

Lesson 4

EFFECTIVE LEADERSHIP

INTRODUCTION:

Purposes of study:

- To identify the seven characteristics of effective leadership
- To model after the leadership of the Apostle Paul

LESSON OUTLINE

I. INTRODUCTION

- A. Importance of Leadership
- B. Definition of terms

II. SEVEN CHARACTERISTICS OF AN EFFECTIVE LEADER

- A. An effective leader is one who is a People-Person
- B. An effective leader is one who has Organizational Skills
- C. An effective leader is one who is able to achieve Quantitative Goals
- D. An effective leader is one who has Godly Qualities
- E. An effective leader is one who has Character
- F. An effective leader is one who has Good Personal Habits
- G. An effective leader is one who is able to achieve Qualitative Goals

I. INTRODUCTION

A. *Importance of Leadership*

George Barna stressed on the importance of leadership:

“Having spent much of the last decade researching organizational behavior and ministry impact, I am convinced that these are just a handful of keys to successful ministry. One of the indispensable characteristics of a ministry that transforms lives is leadership.”

The apostle Paul exhorted us to follow his footsteps when he wrote
“Be imitators of me, just as I also am of Christ.” **1 Corinthians 11:1**

B. *Definition of terms*

There are many definitions for leader/leadership just as there are facets in the study of leadership.

1. Who is a leader?

Some descriptions of a leader:

- a) a leader is one who **leads** and **directs**.
- b) a leader has **authority** and **power**.
- c) a leader has **followers**.
- d) A leader is one who is able to **motivate** his followers to achieve a desired goal or objective.
- e) *Aubrey Malphurs* defined Christian Leadership as:
“... a Godly person (**character**) who knows where he is going (**vision**) and has followers (**influence**).
- e) *Ted.W. Engstrom* and *Edward R. Dayton* defined Christian Leadership as:

*“... leadership motivated by **love** and given over to **service**. It is leadership that has been subjected to the control of **Christ** and his example.”*

2. Other aspects of leadership

- a) Leaders are '*made*' and not '*born*'.

Peter Drucker: He has never met a '*born*' effective executive. They have learnt to be effective. Yes, some may be born with leadership qualities but there is a need to be '*made*', trained and equipped.

- b) A **title** does not make one a leader

There have been people who were given titles or designations but they simply could not carry out their roles or functions.

II. SEVEN CHARACTERISTICS OF AN EFFECTIVE LEADER

A. An effective leader is one who is a People-Person

It has been observed that effective leaders have an awareness that being relational with people is important.

Stephen Covey observed that such effective leaders:

- seek first to **understand**, then to be understood;
- radiate **positive** energy and that they believe in other people.
- operate on the principle of being **service-oriented**.

In his observations, *Malphurs* writes: "*Men who lead . . . should balance task orientation with people orientation. They need to love and sincerely care about the people whom they serve.*"

Paul's instruction in **Philippians 2:4** indicates that he sought to understand others first: "*Each of you should look not only to your own interests, but also to the interests of others.*"

Following are the traits associated with the leader who is a people-person:

1. **Humor**

Proverbs 17:22 tells us that *“A cheerful heart is a good medicine, but a crushed spirit dries up the bones.”* Although humor is a vital leadership trait, the leader needs to be careful in using it. Its effectiveness is relative to the situation. Humor is helpful in diffusing a tense situation.

In **Ephesians 5:4**, Paul warns against coarse joking: *“Nor should there be obscenity, foolish talk or coarse joking (italics mine), which are out of place, but rather thanksgiving.”*

2. **Positive Mentality**

It is imperative that a leader be positive if he or she wants to be effective.

