultery.....Filtth/Extra Marriage/ Dilude/Love
Bible.....Truth/ Scripture
Christianity/Christian Fellowship/Discipleship
Clergy.....Church Governance
Commitment.....Promise/Obligation
Communication.....Connection/Message/Publish
Competency.....Ability/Skills/Wealth
Congregation.....Assembly/Council/Community
Constitution.....Structure/Composition/Beginning
Degradation.....Impairment/Direputation
Diplomacy.....Courtesy/Envoy/Mediation
Divorce.....Separation/Dismantle
Evaluation.....Assessment for value addition
Evangelism.....Convincing/preaching
Freedom.....Fate/Fraternity/Opportunity
Genesis.....Origin/Beginning
Hymn.....Praise/Songs of Praise
Idolatry.....Idol Worship
Indoctrination.....Teaching by Rituals
Layman.....Self Reproduction
Leadership.....Authority/Influence
Pastor.....Teaching/Instructor/Counselor
Persecution.....Pursue/ill-treat

Referral.....Relationship/Consultancy
 Reformation.....Change for the better/Conversion
 Resistance.....Hardness/Opposition/Defense
 Responsibility.....Liability/Function
 Role Model.....Example to Copy
 Self-Discipline.....Temperance/Tolerance
 Self-Discovery.....Incidences/Reflection
 Self-Delivery.....Convincing/ Applied Teaching
 Skill.....Special Ability
 Song.....Vocal music/Melody/Hymn/Poem
 Spiritual Awareness.....Inspiration/Holiness
 Sponsorship.....Witness/Patron
 Technique.....Production Skill/Mechanic
 Training.....Teaching/Skills/Technology
 Transparency.....Trust worth/Photograph
 Worship.....Honor/Love/Respect

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