

# The Making of a Leader

## Session One

\* This is a study of the process that God takes leaders through in order to prepare them to be effective in the unique call that he has on their lives. It is based in many parts on the book, *The Making of a Leader*, by Robert Clinton. I strongly encourage you to purchase this book and go deeper on this topic.

### **Why Do We Need Leaders? (Why can't we all just be equal?)**

- 1) It is the way God planned it (He gave gifted men to the church)
- 2) It is the pattern of Jesus (he modeled training and sending the twelve and charged them to do the same)
- 3) People need to be led, influenced, encouraged
- 4) One man can't do all the work
- 5) The work will stop with my generation if I do not invest in leaders

*"As you have sent me into the world, I have sent them into the world."* John 17:18

He sent them established in his love; he sent them with a clear purpose and mission statement; he sent them equipped with the power of the Holy Spirit.

Why does Romans 12:8 tells leaders to lead with all diligence? Because the church, upon which the eternal destiny of the world depends, will flourish or falter largely on the basis of how we lead.

J. Oswald Sanders, in his wonderful book, *Spiritual Leadership*, reminds us that we must keep both of these verses and hold them in tension:

*"To aspire to leadership is an honorable ambition"* 1 Timothy 3:1

*"Should you then seek great things for yourself? Seek them not."* Jeremiah 45:5

In Paul's day, Christian leadership did not carry with it prestige and privilege. Because of the danger and hardship involved, only deep love for Christ and a genuine concern for the church could motivate people to lead.

*"Spiritual leaders are not elected, appointed or created by synods or church assemblies... God alone makes them."*

### **So What is a Leader?**

In it's simplest form, the definition of a leader is "someone who influences others".

## **Foundational principles**

- 1) Effective leadership flows out of being. God is primarily concerned with our being.
- 2) God develops leaders through a process which lasts a lifetime. He uses circumstances, events and people to teach us leadership lessons.
- 3) Your process will be unique.
- 4) These processes seem to come in recognizable patterns (patterns, processes, principles). Discerning these processes is critical to our leadership development and our gaining wisdom.

## **Foundational scriptures:**

- 1) Romans 12:8 - Leadership is a gift. It must be stewarded with diligence
- 2) 1 Tim. 4:14; 2 Tim. 1:6 - God gives the gift, we fan it into a flame
- 3) Hebrews 13:7-8 - Remember the leaders that have gone before you. Consider the outcome of their lives and imitate their faith

## **God's Process of Leadership Development**

God's sequence for Leadership Development

Know → Be → Do

**Phase I - Sovereign Foundations** - God's sovereign shaping of you as a person (personality characteristics, spiritual gift-mix, experiences good and bad, time context)

(See the SHAPED page on this website)

**\* Salvation (our coming to faith in Christ and an all-out surrender commitment)**

**Phase II - Inner-Life Growth** (The leader receives training)

The major thrust of God's development is inward -- the heart of the person)

(imitation modeling, informal apprenticeships, mentoring)

The tendency is to want to bypass this phase and go right into the next phase.

**Phase III - Ministry Maturing** - (Ministry is the primary focus of life. Further training, projects, self-initiated growth activity, etc.)

\*\* During Phases I, II, III the God is primarily working *in* the leader and not through him.

**Phase IV - Life Maturing** - (The leader begins to get an understanding that " You minister from what you are". The leader identifies and uses his gift-mix with power. There is mature fruitfulness. Communion with God becomes foundational. We minister as much from our lives as from our gifts.

**Phase V - Convergence** - The leader is moved by God into a role that matches his gift-mix, experience, temperament, etc. The leader is freed up to not be required to minister in areas where he is not gifted.

\*\* Few leaders experience convergence - few leaders minister out of what they are.

\*\* Phases III, IV and V overlap and do not occur in a strict sequence.

Clinton identifies "**process items**", the activities, people, problems, etc, that God uses to shape his leaders. These include: integrity checks, isolation, ministry tasks, crises, promotions, power items, divine contacts, guidance items etc.

**Another way to think of it:**

- 1) **Setting Apart** (consecration) - Romans 1:1,5  
Where God marks you and identifies you
  
- 2) **Setting Up** (preparation)  
Where God gives you a taste of what you will do. (mostly outer)
  
- 3) **Setting Aside** - (isolation/further preparation)  
Where God takes us out of the game in order to focus on Him, not the work and to mature our character. A readjustment from doing to being.
  
- 4) **Setting In** - (consummation)  
Where God fits the leader perfectly into the place he has molded for him. The leader is operating in the fullness of ministry effectiveness

**Two Important Points**

\*\* All of this has to do with God's sovereign gift-mix within the leader

\*\* The entire process takes place in the context of relationships (Remember the first two commandments)

**Action Point: Creating My Personal Time Line**

Phase One (Stable family, Sixties/Seventies, Love for learning, teaching/exhortation gift, *Always leading something, fascinated with other nations*)

Phase Two – Bible Studies, Prayer Group, Music Bands, Personal Study – *Engineering/Jazz/Theology Degrees*

Phase Three – Brought into ministry at Trinity, worship, pastoral, counseling, small groups, admin, *Building Project, Parenting Ministry*

Phase Four – Exhorting/Teaching – Leadership – Developing Leaders – Influencing others

Phase Five – (Convergence) - “Pour my age into youth”

## Identifying My Sovereign Foundations (Phase I)

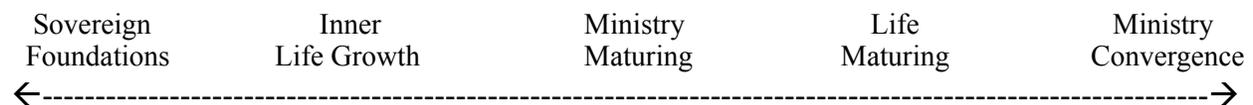
God develops the leader by laying sovereign foundations in his/her life. We have little or no control over these things: Personality characteristics, experiences (good or bad), family of origin, time context, cultural context, Spiritual gifts.