Paul exhorted believers to have a controlled thought-life: *“Finally, brothers, whatever is true, whatever is noble, whatever is right, whatever is pure, whatever is lovely, whatever is admirable-if anything is excellent or praise worthy - think about such things.”* **Philippians 4:8.**

While in prison, he still can have a thankful heart: *“I thank my God every time I remember you.”* The fact that he had a joyful heart reveals to us his optimism: *“Rejoice in the Lord always. I will say it again: Rejoice!”* **Philippians 4:4.**

Paul’s concept goes beyond just a positive mentality but emphasized that thoughts are to be subjected to Christ. A modern day positive exhortation of *‘I can do it!’* would set itself up against Paul’s exhortation of *“I can do everything through him [Christ] (italics mine) who gives me strength.”* **Philippians 4:13.**

Effective leaders are positive and they will build on the strengths of others:

Paul always built on the strengths of others.
eg. *His dealings with Timothy.*
His dealings with the Corinthian Church.

a) They build their **own** strengths.

- b) The strengths of their superiors.
- c) The strengths of their colleagues.
- d) The strength of their subordinates.

- Jonathan was able to do this to David. **1 Samuel 20.**

- e) The strength of the situation.

Paul focused on the strength of the Corinthian situation. He could have concentrated on their weaknesses such as division, disorder and immorality. Instead he saw beyond their problems and gave instructions on how to overcome the weak situations.

3. Flexibility

In this section, we will view flexibility as being the trait of the leader on his or her part to adapt his **style of leadership** to the people around him or her.

A flexible leader has the advantage of gaining the favor of the followers especially when he or she '*bend-backwards*' to compromise with the follower's request. Of course, a leader cannot be overly flexible whereby the organization or church becomes a lawless environment.

Sanders commented on Paul's flexibility:

Sometimes Paul was kindly and paternal: '*We were gentle among you, like a mother caring for her little children*' (**1 Thessalonians 2:7-8,11-12**). But when necessity demanded, he thundered: '*I already gave you a warning when I was with you the second time. I now repeat it while absent: On my return I will not spare those who sinned earlier or any of the others*'

2 Corinthians 13:2

Paul's flexibility: '*To the Jews I became a Jew, to those without the law as without law . . . to the weak I became weak.*'

4. Sensitive To Needs Of Others

Effective leaders seek first to **understand**, then to be understood. People always like to be understood. If you can have a listening ear towards your followers, you will be an effective leader.

Paul's sensitivity to the Corinthian believers and especially the repentant brother who committed adultery can be seen in **2 Corinthians 2: 4 & 8**: *"For I wrote you out of great distress and anguish of heart and with many tears, not to grieve you but to let you know the depth of my love for you . . . I urge you, therefore, to reaffirm your love for him."*

Paul's gentle exhortation to timid Timothy reflects his sensitivity. Others may have reprimanded Timothy for neglecting the gift of God in his life but not Paul. **2 Timothy 1:6-7.**

Paul's reply to the conflict in Rome about observance of special days and abstinence of certain food reflects his sensitivity to the firm conviction of others:

5. Uses Power **Wisely**

A leader needs to use power wisely. The Bible is very clear that a leader must not use his power to dominate or lord over others: *" . . . eager to serve; not lording it over those entrusted to you, but being examples to the flock."* **1 Peter 5:2b-3.**

Paul was a man endowed with power and authority. In the spiritual realm, we can see the powerful anointing that resided in him: *"Handkerchiefs and aprons that had touched him were taken to the sick, and their illnesses were cured and the evil spirits left them."* **Acts 19:11.**

As an apostle he did not wield his power and authority dictatorially but wisely. **2 Corinthians 1:24.**

But when it was time for him to use his authority, Paul did not shrink from it. **Galatians 2:11.**

6. Able To Handle **Criticism**

The ability to handle criticism is a vital component of leadership. **Proverbs 9:8** tells us that a wise man will even listen to rebuke.

As a leader, Apostle Paul was not spared from criticism. There were those who questioned his motives and his ministry. *Kenneth F.W. Prior* made the following observation:

We read of him defending himself against failure to visit them (**2 Corinthians 1:15-17**). And he has to deal with questions raised about his handling of money (**2 Corinthians 12:14-18**).

