

NEXT

LEVEL LEADERSHIP

GROW A HEALTHY
Church

Become a Transformational Leader

Reading Material

MAXIMISE THIS MODULE

READ

Spend time reading and contemplating the material in this module.

REFLECT

Engage with the learning exercises while analysing your own practices.

CHANGE

Work with your pastor to enact change in your life and church.

5 LEARNING OBJECTIVES

1. Discover the difference between ministry and leadership.
2. Understand the four key elements of transformational leadership.
3. How to be a successful support leader.
4. How to mentor and coach established and emerging leaders.
5. How to adapt your leadership to your church's size.

THE DIFFERENCE BETWEEN LEADERSHIP AND MINISTRY

LEARNING OBJECTIVE:

Discover the difference between ministry and leadership.

Endless streams of books, articles and teaching on leadership skills flooded into the church in the decades prior to and after the turn of the 20th century.

Most leaders suffered some degree of overload as they wrestled with the corporate nature of these teachings and endeavored to find a place for leadership in their role as shepherds of Christ's flock.

In his ground breaking book, *The Empowered Leader*, Dr Ian Jagelman shed some much needed light onto the topic.

His insights are particularly useful to leaders who are trying to find the middle ground between ministry and leadership.

Jagelman defines ministry as:

any activity which serves the needs of people.







He then defines leadership as:

any activity which directs, influences or facilitates ministry by others.

His insights enable us to differentiate between various ministry activities and leadership practices.

MINISTRY ACTIVITIES

Various tasks and activities fall under the category of ministry:

-  Leading a discussion in a small group
-  Praying with people
-  Visiting
-  Worship leading
-  Preaching
-  Leading people to Christ

- Teaching
- Counselling
- Adminstrating events and programs
- Running meetings
- Hospitality

These activities, and ones like them, meet the needs of people.

LEADERSHIP PRACTICES

A whole different range of activities can be classified as leadership:

- Mentoring and coaching established and emerging leaders
- Solving problems
- Managing tension
- Personnel selection
- Defining Christ honoring values
- Managing change
- Forward planning
- Study
- Formulating and casting vision
- Prayerful reflection on what Christ is currently doing in your church
- Strategic thinking
- Key decisions on finances and facilities
- Evaluation, analysis and direction of departments

All these practices direct, influence or facilitate ministry by others.

JESUS WAS A MINISTER AND A LEADER

In Luke 7 – 8 we see Jesus ministering to the needs of the people. He is healing, teaching, bringing a woman to forgiveness, raising a dead girl and calming a storm. He is meeting needs.

However, we see a dramatic shift in Luke 9 – 10 when Jesus focuses not on the needs of the people but on multiplying ministry through the hands of committed disciples. He empowers the disciples, teaching them how to be effective ministers. In these chapters He is doing leadership.

You are called to be like Jesus. Doing ministry while multiplying ministry by empowering others.

MINISTRY BUILDS PEOPLE, LEADERSHIP BUILDS CHURCHES

Jagelman presents a lucid case which clearly articulates the essential and significant differences between ministry and leadership while encouraging you to engage with both elements.

Ministry activities are obviously important. They change people. They bring hope, comfort, faith and life to God's people. They strengthen people in their walk with Christ. Ministry empowers believers to build solid marriages, vibrant families and lives worthy of Christ and His cause.

However, it is leadership that ultimately shapes a church, its focus and future.

Leaders watch over the life of a church, not just the individuals in that church. Through their guidance others are equipped, empowered and released to achieve their call. Through leadership, godly and appropriate decisions are made. Leaders also identify and remove obstacles to growth and vitality while giving direction and assurance.

ANALYSE YOUR WEEK

As you recognize that ministry is not leadership and vice-versa you are in a better position to analyse your day-to-day endeavours and consider how much time and energy you are spending on ministry activities as compared to leadership practices.

The ultimate challenge for you as a leader is to spend sufficient time and energy on both leadership practices and ministry activities.