### Action Point: Considering my sovereign foundations

What do I see as sovereign foundations in my life? Also consider how I have seen God working sovereignly in my salvation experience. Write your thoughts below.

### Action Point #1: Creating My Personal Time Line

Spend some time reflecting on the process God has used to bring you to where you are today in the pursuit of Him and in leadership in His Church. Sketch out a time line below.



### Action Point #2: Considering my sovereign foundations

What do you see as sovereign foundations in your life? Also consider how you have seen God working sovereignly in your salvation experience. Write your thoughts below.

# The Making of a Leader

## Session Two

### **Foundational Lessons: Inner-Life Growth Processes (Phase II)**

*"Keep your heart with all diligence; for out of it are the issues of life."* Prov. 4:23

Reputation vs. Character : My reputation is what people think I am, my character is what God knows I am. "Character is what a man is in the dark" (D. L. Moody)

What a man builds with his God-given gift he can tear down with his poor character.

*The God-given capacity to lead has two parts: giftedness and character*

**The Integrity Check** - a test that God uses to evaluate intentions in order to shape character.

Integrity (wholeness; being all encompassing, not merely in part) - *uncompromising adherence to a code of moral, artistic or other values that reveals itself in sincerity, honesty and candor and avoids deception or artificiality*

Three parts to an integrity check:

- 1) a challenge to consistency with inner convictions
- 2) the response to the challenge
- 3) the resulting expansion of ministry (if one responds correctly)

(Daniel 1:8-21)

- 1) Inner conviction related to food
- 2) Worked out a plan that allowed him to not compromise his convictions
- 3) Promotion

What others can you think of? Joseph (Potiphar's wife); David (didn't kill Saul); Jesus' temptation; The apostles (commanded not to preach in Jesus' name)

(\*\* Can you identify integrity checks in your life?) (*My job offer*)

**The Obedience Check** - a process item through which a leader learns to recognize, understand and obey God's voice.

Obedience checks include learning about possessions and giving, learning to put God first in the choice of a mate, learning to be willing to be used by God in ministry, asking and giving forgiveness, admitting an error, righting a wrong  
Abraham offering Isaac (Genesis 22:1-2)

(\*\* Obedience checks in your life?) (*tithing*)

**The Word Check** - a process item that tests a leader's ability to understand or receive a word from God personally and then allow God to work it out in his or her life.

A leader must be able to receive truth from God. God teaches a leader to appreciate truth, cultivate habits for the intake of truth, and respond in obedience to truth so that he or she may be quick to discern God's truth in everyday life and through other people's ministry.  
Samuel hearing and responding to the voice of the Lord (1 Samuel 3)

Hearing God's word for personal guidance is a first step to hearing God's word for corporate guidance.

(\*\* Word checks in your life?)

My Story: *(Staying put in my time of isolation – not running around to other countries)*  
*(Fathering, building)*

**Action Point #3:** Take a few moments to think through and list some integrity checks, obedience checks and word checks that you remember in your life. List successes as well as failures.

## A Look at the Life of Moses

### Set apart (Sovereign Foundations)

- 1) Humble beginnings (no ordinary child) Hebrew values
- 2) Sovereign intervention (rescued by king's daughter)
- 3) God-given gifts

### Set up (Inner-life growth)

- 1) Preparation in Pharaoh's court (education, "Egypt's wisdom")
- 2) Powerful in speech and action (Acts 7)
- 3) Identified himself with Israel, rather than enjoying the pleasures of sin (Heb. 11) (Integrity Check)
- 4) Regarded disgrace for the sake of Christ as greater value than the treasures of Egypt (Heb. 11)
- 5) Man of faith, saw Him who is invisible (Heb. 11)

### Set aside (isolation)

- 1) Began with taking things into his own hands, killing the Egyptian
- 2) Fled to Midian
- 3) Raised a family, tended sheep for 40 years (preparation continued) (highly overqualified?)

### Setting Apart (further call into leadership)

- 1) So now, go. I m sending you to Pharaoh to bring my people the Israelites out of Egypt
- 2) His changed attitude about himself (God has chosen the foolish (from the bottom up!)  
Exodus 3:9-4:17  
"Who am I?"  
"What if?"  
"What is that in your hand?" (Our weapons are supernatural, but based on resources that God has already equipped us with)  
No confidence in the flesh (leprosy)  
"I am slow of speech." (?)  
"Send someone else."
- 3) I will be with you, I will put words in your mouth.

### Setting In

- 1) The announcement of deliverance (Obedience Check)
- 2) God's miracles confirming his call

### Other leadership lessons from Moses' life

- The Ten Commandments (Word Check) (Exodus 20:1-17)
- The counsel of Jethro... learn how to delegate (Exodus 18:13-23)
- Intercession for the people he was leading (Exodus 32:11-14) (Numbers 14: 13-20)
- The Lord would speak to Moses face to face ( intimacy) - Word Check (Exodus 33:11)
- The need for the presence and the pattern (Exodus 33)
- Brutal Honesty with the Lord (Numbers 11:10-15) - 70 elders appointed to help shoulder the load (learning to delegate)
- He was a singer and a worshiper (Exodus 15, 32, Psalm 90, Rev. 15)

# The Making of a Leader

## Session Three

### **Ministry Maturing Phase (Phase Three)**

Read Luke 16:10 *Faithfulness is the yardstick by which God measures ministry maturity.*

How does God recruit leaders? Develop leaders? Evaluate leaders?  
Ministry begins with small things.