In the face of such destructive criticism, we do not see traces of bitterness or resentment in Paul. He responded *“By the meekness and gentleness of Christ”* (2 Corinthians 10:1) and reasoned with the believers.

Paul definitely was not silent when the critics questioned his authority as an apostle. In 2 Corinthians 11 we see Paul putting forth a sound defense of his apostleship.

7. Cultivates **Friendship**

Paul had the ability to make friends, some of whom would be ready to give their lives for him. Paul must have won the trust and friendship of the Antioch church leaders so much so that they *‘set apart’* or *‘ordained’* him and Barnabas for the ministry **Acts 13:2-3**

Priscilla and Aquila were among Paul’s friends who worked closely with him **Acts 18:2-3,18**

Paul even had friends who were high officials such as those in Ephesus: *“Even some of the officials of the province, friends of Paul (italics mine), sent him a message”* **Acts 19:31**

According to Sanders:

Paul had a genius for friendship.

“No man in the New Testament made fiercer enemies than Paul, but few men in the world have had better friends. They clustered around him so thickly that they are apt to lose their personality in their devotion.”

A leader’s friendship reflects his character. A leader must develop character to have successful social relationships.

Loyalty and acceptance are two great factors required in friendships. If a man has character, he will have the needed elements for a normal and good social life.

8. **Appreciative** Of Co-Workers

It is unlikely that a person will be upset when he or she is being appreciated for his or her work. *“Everyone does better when he feels liked and appreciated, and he in turn appreciates those who give him genuine encouragement.”* Biehl and Engstrom

Paul was a leader who knew how to appreciate his co-workers. In Romans 16 we see Paul expressing his appreciation to many co-workers

who were of help to him: *I commend to you our sister Phoebe, a servant of the church in Cenchrea. I ask you to receive her in the Lord in a way worthy of the saints and to give her any help she may need from you, for she has been a great help to many people, including me. Greet Priscilla and Aquila, my fellow-workers in Christ Jesus.*

Romans

16:1-3.

9. **Diplomatic and tactful**

Sometimes relationships can be strained due to a lack of tactfulness or diplomacy. Strained working relationships do affect effectiveness and productivity. A leader may have a good plan or vision but without tact, it may hinder the fulfillment of the vision.

Paul's handling of the runaway slave, Onesimus, was evident of his tact or diplomacy with Philemon the master. He started off his letter with thanksgiving and appreciation of Philemon. **Philemon 7.**

B. *An effective leader is one who exhibits organizational skills*

Although organizational skills are important for effectiveness, it must be emphasized that the church is not just an organization to be run by good planning or management. The church is more than an organization but a living organism - the body of Christ. Because the body of Christ is a company of people with many activities, a leader with organizational skills will enhance effectiveness and execute the plans of the church with least confusion.

As an effective leader, Paul demonstrated his organizational skills in the following manner:

1. **Plans Well**

Jeremiah 29:11 tells us that God has plans for His people to prosper.

There are indications in Scripture to show that Paul did have plans for his ministry. He himself testified that he did not '*run like a man running aimlessly*'. **1 Corinthians 9:26.**

Paul's constant visit to key cities and synagogues do indicate his ministry plans.

Paul himself testified that he planned many times to visit the believers in Rome: *"I do not want you to be unaware, brothers, that I planned many times to come to you . . ."* **Romans 1:13.**

To the Corinthians, Paul said that he planned to visit them twice. **2 Corinthians 1:15-17.**

2. Raises Leaders

In Scripture we see the importance of the raising up of leaders, such as in the case of Moses raising up Joshua (**Numbers 27:18**) and Elijah raising up Elisha (**1 Kings 19:21**).

John Maxwell commented that *"Leaders who mentor potential leaders multiply their effectiveness."*

Paul was a man who raised others up to lead the church of the Lord Jesus Christ. He told Titus that *"The reason I left you in Crete was that you might straighten out what was left unfinished and appoint elders in every town, as I directed you."* **Titus 1:5.**

According to *Sanders*:

A great deal of Timothy's training was received on the job as he traveled with Paul - a unique privilege for so young a man. Such travels brought him into contact with all kinds of people - men of stature whose personalities and achievements would kindle in him a wholesome ambition. From his tutor he no doubt learned how to meet triumphantly the reverses and crises that seemed routine in Paul's life and ministry.