Unless you intentionally allocate significant time and energy to leadership practices you will often find yourself attending only to ministry matters. The pressing and never ending needs of individuals can often override the more important but often less urgent practices of leadership. In Mark 1:35-39 Jesus Himself walked away from urgent ministry activities to fulfil His life purpose.

A candid analysis of your diary will help you discover your current allocation of time and energy.

Following your analysis, plan out your ideal week which should include both leadership practices and ministry activities.

Decide to live by purpose as you live out your ideal week.

Michael Hyatt, author and prominent blogger, posted his [ideal week](#).

Consider the amount of time and energy this busy leader spends on leadership practices.

Compare this with your current schedule.

WHAT TYPE OF LEADERSHIP SHOULD LEADERS ADOPT?

LEARNING OBJECTIVE:

Understand the four key elements of transformational leadership.

There are many different types of leadership:

- autocratic
- participative
- narcissistic
- collaborative
- charismatic
- transactional
- bureaucratic
- servant
- laissez-faire
- transformational

One type of leadership that has brought significant success to a wide range of organisations, including churches, is transformational leadership.

Transformational leadership is a widely recognized form of leadership that closely parallels Christian values, attitudes and practices.

Understanding and utilizing this type of leadership will enable a leader to engage in best practice while bringing health to their church.

Transformational leadership has proven to be an effective means of bringing positive change to an eclectic range of organisations including schools, military corps, churches and businesses.

THE FOUR KEY ELEMENTS OF TRANSFORMATIONAL LEADERSHIP

The transformational leader works with four key elements that provide both a framework and a process.

Firstly, the transformational leader shapes a compelling vision and serves as the primary example of that vision.

The transformational leader says ... *I want you to do what I am doing.*

Transformational leadership is both powerful and complex.

Secondly, the leader moves people to action by clearly communicating the vision with unbridled hope and optimism which leads to change and growth.

The transformational leader says ... *I will inspire you to act through skillful communication.*

Thirdly, the transformational leader moves the organisation forward by utilizing an open and inclusive approach to problem solving and the generation of new ideas.

The transformational leader says ... *I will use your input and feedback.*

Lastly, the transformational the leader is overtly 'follower aware', challenging followers to become leaders, even instruments of moral change.

The transformational leader says ... *I want you to thrive.*

Let's take a closer look at these four key elements of transformational leadership:

I WANT YOU TO DO WHAT I AM DOING

A transformational leader shapes a compelling vision that contains inspiring ideas that reflect the leader's ethical values and belief system. The leader actualizes this vision in their own life, exhibiting behaviors and attitudes that mirror these ideals.

Through their example the leader presents a clear picture of their ideals and then influences others to act in unison with them.

When people are deeply influenced by the transformational leader's life they willingly sacrifice their own self-interest for the common cause as presented in the vision and begin to actualize the vision themselves. Thus they begin to follow the leader.

Paul is an excellent example of a transformational leader when he challenges the believers in 1 Corinthians 11:1. "Follow my example, as I follow the example of Christ." He thus echoes Christ's call of "follow me" as he gives a clear example of Christian living and calls people to embrace it.

People will follow a leader when the leader's value system resonates with their own ideals and principles. This dynamic connection of values grows into an abiding respect for, and trust of the leader.

Significantly, the influence is not all one way and this is the genius of transformational leadership.

The process of transformation actually lifts both the leader and follower to higher levels of achievement. Their mutual relationship for a common cause transforms them and in that process together they transform their world.

*The leader
actualizes the
vision in their
own life.*

I WILL INSPIRE YOU TO ACT WITH SKILFUL COMMUNICATION

A transformational leader skilfully uses symbols, motifs and hope filled inspiration to motivate followers to act.

By carefully articulating future possibilities, transformational leaders present a compelling picture that causes people to reach for what previously appeared to be unattainable goals.

These communications are bed rocked by the leader's optimism and passion.

These key attitudes are easily observed by people and motivate them to follow. People will rarely follow a dispassionate and detached leader but will willingly support a leader who exudes confidence and enthusiasm.