God develops leaders through various "process items"

Foundational Ministry Patterns

Giftedness Discovery Patterns

Four stages of the Ministry Maturing Phase

- 1) Entry (God challenges the leader into ministry)
- 2) Training (developing skills and spiritual gifts)
- 3) Relational Learning (learning to relate to people in ways that will influence them)
- 4) Discernment (Learns spiritual principles that govern ministry that pleases God)

Clinton divides this extended period of time into sub phases: early ministry, middle ministry, late ministry.

Process items include:

- 1) early ministry - ministry task, ministry challenge
- 2) middle ministry - ministry skills, training experience, giftedness discovery
- 3) late ministry - ministry structure insights, power items

Other process items that occur during all sub-phases: faith challenges, authority insights, ministry conflict, ministry affirmation.

#### 1) Entry

**Ministry task** - An assignment from God that tests a person's faithfulness and obedience to use his or her gifts in a task that has a beginning, ending, accountability and evaluation.

- Develop the potential leader
- Testing their faithfulness

**Ministry Challenge** - a simple assignment that focuses on the job to be done and its effect on the emerging leader and those he leads.

The challenge can come from another or from self-initiation.

- Sensing God's direction/definition (am I operating in my gifting?)
- Discovering the joy of being used by God

- \* Self-initiation indicates strong potential for upper level leader (can threaten those in authority over him)
- \* A leader is in decline when he responds to ministry challenges less often

## 2) Training

**Ministry Skills** - the acquisition of identifiable skills that help a leader be a leader in the sphere God has placed him in. They include relational, group, organizational and word skills.

- \* A leader is in decline when he becomes comfortable with his acquired skills and fails to deliberately seek new skills. (When they coast on prior experience)

**Training Experience** - ministry experience that gives some form of affirmation, assuring the leader that God will continue to use him in the future.

- \* All leaders are constantly being trained by God, but not all of them learn from the training
- \* A leader needs to constantly ask what he has learned through this experience (about God, himself, hearing God's voice, from the Word, relationships, practical issues)

Different types of training:

- 1) Informal apprenticeships (casual mentoring)
- 2) Nonformal workshops (seminars, conferences, etc.)
- 3) Formal training (Bible college, etc.)

**Giftedness Discovery** - significant advance in understanding, identifying and using your spiritual gifts.

- Gift-mix - The set of spiritual gifts a leader repeatedly demonstrates in ministry
- Gift-cluster - A gift-mix in which there is a dominant gift supported by other gifts, harmonizing to facilitate maximum effectiveness. (Think of Barnabas)

## 3) Relational Learning

"Problems are God's stepping stones to maturity." (most problems come in the form of people)

A leader cannot influence people without learning to relate to people. For this reason many of the lessons learned during this phase will have to do with relationships (and many of them through negative experiences). We look at four areas of relational maturity. Each can be a barrier or a bridge to leadership development.

### **Authority Insights**

Leaders who have difficulty submitting to authority will usually have trouble exercising spiritual authority. The way you deal with those over you is directly proportional to your effectiveness in leading those under you.

Spiritual authority is the primary authority base in leadership influence.

The typical pattern:

- 1) negative lessons of authority
- 2) a search for and understanding of legitimate authority
- 3) a desire to model legitimate authority
- 4) insights about spiritual authority
- 5) increasing use of spiritual authority as a source of positive power

### **Relational Insights**

(Barnabas and Paul → Paul and Barnabas)

Relational insights are when we learn positive or negative lessons about relating to others in the context of ministry.

\* *Rightness or wrongness is not the critical issue.* Sometimes relationships are more important than being right on an issue. Give up your right to be right.

### **Ministry Conflict**

Conflict: it is not a matter of if, but when!

My revelation: Conflict is not my enemy. It can be a best friend.

- 1) General conflict - any conflict that is used to develop me
- 2) Ministry conflict - Positive or negative lessons about conflict learned in the context of ministry

- What we truly are is revealed in conflict
- What we *are* in the conflict is much more critical than what we *do*

Thoughts on Conflict

\* Authority and relational insights may never be learned apart from conflict

\* It is bad enough to go through conflict; it is worse to go through conflict and not learn from it

### **Leadership Backlash**

Negative reactions from followers, other leaders within the group or Christians outside the group

Loyalty is not tested until difficult times come.

### **4) Discernment**

The enlargement of the leader's outlook

- 1) Learning to sense spiritual warfare behind physical events
- 2) Learning to hear God's voice in the midst of challenges

**1) Spiritual Warfare** - those instances in ministry where the leader discerns that ministry conflict is primarily supernatural in its source and essence

Two cautions:

- 1) Don't underestimate spiritual warfare behind every situation
- 2) Don't overestimate spiritual warfare behind every situation

### **Power Process Items -**

- \* Gifted power - the use of a spiritual gift that clearly demonstrates the Holy Spirit's power
- \* Prayer power - a specific need that is met through prayer - Spiritual authority is validated
- \* Power encounter - a crisis situation in which there is a confrontation between people representing God and people representing another supernatural force
- \* Networking Power - God's use of mentors/other mature leaders to accomplish goals

### **2) Breaking the Plateau Barrier**

Leaders have a tendency to cease developing once they have some skills and ministry experience. The leader needs discernment concerning his own capacity to lead and the expansion of his ministry. Often God uses guidance through other people to lead a leader into further undeveloped potential.