Sanders noted that *"Paul's exacting standards, high expectations and heavy demands served to bring out the best in Timothy and probably saved him from mediocrity."*

3. Decisive

A leader must possess the ability to make decisions without unnecessary delay otherwise problems will begin to increase which may complicate matters.

Effective leaders make effective decisions. Paul's decision of putting out of the Corinthian fellowship the unrepentant immoral brother is an example of his decisive leadership. He effectively decided that the person must be dealt with lest he influence the rest of the brethren. Paul concluded in **1 Corinthians 15:13** that they are to *"Expel the wicked from among you [them]."*

Sanders considered decisiveness as one of Paul's strength in leadership:

Vacillation and indecision were foreign to Paul's nature Once he is sure of the will of God, the effective leader will go into action regardless of consequences. . . . Procrastination and vacillation are fatal to leadership.

4. Open To Change

To look back at Paul's background of Judaism, the fact that he turned from persecutor to a preacher was an indication of Paul's openness to change. After his Damascus road experience he spent several days with the disciples in Damascus. Immediately following that he began to preach the gospel **Acts 9:19-20**

When Paul and his team were heading for Bithynia along the border of Mysia, they were forbidden by the Spirit to enter Bithynia and later they changed plans by heading to Macedonia **Acts 16:6-10**

Paul's change of attitude towards a sinner (**2 Corinthians 2:6-7**) as compared to his strong stand against such a one (**1 Corinthians 5:1-2**) is an indication of Paul's openness to change.

5. Cultivates Team-Work

The Lord revealed the importance of team ministry to Moses in **Exodus 17:13-26**. This portion of scripture clearly describe the folly of one man trying to do everything himself.

The scripture exhorts us to work in teams. *"Two are better than one, because they have a good return for their work: . . . Though one may be overpowered, two can defend themselves. A cord of three strands is not easily broke"*. **Ecclesiastes 4: 9, 12:**

Paul was sent out into the ministry from Antioch with Barnabas as partner: *"The two [Barnabas and Paul] of them, sent on their way by the Holy Spirit, went down to Seleucia and sailed from there to Cyprus."*

Acts 13:4

Paul was not a 'lone-ranger' but worked together with others.

- a) The initial team consisted of **Barnabas and Paul: Acts 11:22-30.**
- b) On the first church-planting journey, Paul added **Mark** to the team. **Acts 13:2-3,5.**
- c) On the second, **Silas** **Acts 15:40,**
Timothy **Acts 16:1-3,**
Luke **Acts 16,**
and others **Acts 18.**
- d) Finally, additional people were added or used to form new teams **Acts 19-20.**
- e) **Onesiphorus** who refreshed. **2 Timothy 1:16.**
- f) **Phoebe** who helped. **Romans 16:1.**
- g) **Priscilla and Aquila** who risked their lives. **Romans 16:3.**

Paul saw the importance of networking with others in the Body of Christ. He saw others as complementing rather than competing in the ministry. Paul exhorted the Corinthians towards team-ministry.

1 Corinthians 12:14-20

6. Problem-Solver

Followers need guidance and answers to the problems encountered by them.

Paul was a leader who was involved in solving the problems of the infant church.

His correspondence to the Romans was an attempt to solve some of the practical issues of eating certain food such as vegetables or abstinence from meat and the observance of special days. **Romans 15:1-7**

The book of **Corinthians** was Paul's counsel regarding some of the problems in the church such as division, lawsuits among brothers, sexual immorality, marriage, food offered to idols, use of spiritual gifts and the issue of resurrection.

Paul's writings to the **Galatians** was his attempt to deal with the issue of legalism promoted by some Judaizers.

The book of **Thessalonians** was Paul's attempt to help solve the confusion regarding the second coming of the Lord Jesus Christ.