Paul again serves as a stellar example of a transformational leader as we see time and again in the book of Acts his ability to persuade and inspire people to sacrificially follow Christ regardless of the opposition or obstacles.

Leaders also motivate people by bringing this hope filled approach to the obstacles that prevent the achievement of vision. They see these problems as a part of the process; as opportunities for growth and development, not as threats to their survival.

I WILL USE YOUR INPUT AND FEEDBACK

A transformational leader intentionally builds an open culture that examines current practices and stimulates followers to consider new practices and methods. The status quo is questioned, assumptions are widely debated and innovative solutions are canvassed.

This inclusive process:

- honors left field concepts
- refuses to ridicule people's ideas
- does not discourage differences with the leader
- includes no public airing of individual's mistakes

This all-embracing approach by a transformational leader naturally solicits enthusiastic involvement.

In this environment:

- problems are freely discussed
- stories of creative solutions and options are circulated
- a free flow of communication is developed to ensure innovation surfaces
- nothing is trapped in a bureaucratic jungle
- experimentation, inventiveness and appropriate risk-taking are encouraged

This open approach is a powerful tool for empowering people as the leader adopts alternative options created by their team.

The apostle Paul learnt through bitter experience the value of team. His early failures in team ministry of losing John Mark and his bitter separation from Barnabas are never repeated in the remainder years of his ministry. Also, he discovered the folly of trying to do ministry alone when he failed at planting a church in Athens without his team. His subsequent emphasis on team, especially during his years in Ephesus, enable us to see that Paul had learnt the value of leaning upon others.

I WANT YOU TO THRIVE

Transformational leaders:

- do not see their followers as units to be managed but as individuals to be developed
- take the time to know and understand the unique personal traits and qualities of their followers
- assess the most appropriate pathway for the development of their full potential
- are sensitive to people's needs but are willing to challenge people to growth and advancement
- personalize their approach to each individual, knowing when to give what to whom
- are familiar with the aspirations of their followers and know their current level of expertise and expected capacity
- help individuals perform at greater levels thus transforming them into high achievers

Coaching, mentoring, and counselling, personalized training and frequent contact are all utilized to achieve the end in sight which is the development of the individual in accordance with their God given giftings and passions.

Paul again serves as our example of a transformational leader who is committed to empowering others as we see him develop dozens of Christian leaders like Timothy, Titus, and Luke. Romans 16 illustrates Paul's passion for seeing people fulfil their destiny in Christ.

When a leader chooses to lead as a transformational leader he embarks on a journey that follows in the footsteps of the greatest church planter and builder of the New Testament, the apostle Paul.

Your journey as a transformational leader will ultimately transform both you, your people and your church as together you achieve higher aims for the common good.

Transformational leadership is not without its challenges so let's examine three major challenges you face as a transformational leader:

1. Being a successful support leader
2. Developing established and emerging leaders
3. Adapting your leadership to your church's size

A LEADERSHIP CHALLENGE – SUCCESSFUL SUPPORT LEADER

LEARNING OBJECTIVE:

How to be a successful
support leader.

Transformational leaders recognize that fruitful churches are never built by one or two people. They value team and know the importance of strong teams.

A key to successful teams is the decision by key leaders to become superb support leaders to their pastor.

Joseph is an excellent model of such a leader.

Even though he was an exceptional leader he never rose to the primary leader role.

Joseph looked after his father's sheep; managed Potiphar's household; ran the warden's jail and ultimately led Pharaoh's Egypt. He was a man of influence and significance as a support leader.

Thus it's important to recognize that we can lead from the middle of the pack and don't need to be the primary leader to be influential.

Here are twelve ways you can be a Joseph type support leader in your church:

1. PRAY FOR YOUR PASTOR

Place your pastor and their family near the top of your prayer list and pray regularly for their needs.

2. LIGHTEN THEIR LOAD

Look at your pastor's workload and see if there is any innovative way you can lighten it. If you can't think of any way then ask them how you can help lift their load. Refuse to accept their "I'm ok" brush offs and press into their world.