### **Prayer Challenge Process Item**

*At the heart of leadership is communication between God and the leader.* It is a constant discipline to keep focused on the fact that he must pray in order to have an effective ministry.

- \* If God calls you to a ministry, he calls you to pray for that ministry
- \* The end result is that the leader should see prayer not as a burden but a privilege

### **Faith Challenge**

Here the leader is challenged by God to take steps of faith in ministry and sees God reward those steps with divine affirmation and ministry achievement.

Three elements:

- 1) A revelation from God concerning some future plan
- 2) A realization by the leader that God is challenging him to act on the basis of this revelation
- 3) A mindset that determines to make leadership decisions based on this firm conviction

### **Influence Challenge**

Here a leader is prompted by God to expand his sphere of influence. A sphere of influence refers to the number of people for whom a leader will give account to God.

### **Ministry Affirmation**

A special kind of ministry assignment or experience through which God gives approval to the leader, resulting in a renewed sense of purpose for the leader. It serves as both encouragement and as confirmation of God's guidance.

Comes through: vision, sign, successful ministry incident, human expressions of appreciation, inner satisfaction, word of knowledge, word of wisdom, prophecy, promotion, expansion of sphere of influence, etc.

### **Ministry Philosophy**

Ideas, values and principles a leader uses as guidelines for decision making, for exercising influence or for evaluating his ministry.

### **Three patterns of terminating the Ministry Maturing Phase:**

- 1) Plateau at a certain level (abort the mission)
- 2) Disciplined from ministry, limited in ministry or set aside in ministry
- 3) A shift from an emphasis on doing to an emphasis on being

In the third pattern, spiritual authority becomes the dominant power base.

# Leadership lessons from the life of Paul

## Set Apart (Sovereign Foundations)

Galatians 1:15-16 - God set Paul apart from his mother's womb

Acts 9:15-16 - A "chosen instrument..."; "I will show him all that he must suffer for my name's sake."

## Set Up

- \* Born to a family of the tribe of Benjamin (named after King Saul?)
- \* Born in Tarsus (a leading university city)
- \* A Roman citizen (father must have been rich to buy citizenship)
- \* A Pharisee, the son of a Pharisee
- \* Spoke Greek and Aramaic
- \* Learned the trade of tent making from the hair of Aethiopian goats
- \* Age 15, moved to Jerusalem, received instruction under one of Israel's seven great doctors of law, Gamaliel
- \* "Instructed according to the stricter manner of the law - zealous for God - above my peers"

## Conversion

A "Power Encounter" (God thought it important enough to give three descriptions in scripture)

## The Person

### Complex personality

- Sincerity - as sincere in persecution as in preaching
- Zeal - he was wholehearted in everything he undertook
- Focused - "Lord, what will you have me to do?" "one thing"
- Humility - Least of the Apostles, least of all saints, chief of sinners
- Courage - Mental and physical courage - especially in light of the fact that he was shown "all that he should suffer for my name's sake"
- Independence - "It is a very small thing that I should be judged by you", yet, "All things to all men"
- A value in relationships (Timothy, Luke, Epaphroditus, Romans 16)
- Passion for Souls - "rather myself be accursed..." preaching method varied with the occasion

## The Preacher

2 Timothy 4:2 "Preach the word..."

Paul was very versatile, adapting a "whatever it takes" policy. His method varied with the occasion. Roman governors, Greek professors, Hebrew theologians, Idol worshippers.

Sometimes polemical, (argument) "proving that Jesus was the Christ"; sometimes persuasive, "knowing the terror of the Lord, we persuade men."; sometimes didactic, three years in Ephesus, eighteen months in Corinth;

## Set Aside (Isolation)

Acts 9:19-23 - Saul preached that Jesus is the Christ

Galatians 1:15-18 - Three years in Arabia, Damascus, "to reveal his Son in me so that I might preach him among the Gentiles."

Galatians 2:1 - "fourteen years later" went to Jerusalem in response to a revelation to set before the apostles the gospel that he preached to the Gentiles

*"Before he could attain maximum usefulness, there must be a tempering of his fiery spirit, yet without any quenching of his zeal. To achieve this there must be a period of withdrawal, of solitude... thrilling as his work was, he did not rush at once into his new work. He went off for long, quiet thinking... When he came forth to his work, accordingly he had his message - unborrowed, original, fresh from God." Robert E. Speer*

Also:

Acts 24:27 - Two years in prison at Cesarea -

Acts 28:16-30 - Under house arrest in Rome for two years

## Set In

### **The Missionary**

It seems that Paul had something of a missionary in him even before his conversion ("breathing threatenings and slaughter"). Of some missionaries it was said that they opened a continent to the gospel. Paul opened a world. In Acts there is recorded ministry by Paul in Damascus, Jerusalem, Antioch, Cyprus, Perga, Iconium, Lystra, Derbe, Syria, Cilicia, Phrygia, Galatia, Troas, Philippi, Thessalonica, Athens, Corinth, Ephesus, Macedonia, Greece, Tyre, Rome

Driving force: The love of Christ constrains me (2 Cor. 5:14)

Motive: To be pleasing to the Lord (2 Cor. 5:9)

Ambition: to preach Christ where no one had preached him before (Rom. 15:20-21)

Focus: One thing - that I might know Christ - Phil. 3:8

Delegated: Paul refused to shoulder the responsibility for the churches he founded by himself. He raised up leadership wherever he went and instructed others to do so as well.