Paul gave certain guidelines in solving or handling difficult problems:

- | | | |
|----|--|----------------------------|
| a) | Is it beneficial and helpful? | 1 Corinthians 10:23 |
| b) | Is it constructive ? | 1 Corinthians 10:2 |
| c) | Will it tend to enslave me? | 1 Corinthians 6:12 |
| d) | Will it strengthen me against temptation ? | 1 Corinthians 10:13 |
| e) | Latitude of judgment in gray areas | Romans 14:2-3 |
| f) | The right of personal conviction | Romans 14:5 |
| g) | Accountability to God alone | Romans 14:4,12 |
| h) | Absence of a critical spirit | Romans 14:3 |
| i) | Abstinence in the interests of others | Romans 14:21 |
| j) | Abstinence from things of doubtful legitimacy | Rom 14:22-23 |

C. *An effective leader is one who is able to achieve Quantitative goals*

There is nothing wrong or unbiblical in assessing a person's effectiveness by the goals achieved. The Lord did not rebuke the servants who gained five and two talents more. In fact the servant who was not faithful in his task was reprimanded.
Matthew 25:26-27

Although there is nothing wrong in using quantitative measures as a means to judge a leader's effectiveness, it should not be the only criterion used because sometimes spiritual growth cannot be measured by numbers.

If we are to use quantitative measures as the criterion for effective leadership, Paul would seem to qualify. Wherever he went, there were results of conversions:

In Antioch, "*many of the Jews and devout converts to Judaism followed Paul.*"
Acts 13:43.

When Paul and Barnabas were in Iconium, *“they spoke so effectively that a great number of Jews and Gentiles believed.”* **Acts 14:1.**

At Derbe, *“They preached the good news in that city and won a large number of disciples.”* **Acts 14:21.**

Such quantitative conversions can be repeated in the many different cities that Paul preached in.

Paul exhibited the following leadership traits:

1. Good Communicator

If a leader has great plans and visions but is unable to communicate, then it would be very difficult for his followers to achieve the desired goals.

Paul was a master communicator.

- a) Paul communicated so effectively that his listeners sometimes responded in great emotion of tears: *“They all wept as they embraced him and kissed him. What grieved them most was his statement that they would never see his face again.”* **Acts 20:37-38**
- b) Paul’s defense before the Sanhedrin caused a great uproar. **Acts 23:6-10.**
- c) He effectively touched on the core beliefs of the Sadducees and Pharisees. In so doing, the trial was called off due to the strife between the Sadducees and Pharisees.
- d) Paul was equally eloquent before governors or kings, such as his speech before King Agrippa **Acts 26**
- e) While in Rome, large crowds would gather daily to hear him from morning till evening. **Acts 28:23**

Paul’s ability to communicate in his letters is noted by Sanders:

They combine felicity of expression, freshness of thought, moral integrity, and intellectual honesty. When a difficult letter had to be written, he dipped his pen in tears, not in acid. "For out of much affliction and anguish of heart I wrote to you with many tears," **2 Corinthians 2:4**

2. Motivator

A leader may have great plans but if he fails to motivate his followers he may not achieve the purposes which he has set forth on the 'drawing board'.

Here are some of Paul's encouragement to Timothy:

"For this reason I remind you to fan into flame the gift of God, which is in you through the laying on of my hands. For God did not give us a spirit of timidity, but a spirit of power, of love and of self-discipline."

2 Timothy 1:6-7.

"Don't let anyone look down on you because you are young, but set an example for the believers in speech, in life, in love, in faith and in purity."

1 Timothy 4:12.

Even after a severe flogging and imprisonment Paul and Silas were able to encourage the believers. **Acts 16:23**

After Paul and Silas came out of the prison, they went to Lydia's house where they met with the brothers and encouraged them. **Acts 16:40)**

3. Courageous

A leader may have a wonderful plan but if he does not have the courage to implement it for fear of opposition, that plan will not materialize.