3. BE KIND

Refuse to be amongst those who take your pastor for granted and neglect common courtesies and kindness. Encourage and thank them in a variety of ways, remembering that encouragement works best when it is connected to a specific act or event. Send your pastor and their spouse birthday and Christmas cards. If your pastor invites you to an event always RSVP. If you are going to be away for a few Sundays on holidays then let your pastor know ahead of time. Be kind considerate and courteous to your pastor.

4. DON'T BE A PROBLEM, SOLVE THEM

When you have to pass on a problem to your pastor always attach a proposed solution to it. Even if the solution seems pitiful and implausible it will send the message that you are not just uploading problems but you have at least tried to think of a way forward.

5. ASK QUESTIONS

Questions help you understand and know your pastor. Excellent questions will give you insights into them and also help them feel wanted.

How can I help you?

How do you do?

What's your biggest current challenge?

What are you enjoying most about our church at the moment?

6. KNOW WHEN TO PUSH AND WHEN TO BACK OFF

As you spend time getting to know your pastor work out when you can push them and when you need to back off. As a general rule never give bad news to your pastor on a Sunday. They have enough on their minds so wait until Tuesday unless it is of a vital and crucial nature.

7. BE A FILTER NOT A SPONGE

People will say things to you that they hope you will pass onto the pastor.

Don't be a sponge who soaks up complaints and grumblings and squeezes it all out onto the pastor.

Be a filter who sifts problems, advice, complaints and opinions and passes on only that which is essential.

Never use the phrase "a lot of people are saying." If there are a lot of people, and invariably it tends to be two or three, name and quote them so your pastor has full access to the information he needs to make an informed decision.

8. LET THEIR VISION BECOME YOUR VISION

Don't talk about the pastor's vision or the church's vision, talk about our vision. Own it. Make it your vision.

9. BE WILLING TO DEFLECT CREDIT TO THEM

In 2 Samuel 12:26-29 David's army commander Joab captures Rabbah. He then sends word to David to come and take the city lest it be named after him. He had enough humility and was secure enough in himself to ensure his leader received the credit for his endeavours. Likewise be willing to deflect credit to your pastor. The Lord will always honor your humility.

10. OVERLOOK OFFENSE

Proverbs 19:11 tells us that "it is to one's glory to overlook an offense." Your pastor will offend you. It may be inadvertently or even purposefully but your challenge is not to control his level of offensiveness but to learn how to overlook it.

11. SHARE GOOD NEWS

All pastors love to hear good news of what Christ is doing in your church and in people's lives. So take every opportunity to up line to them good news. It will brighten their day and also build your connection with them.

Never fall for the trap of "He will be too busy for this news". A pastor is *never* too busy to get good news!

12. ADOPT THE STANCE OF A LEARNER

Whenever you meet with your pastor or attend a leader's meeting come with the disposition of an eager learner. Bring pen and paper or a digital device and take notes. Always ask questions and engage with the teaching your pastor is presenting.

A LEADERSHIP CHALLENGE – DEVELOPING LEADERS

LEARNING OBJECTIVE:

How to mentor and
coach your established
and emerging leaders.

If leadership is the facilitating of ministry by others then a key challenge for leaders today is the empowerment of both established and emerging leaders.

In the next module *Build a Leadership Pipeline* you will cover in extensive detail how to recruit and retain leaders. You will also look at the most effective training methods and how to build a leadership pipeline.

However, in this module we want to reflect on a particularly important aspect of a transformational leader's world which is the mentoring and coaching of established and emerging leaders.

Mentoring and coaching are different to training.

Training is concerned with competency based outcomes and essentially involves developing skills and increasing knowledge. We will cover the effective training of leaders in the next module *Build a Leadership Pipeline*.

TWO STYLES OF MENTORING AND COACHING

There are two contrasting styles of mentoring and coaching that you can utilize when developing the volunteers and leaders Christ has given you and your church.