### **The Prayer**

A man's prayer reveals his spiritual condition quicker than anything else. We should be thankful that God records Paul's prayers for us. They did not follow a formal pattern, but were focussed and intentional. Prayer was not supplemental, but fundamental to him. It was his praying that produced the person and the preacher. His prayers were purposeful, passionate, unceasing, thankful, confident, full of Christ and he constantly asked prayers for himself from others.

It seems that God never stopped molding Paul as a leader.

**Action point #4** - What have you seen in Paul that mirrors what God is doing in forming you into leadership?

# The Making of a Leader

## Session Four

### The Need for Guidance

Guidance is one of the crucial elements of leadership. The need for guidance occurs throughout a leader's lifetime. It is possible to spend much energy in areas that are not your calling. It is very important to know that you are where God wants you doing what he wants you to do at the time he wants you to be doing it.

Five questions we need to answer are: What? Where? When? How? With whom?

Two types of guidance we need:

- 1) Individual guidance
- 2) As a leader, group guidance

How do we get it?

We get guidance through the Word, prayer, the body of Christ, inner promptings, principles learned, providential circumstances. What are some ways God has used these guidance channels in your life.

### Guidance Process Items

Four process items that deal with guidance:

- 1) literary items
- 2) word items
- 3) crises
- 4) conflict

**Literary** - God teaching leaders through the writings of others

"Biographies on leaders should be a regular part of one's literary diet." (How many have you read this year?) (*God's influence on me through the reading of civil war biographies*)

**Word** - God guides or forms a leader through a specific word. (Daniel 9 (Daniel reading Jeremiah's prophecy) (*Isaiah 42 for me*))

"An essential characteristic of leadership is the ability to receive truth from God."

**Crises** - Special intense pressure situations used by God to test, teach and guide a leader.

God often moves a leader through crises when the leader would not have moved under normal situations (Acts 8 - persecution to push the church into the great commission)

**Conflict** - personal or ministry related struggles used by God to develop dependence, faith and wisdom in the leader.

God custom fits us with our own personalized conflicts. It drives us to God and reveals him to us in a greater way. (Paul and Barnabas) ("fightings without and fears within")  
\* (Read 2 Corinthians 1:8-11) The situation, the result, the reason, the end result

### **Other Guidance Process Items:**

**Divine Contacts** - persons whom God brings to a leader at a crucial moment in order to affirm and encourage leadership potential, guidance on a special issue, give insights that broaden the leader, challenge the leader toward God or open the door to ministry opportunity

They usually come in from the "outside". They sometimes reappear in your life (*Will*)

**Mentors** - a person with a serving, giving attitude who sees leadership potential and is able to influence him toward the realization of that potential. Elijah, Elisha; *Joe Castillo*

They usually have a gift-mix that includes one or more of the encouragement spiritual gifts: mercy, giving, exhortation, faith, word of wisdom

**Double Confirmation** - unusual guidance in which God makes his will clear by reinforcing it through more than one source. Paul/Ananias; Gideon's fleece; *prophetic confirmation in my life*; \$300 for finale class

When there is a crucial moment where guidance is needed, God gives direction directly or indirectly. He then confirms the direction through someone else and brings the two together in an unmistakable, sovereign way.

**Negative Preparation** - God's use of events, people, conflict, persecution and experiences that focus on the negative in order to free a person from the present situation to enter the next phase of development. Cocoon/butterfly; Hannah's barrenness/Samuel's birth; Watts Bar/Music school

Includes: problems in marriage relationship, crisis in job or ministry, conflict with other Christian workers, dissatisfaction with one's inner-life or present role, difficulties with children, tough living conditions, sickness due to climate or geographical conditions, isolation limiting restrictions that thwart sphere of influence development.

**The Flesh Act** - an instance in a leader's life when guidance is presumed and decisions made either hastily or without proper discernment of God's choice. Abraham/Sarah; Remember that *what, when and how* are all important facets of God's guidance.

**Divine Affirmation** - a special kind of experience in which God gives approval to a leader so that the leader has a renewed sense of ultimate purpose and a refreshed desire to continue serving God. The Father affirmed the Son twice in Jesus' ministry

## Summary Points

Guidance begins with listening.

Waiting on the Lord can be difficult. It is an important discipline to get guidance before acting.

"Sometimes leaders feel that something, maybe anything, is better than waiting."

## Deeper Maturity Levels

God is always at work. He is always working in us to deepen character and develop ministry skills. We are always being moved to a fusion of being and doing.

### **The essential revelation**

There is an essential place the leader must come to: the crucial revelation - "not I, but Christ".

Paul had the revelation that He was crucified, but Christ lived in him; that Christ in us is the hope of glory; that he who began a good work in us will be faithful to complete it; that it is God who works in us to will and do his good pleasure; that, although we are inadequate, yet God is our sufficiency; that there is a place of rest to enter into.

**Isolation** - When a leader is separated from normal involvement, usually for an extended period of time, leading to a deeper experience of God.

The lives of great leaders such as Watchman Nee and Amy Carmichael, Abraham Lincoln and Robert E. Lee all reveal seasons of isolation before fruitful effectiveness in their callings.

This is not necessarily a one time event. It can happen in many different ways at different time intervals.

## Leadership Lessons From the life of Elijah

Lived during the 9<sup>th</sup> century B.C., during the reigns of Ahab and Ahaziah - a time of apostasy for the northern kingdom of Israel. A Tishbite - probably from the city of Tishbe, in Galilee. Perhaps moved to Gilead, east of the Jordan river.