Paul was a leader of supreme courage. He constantly risked his life for the sake of the gospel:

- a) Whether it was a riotous mob like that in Ephesus: **Acts 19:30**
- b) Or the antagonistic Jews of Antioch and Corinth: **Acts 14:19**
- c) Paul had the courage to rebuke leaders who were more 'senior' than him as in the case of the apostle Peter: *"When Peter came to Antioch, I opposed him to his face, because he was in the wrong."*
Galatians 2:11.

4. Visionary

The Bible stresses the importance of having a vision: *"Where there is no vision, the people perish"* **Proverbs 29:18 KJV.**

John Maxwell observed the following:

An effective vision provides guidance. It gives vision for an organization . . . direction that cannot effectively result from rules and regulations, policy manuals, or organizational charts. True direction for an organization is born with a vision.

Paul's ministry started with a vision to carry the gospel before the Gentiles, Jews and kings (**Acts 9:15**).

In writing to the Romans describing his ministries to various regions *'from Jerusalem all the way around to Illyricum'*. (**Romans 15:19**), he finally told them that *'there is no more place for me [him] to work in these regions'* **Romans 15:23**

Paul described his vision as such: *"It has always been my ambition to preach the gospel where Christ was not known, so that I would not be building on someone else's foundation."* **Romans 15:20.**

Nearing the end of his life while testifying before King Agrippa, Paul attested that he *'was not disobedient to the vision from heaven'*. **Acts 26:19.**

5. Risk-Taker

Many a times the Judaizers plotted to kill him: while in Damascus, *'the Jews conspired to kill him'* (**Acts 9:23**) and again while in Jerusalem, *'they tried to kill him'* (**Acts 9:29**).

All these were because Paul risked his life in preaching about Jesus Christ as the Messiah (**Acts 9:22, 28-29**).

While in Ephesus, a riot broke out due to Paul's convincing preaching which led many to turn to the Lord. The idol manufacturers were greatly angered by such a revival and stirred the crowd against Paul. Luke recorded this account for us: *"Paul wanted to appear before the crowd, but the disciples would not let him."* **Acts 19:30.**

6. Energetic

A leader who has a great plan but has no energy to bring it to fruition can be likened to a driver of a powerful car with a great map but without any petrol.

To have traveled from Jerusalem all the way around to Illyricum (**Romans 15:19**) and having visited more than twenty key cities certainly took a lot of energy.

All these were covered by Paul without our modern mode of transportation. Paul was a man of action. From his initial conversion, we read that '*At once he began to preach in the synagogues*'. (**Acts 9:20**). Paul was always on the move and was constantly speaking to crowds. Nearing the end of his life, we read that:

For two whole years Paul stayed there in his own rented house and welcomed all who came to see him. Boldly and without hindrance he preached the kingdom of God and taught about the Lord Jesus Christ. Acts 28:30-31.

Paul himself testified regarding the source of his energy: "*To this end I labour, struggling with all his energy, which so powerfully works in me.*"

Colossians 1:29

Again Paul testified: "*No, I worked harder than all of them - yet not I, but the grace of God that was with me.*"

1 Corinthians 15:10b.

D. *An Effective Leader Is One Who Has Godly Qualities*

Although it is good for a leader to have organizational skills, it must be noted that it is by faith and prayer that spiritual life is infused into the activities.

The Scriptures recorded many instances of Paul ministering in the anointing of the Holy Spirit:

Then Saul, who was also called Paul, filled with the Holy Spirit, looked straight at Elymas and said, ". . . . *Now the hand of the Lord is against you. You are going to be blind,*" *Immediately mist and darkness came over him, and he groped about, seeking someone to lead him by the hand.*

Acts 13:9-11

Besides the spiritual anointing of the Holy Spirit, Paul had the following traits:

1. Humble

A leader may be gifted with many talents but if pride creeps into his heart, he will certainly come to destruction along the pathway of success.