<u>DOWNLOAD</u>	<u>EXPLORE</u>
Development focused	Development focused
Give advice	Build awareness
Impart knowledge	Develop responsibility
Tell stories	Ask for stories
Answer questions	Ask questions
Directive	Non-directive

THE LANGUAGE OF DOWNLOAD AND EXPLORE

The difference between the language of downloading and exploring helps highlight the distinctions between these two powerful means of developing leaders.

<u>DOWNLOAD</u>	<u>EXPLORE</u>
I wouldn't do that if I were you	What do you think you should do?
This is how I would solve that problem	What are your options for solving that problem?
I think we should focus on this area of your world	What's got your attention at the moment?
Here's what I can do for you	Tell me how can I help you?
These 3 things will ease the relational tension	What could you do to ease the relational tension?
This is an example of what I mean	Could you give me an example of that?

The language of download is generally advisory and informative in nature. It is designed to pass on wisdom and understanding from an experienced leader who uses personal stories and acquired knowledge to add value to the person under their tutelage.

The language of explore reflects the use of extensive questioning which are designed to help the person build self-awareness and take responsibility. When you use the explore style you deliberately hold back knowledge so as to help them discover it for themselves. "How" and "What" questions dominate. Closed questions that can be answered with a "Yes" or "No" are avoided as are "Why" questions which can carry an accusative feel. "Tell me more" is also employed as a door opening phrase.

THE GENIUS OF THE "AND"

Fortunately you don't have to make a choice between these two styles.

Transformational leaders understand that they can extensively use these two approaches with both established and emerging leaders.

Both approaches have a focus of development and as an astute leader you can tailor your tactics to the situation.

The end result will be empowered leaders.

<u>DOWNLOAD</u>	<u>EXPLORE</u>
People will feel empowered and equipped by the knowledge and personal stories that are shared.	People will feel empowered and equipped by the developing awareness and the increased responsibility they will gain.

GROW: A PROVEN AND SIMPLE TECHNIQUE

GROW was developed out of the Inner Game theory developed by Timothy Gallwey.

It is a simple framework that provides a pathway for coaching and mentoring leaders.

G = GOAL – the agreed topic of discussion or objective

These conversation starters help establish what will be the focus of the coaching or mentoring appointment.

Let's talk about ...

Where do you want to go today?

In what area do you want to grow?

R = REALITY – ask the leader to self-assess, avoid assumptions

These statements and questions help you draw out the true and current reality and also help the leader articulate it.

What's the current scenario?

What's working for you now?

Tell me more about that ...

Talk me through that ...

O = OPTIONS – cover full range of options as you invite suggestions and carefully offer suggestions

Canvassing options is an essential part of the process.

What possible solutions are available?

If you were an expert in this area what would you recommend?

What are you doing that's already working?

What is the difference between the now and the ideal outcome?

W = WRAP UP – who does what by when

The call to action is the final part of this framework.

What options appeal to you?

What are the implications for these actions?

What are the next steps to take?

How will you keep track of your progress?

A LEADERSHIP CHALLENGE – ADAPTING TO YOUR CHURCH’S SIZE

LEARNING OBJECTIVE:

How to adapt your
leadership to your
church’s size.

There are many differences between churches.

Theological differences are often at the fore. There are also differences related to style and preference. Focus can also be a major difference.

Another major difference is size which is readily seen in the vast array of small, medium, large and mega size churches.

Interestingly, churches of similar sizes tend to have the same dynamics regardless of theology, style, focus or practice. For instance, medium size Baptist churches face similar issues as

Pentecostal churches of a similar size. Likewise small Churches of Christ have similar dynamics to small C3 Churches.

While their style of worship, governance and preaching may be very dissimilar, churches of the same size face comparable issues and have similar dynamics.

Within the broader framework of transformational leadership, leaders are wise to adapt their leadership style to the size of their church.

LEADERSHIP AND CHURCH SIZE DYNAMICS

Tim Keller, pastor of Redeemer Presbyterian Church, posted an extensive article on this complex topic of leadership and church size dynamics.