Appearance: Strange dress (garment of hair and a leather belt, sounds like John the Baptist); perhaps a rugged, outdoorsman type; athletic.

Seemed to have humble beginnings, no formal training, but a powerful persona and gift of miracles. Walked in the office of an Old Testament prophet.

Specific Influence:

- 1) Shaped history by calling Israel back to loyalty to God
- 2) Vehemently opposed the idolatry that was accepted as normal in his day
- 3) Influence was long lasting (mentioned 27 times in the New Testament)

Major Events in Elijah's life

- 1) Appeared before Ahab (1 Kings 17:1) - (context: wicked king, Jezebel, idolatry, Baal worship, apostasy)  
(Ahab "did more evil in the eyes of the Lord than any of those before him", "did more to provoke the Lord than all the kings before him.")  
"It ain't gonna rain till I say so" - then he had to live in the environment that he prophesied!

\*\* Obedience check

- 2) God sends him to hide in the Kerith Ravine (1 Kings 17:2-7) -  
\*\* Isolation/obscurity/seclusion - perhaps this was particularly difficult for one of his temperament (See p. 128-129, Sanders)  
God miraculously provided for him. Commanded ravens to bring him meat and bread twice daily and he drank from the brook  
Yet, ultimately the brook dries up. We can easily learn to depend upon the miraculous provision instead of looking to God himself.

**The leader must learn to differentiate between the channel of blessing and the source.** Do not be offended if he changes channel of blessing/provision

\*\* Isolation

\*\* Faith Check

What do you do when your brook dries up?

- 3) God commands him to go to Zarephath - "smelting furnace" (1 Kings 17:8-24) - God commands a widow to feed him.  
This was about 100 miles from where he was (all the while Ahab's men were hunting him down)  
\*\* Obedience check

God leads him into a place of contact with people.

**Elijah must learn the importance of relationships.** God will not let his leaders lead alone - even prophets. He made the "prophet of fire dependent upon a poverty stricken widow.

Miraculous power flows in the context of relationships. (provision, dead son raised)

- 4) The showdown on Mount Carmel (1 Kings 18:16-46) - Major, national confrontation with 450 prophets of Baal/Asheroth  
\*\* Faith check  
\*\* Power encounter (The one who answers by fire, he is God)

1 Kings 18:37 - Elijah's heart is focused on the purpose of God

**The leader must learn that it isn't about the display of power, it is about turning the hearts of the people back to a relationship to God and to his purposes.**

1 Kings 18:41 - the coming of rain

**The leader sees things before they appear and prays them in**

- 5) Confronting burnout (1 Kings 19:1-19) - Often when God uses a leader greatly there is a fallout  
\*\* Isolation again (self-induced this time)  
**Oftentimes a mental/emotional/spiritual/physical burnout will follow a period of effective ministry.**

- Learn to recognize this and don't be surprised by it
- Understand that we are complex and interconnected beings (physical effects spiritual, spiritual effects mental/emotional, etc.)
- Physically exhausted (outran the chariot) (18:46)
- Fear of man (thinking about what others think (Jezebel's threat) (19:1-2)
- Depression/manic-depressive/bipolar/suicidal? (19:4)
- Self-pity (19:10) (I am the only one, I am suffering for righteousness)
- Comparing himself with others (19:4)

## God's Prescription for Burnout

- 1) Two good meals (19:5-8)
- 2) Two good naps (19:5-8)
- 3) Deep thought about why I am here (19:9,13)  
Why am I in this place I am in?  
What is my purpose?
- 4) Short-term goals - fresh vision (19:15-17)
- 5) Understanding that I am not alone - change of perspective in order to see the big picture -  
The emphasis on relationship again!
- 6) Pour your life into another who will succeed you  
(eyes off of yourself and on to the kingdom and leaving a spiritual legacy)

**Without your health you have no ministry  
The first one a leader has to lead is himself.**

## Miscellaneous scenes of the rest of Elijah's life

- The mentoring of Elisha (What can I do for you before I go to heaven?) (2 Kings 2:9)
- The anointing of two kings
- "I have 7,000 who have not bowed the knee to Baal" (Elijah had to understand that he was not indispensable)
- Another confrontation with Ahab (chapter 21)
- Taken up into heaven (he never died) (2 Kings 2)
- Reappearance on the Mount of Transfiguration with Jesus, Moses (Matt. 17)

# The Making of a Leader

## Session Five

### The Art of Self-Leadership

***A leaders toughest leadership challenge is himself.***

1 Timothy 4:16 - "*Watch yourself and your doctrine closely*" (Know yourself and know the scriptures)

Self-management should constitute the majority of our time (disciplines, prayer, meditation, journaling, margin, recreation, etc.)

These are crucial questions:

#### Character Questions

- Is my character submitted to Christ? (Acts 24:16)
- Am I abiding in the vine? (maintaining my daily spiritual walk) (John 15:5)
- Is my love for God and people increasing? (Matthew 22:37-40)

#### Calling Questions

- Is my calling sure? (2 Peter 2:10)
- Is my vision clear? (1 Corinthians 9:26)
- Is my passion hot? (Romans 12:11)
- Am I developing my gifts? (2 Timothy 1:6)

#### Margin Questions

- Is my pace sustainable? (Mark 6:30-32)
- Do I maintain myself physically? (1 Corinthians 9:27)
- Do I maintain emotional margin? (3 John 2)
- Do I maintain spiritual margin? (Mark 3:13-15)
- Am I giving sufficient attention to my family? (Titus 1:6)

## Final Challenges

### 1) Continual Personal Development

(Pay attention to yourself)

Two Parts of Personal Development:

- 1) The Grace of God-given giftedness
- 2) The Discipline of God-given responsibility  
(The tensions of Laying on of hands/Fan into flame)

Romans 12:1-7 - Our partnership with God in personal development

- vss. 1-2 - the commitment to present your bodies
- vss. 3-7 - God gives grace; we exercise our gifts according to the faith God gives us

Two steps: 1) Definition: Who has God made me to be? What should I be doing in light of this

2) Evaluation: Where am I? (current status)

Where does God intend for me to be? (full potential)

Cooperate with the Process!

- Walk in brokenness
- Be responsible to continue developing in accordance with God's process items

### 2) Working with God to develop other leaders

2 Timothy 2:2 - Acts 1:8 - The reason we are here

1. (Not so much choosing leaders but seeing who God is choosing and processing and working with them to enhance their development.)
- You may not be raising them up for yourself - God may send them to work in other places or with other ministries. We have to have a kingdom mentality.
  - A potential leader tends to rise to the level of expectancy of a leader he/she respects

- 1) See what God is doing in them
- 2) Give them definition (short term goals, guided ministry boundaries)
- 3) Help them see their giftings and callings

Identify → Equip → Release

(Then continue to mentor them)

### Multiplication

Every living thing that is healthy reproduces. The first commandment given to man (Genesis 1:28) was "be fruitful and multiply". It costs something to multiply - Everything that is alive is expensive and messy. We must die, like the grain, the salmon, the atom.

## **What is Mentoring?**

*Mentoring is a process where a person with a serving attitude (the mentor) sees leadership potential in a still-to-be-developed person (the mentoree) and is able to influence this future leader for the realization of his or her potential.*

It is the whole process of handing down skills and wisdom from one generation to another. Mentoring used to be a part of life in past generations (apprenticeships, pastoral candidates living with pastors, etc.). A diploma or degree is the preferred method of learning today. But real learning happens in the context of relationships. Every leader we studied was involved in mentoring

Every one needs:

- 1) A Paul - someone who has been down the road and can share wisdom
- 2) A Barnabas - A peer who is honest and can keep you accountable
- 3) A Timothy - Someone to pour into

Otherwise put, everyone needs a pastor, a partner and a protégé.

Thoughts on mentoring:

- Mentoring relationships must be organic - you can't force it. Both parties must feel comfortable with the relationship. This can take time.
- There is usually some sort of agreement to work together - formal or informal
- There must be regular contact
- Sooner or later the mentoring relationship comes to an end. We move from mentoring to friendship

## **How do I find a Mentoree?**

- 1) Define the essence of what you have to give to a mentoree
- 2) Ask God to make his will clear in the matter  
(Jesus prayed all night before choosing the twelve in Luke 6:12-13)
- 3) Ask yourself: Who can use what I have got?

## **3) Developing a Ministry Philosophy**

A ministry philosophy is a system of ideals, values, and principles which that a leader uses as guidelines for decisions and evaluation. It is the well from which we minister. Everybody has one - it may be faulty, short-sighted, unbiblical, but you have one.

Three Considerations:

- 1) It must fit the word of God
- 2) It must fit my times and my situation
- 3) It must fit me

Start putting yours in writing. Mine looks something like this:

- The gospel of Jesus Christ is the hope of every human being
- The local church, as a guardian of the gospel is the hope of every culture
- Jesus died for people - people are important
- Personal integrity must be guarded at all cost
- I minister most effectively when I am in my “grace area” – I need to be intentional about spending most of my time ministering in my gift
- Know yourself and your calling
- I serve the Bridegroom by being a servant of the Bride
- I need spiritual resources to accomplish my calling - prayer and the Word are vital
- Eat what is on your plate - faithfulness in the criteria that I will be judged by
- Real learning is done in the context of relationships
- If I am not multiplying (mentoring), my ministry stops when I die
- Do less, do it better

Learn to weave lessons you learn from process items into a ministry philosophy. This is learning and applying wisdom.

# Leadership lessons from the life of Nehemiah

## Overview of Nehemiah

1. The need to rebuild the walls of Jerusalem is made known
2. The wall is reconstructed
3. The renewal of the Covenant
4. Obedience to the Covenant

## The person:

- A servant to the Persian King Artaxerxes (around 445 B.C.)
- A trusted and faithful confidant of the king
- Connected to the books of 1<sup>st</sup> and 2<sup>nd</sup> Chronicles and Ezra

## The Historical Context:

- Postexilic period (around 445 B.C.)
- After 70 years in captivity the nation was freed but their city was in ruins
- The fortress around the city had to be rebuilt, but in the same way the Covenant with God had to be rebuilt in the hearts of the people

## 1) He heard and he wept

When Nehemiah heard the news that the walls of Jerusalem were in ruins he was broken and he wept bitterly for days.

### **Principle #1 - Burden precedes vision**

There came a day in the life of Nehemiah which started like any other day but by the end of that day his life and purpose were changed forever. Others heard this news and did not respond the same way. But Nehemiah really heard this news - and the burden in his heart responded.

His first response was not action - it was to really feel the pain and enormity of the situation. When it overwhelms us and we are driven by this burden, then the vision can come. "*Blessed are they who mourn, for they shall be comforted (literally "fortified")*".

*"...Oh God, it is shameful that your house is in ruins!"*

## 2) He prayed

He prayed to the great "God of Heaven" - the great and awesome God - and he appealed to the covenant that God had made with Israel. He humbly argued his case on the basis of that covenant.