Here are some key insights from his article:

- There is no “best size” for a church.
- Size has an enormous impact on how a church functions.
- All churches have a “size-culture” which must be accepted.
- A common reason for leadership mistakes is blindness to the significance of church size.
- A wise leader may have to sympathetically confront people who are not able to handle the church’s size culture.
- Every church has aspects of its natural size culture which must be resisted.
- In smaller churches, the groups can be larger, because virtually everyone in the church is cared for directly by full-time trained ministry staff.

- 🕒 In smaller churches, people are eligible for leadership on the basis of membership, tenure and faithfulness.
- 🕒 Smaller churches do not change rapidly and experience less turnover because individual members feel powerful and necessary.
- 🕒 Preaching and pastoring are sufficient skills for pastors in smaller churches, but as a church grows, the minister's leadership skills become critical.
- 🕒 Larger churches are disproportionately more complex than their smaller counterparts.
- 🕒 The larger the church, the more ...
 - it requires systematic and deliberate assimilation of newcomers
 - it is subject to constant and sudden change
 - planning and organisation goes into its events
 - it requires high-quality aesthetics
 - the distinctive vision of the church becomes increasingly important.

Tim Keller's article is exceptionally helpful and contains specific insight into adapting your leadership to your church's size. [Read the article here.](#)

ADAPTING YOUR LEADERSHIP STYLE TO YOUR CHURCH

In his book, *Leadership Styles & Levels of Church*, Gordon Moore urges leaders to adapt their style of leadership to fit the size of their church. Like Keller, he rightly suggests that size matters and the astute leader will adapt their leadership style to suit their environment. Moore's material is helpful in helping leaders understand what works at various stages of church growth.

LEADING A SMALL CHURCH OF LESS THAN 75 MEMBERS¹

In a smaller church a minister's leadership must be primarily personable and pastoral in nature. They focus on being relatable, diplomatic, sociable and caring. This leader is a hands on doer who gets others involved in doing what they are doing. In order to achieve change and progress they must work closely with the informal and formal stakeholders.

The challenges of the personable leadership style: – false guilt plagues personable leaders when they cannot care for everyone; powerless to tackle problems or strong people; inability to enthusiastically promote the cause, ministries and events.

LEADING A CHURCH OF 75 – 200 MEMBERS

In a medium size church a minister's leadership must be primarily confident and hope filled. They pay attention to being enthusiastic, outgoing, persuasive and engaging in their leadership. While retaining their relational emphasis and skills they now must gain skills in public speaking and platform presentation and intentionally work to knit people into the church.

The challenges of the persuasive leadership style: - temptation to oversell things; unwilling to delegate; following fads.

¹ Members is not used here as official voting members but as the more broader attendees/members of the church

LEADING A CHURCH OF 200 – 500 MEMBERS

In a medium to large church a minister's leadership must be primarily strategic and managerial. Again they take with them the skills they developed when their church was smaller, however they now center their leadership efforts on being decisive, practical and intentional. They also must hone the skill of confronting problems and difficult people. They build on the 'belonging' feeling of a medium size church by structuring their church into effective ministry. They also organise and focus their team on developing others.

The challenges of the strategic leadership style: - tendency to be overly task oriented; frustration with ineptitude; overly controlling and driven.

LEADING A CHURCH OF OVER 500 MEMBERS

In a large church a minister's leadership must be primarily visionary and analytical. Their leadership endeavours are concentrated on evaluation and reflection with a holistic and intuitive approach to their church. They become the dreamer, the visionary, imagining a bigger and brighter future.

The challenges of the visionary leadership style: - idealism and unearthed visions; fixation with loyalty to the vision; overwhelmed with the complexity of problems.

A SIGNIFICANT CHALLENGE = CHANGE YOUR APPROACH

A significant challenge for all leaders is learning to change their leadership approach as their church grows.

Although the personable leader never stops being relational, they must adopt the style of a persuasive leader if they are to contain growth and continue to grow. Likewise, the persuasive leader must become more intentional and organized if they are to maintain momentum in their church.

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