## **Principle #2 - Burdens press a leader into the knowledge of and reliance on the awesome, majestic, covenant keeping God**

Nehemiah 1:10 - *"They are your servants and your people whom you redeemed by your great strength and your mighty hand"*

## **Principle #3 - An effective leader understands whose shoulders the burden is on**

### **3) The burden plus the prayer brings the vision**

Nehemiah is commissioned by God and the king. From this point on, he is fortified - he never looks back and never shrinks from the task because of discouragement. He is completely focused on the task.

*"Now I was the cupbearer to the king"* He left this highly sought after position behind to tackle this new call of God on his life.

## **Principle #4 - Effective leaders are immovably focused on their vision**

Chapter 4 - The opposition from Nehemiah's enemies. It is loud, constant, embarrassing and it seems to multiply. We might as well expect it - don't be surprised when opposition comes. Stay focused.

When he responded, he found a whole company of like-minded people who were ready to help with the task.

He assembled them, gave them the vision and administrated the group.

## **Principle #5 - An effective leader gathers like-minded people to work together to accomplish God's purpose**

Work during the day and stand guard at night. A trowel in one hand, a sword in the other!

## **Principle #6 - An effective leader will face opposition while he is working to see his vision fulfilled**

Their Weapons:

- 1) Mockery (read 4:1-3)
- 2) Distraction/Compromise (calling a meeting with Nehemiah). In effect they were saying "Don't take it so seriously".
- 3) Outright Lies/Accusations ("You are power hungry - you want to be king")
- 4) Fear - (read 6:10)

- 5) Disloyalty - many who supported Nehemiah were actually bound with his enemy  
(6:17-19\_

Nehemiah overcame all of these oppositions by staying focused on the task. I don't have time to listen, I'm building a wall here! In fact, he said "Hear, O Lord" (You listen, I'm busy!) (Read 6:3) Just build the walls!

**Principle #7 - An effective leader will exhort the people to not be afraid, remember the Lord and stay on task (see chapter 4:14)**

**Principle #8 - An effective leader must sometimes be a mediator within the group he leads. He creates a sense of community within the group**

There has to be a sensitivity to where people are at. (chapter 5)

The people assembled as one man (chapter 8)

**Principle #9 - An effective leader is concerned with the spiritual condition of those whom he leads**

He calls them back to covenant; to accountability to the Word of God

**Principle #10 - An effective leader builds all he does on the truth of Gods Word**

There was a high premium put on the Word of God

Nehemiah joined together with an Ezra who could interpret the Law of God and help him apply it. (8:5-6,18)

The truth safeguards us from error, both old and new.

Continuing in the truth sets us free!

**Principle #11 - An effective leader protects the vision by keeping it pure**

Chapter 13

Nehemiah returned to Babylon and then came back to Jerusalem.

The people had backslid

Tobias housed in the very temple of God (New Testament parallel: legalism - see Galatians)

The people had not been faithful in their tithes to the Levites

The people departed from keeping the Sabbath

Nehemiah zealously opposed these sins and (sometimes with radical action) set things straight.

# Jesus Christ: The Greatest Leader

What do we learn about leadership from the teachings and model of Jesus Christ?

**How do we see this pattern of leadership development in the life of Jesus?**

- 1) Setting apart - "love what is right, hate all evil, therefore God has anointed you" - the annunciation - the voice from heaven at his baptism
- 2) Setting Up - grew in wisdom, stature, favor with God and man
- 3) Setting aside - the silent years - desert temptation
- 5) Setting in - Return in the power of the Spirit, began his ministry

What process items do we see in the life of Jesus?

Major events that qualify as process items:

- The incarnation (kenosis)
- His life is sometimes divided up into: 1) years of preparation, 2) year of inauguration, 3) year of popularity, 4) year of opposition
- The teaching in the temple at twelve years of age
- Eighteen years of submission to his parents ("silent years", Luke 2:52)
- Baptism/affirmation by his Father
- His temptation/returning in the power of the Spirit
- Calling/training/sending of the disciples
- Rejection at Nazareth (twice)
- Galilean ministry (change in direction)
- Opposition by Pharisees, acceptance by crowds
- Transfiguration/affirmation by his Father
- Rejection by Samaritans
- Triumphal entry
- Last supper
- Gethsemane/surrender
- Betrayal
- The Cross

## Servant Leadership

Jesus' Mission Statement:

"For the Son of Man came to seek and to save what was lost." Luke 19:10

Service, not status. We think of leadership being the head-table, not the towel (Luke 14:8-11)

To us they seem so opposite to us. Christlike leadership is out in the crowd, not up at the head table. Even secular writers are calling leaders to a service-oriented model of leadership.

We don't seem to make the connection between serving and leading. The key to connecting the two is mission. ***The servant leader serves the mission and leads by serving those on mission with him.*** He humbles himself to serve the mission instead of personal agenda. Vision is the leader's unique rendering of the mission.

Why do we lead differently from Jesus?

We lead from our natural tendencies rather than our spiritual resources.

(From Oswald Sanders *Spiritual Leadership*)

**Natural**

Self Confident

Knows men

Makes own decisions

Ambitious

Originates own methods

Enjoys commanding others

Motivated by personal considerations

Independent

**Spiritual**

Confident in God

Knows God

Seeks to find God's Will

Self-effacing

Finds and follows God's Methods

Delights to obey God

Motivated by Love for God and man

God dependent

The spiritual leader leads out of God-given spiritual authority

Leading like Jesus did starts by becoming a servant to the Servant Leader, Jesus... by obeying his teachings and examples.

You will never become a servant leader until you become a servant to the Leader