"Pride goes before destruction, a haughty spirit before a fall." **Proverbs 16:18**

Jesus showed the importance of humility in a leader's life when he took a towel to wash the disciples' feet. **John 13:4-5.**

Paul introduced himself as a *'servant of the Lord'* which can be seen in **Romans 1:1** and **Titus 1:1.**

Paul's years of ministry to the church was service-oriented. He was always seeking ways to give and be a blessing to those whom he ministered to. He served so much that he said that he was *"already being poured out like a drink offering."*

2 Timothy 4:6

Paul's humility can be seen in his desire to be continually learning. Paul expressed his desires in **Philippians 3:13** which says *"Not that I have already obtained all this, or have already been made perfect, but I press on to take hold of that which Christ Jesus took hold of me."* In verse 10, Paul declared that he wanted to know Christ and the power of His resurrection and the fellowship of His sufferings, becoming like Him in His death. Paul was continually learning even though he knew Christ so intimately.

Sanders noted Paul's humility in dealing with his fellow workers:

He delighted to associate fellow workers with himself, even young ones on terms of equality. *"We are God's fellow workers"*. **1 Corinthians 3:9**
Speaking of Timothy, he wrote, *"If Timothy comes, see to it that he has nothing to fear . . . for he is carrying on the work of the Lord, just as I am."*

1 Corinthians 16:10

He referred to Titus as his *"partner."* **2 Corinthians 8:23**

2. Compassionate

Through compassion that a leader can create an environment that can bring out the best in people. Jesus constantly ministered to others as a result of compassion.

"When he saw the crowds, he had compassion on them, . . . " **Matthew 9:36**

"I have compassion for these people; . . ."

Paul often flowed with compassion in his dealings with those who do not know Christ or have fallen away from Christ. He expressed his love for the Corinthian believers in the following manner: *"For I wrote you out of great distress and anguish of heart and with many tears, not to grieve you but to let you know the depth of my love for you."* **2 Corinthians 2:4.**

Paul expressed compassion for the backslidden believer who repented in the following words: *"I urge you, therefore, to reaffirm your love for him."* **2 Corinthians 2:8.**

3. **Faith** In God

Faith is the most important qualification of a leader. It's clear that without faith it is impossible to please God. Faith in God will cause the leader to triumph in times of crisis or difficulties. **Hebrews 11:6**

Paul was a man of faith who declared *"We live by faith, not by sight."* **2 Corinthians 5:7.**

Through faith in God, signs and wonders followed Paul's ministry: the sorcerer made blind (**Acts 13:9-11**), a lame man was healed (**Acts 14:8-10**), believers were filled with the Holy Spirit and spoke in tongues and prophesied (**Acts 19:6**), and Eutychus was raised from the dead (**Acts 19:11**).

4. **Spiritual**

Paul was a man of deep spirituality. This can be seen in his prayerful life which we shall examine later. His desire for other believers was not for earthly material things but for spiritual blessings. Paul said that he longed to see them so that he may impart some spiritual gift to make them strong **Romans 1:11**

His spirituality can be observed in his desires for the Ephesians: *"I keep asking that the God of our Lord Jesus Christ, the glorious Father, may give you the Spirit of wisdom and revelation, so that you may know Him better."*

Ephesians 1:17.

With regards to his personal life, Paul took great care to ensure that he lived a life that was worthy of his calling. He tried to live in such a way so as not to stumble anyone. Paul testified that he tried “. . . to please everybody in every way . . . so that they may be saved.” **1 Corinthians 10:33.**

He urged believers not to be worldly in their lives but be transformed in their thinking and living:

Therefore, I urge you, brothers, in view of God's mercy, to offer your bodies as living sacrifices, holy and pleasing to God—which is your spiritual worship. Do not conform any longer to the pattern of this world, but be transformed by the renewing of your mind. Then you will be able to test and approve what God's will is—his good, pleasing and perfect will. **Romans 12:1-2.**

Paul disciplined himself to focus on things that are spiritual and eternal:

“So we fix our eyes not on what is seen, but on what is unseen. For what is seen is temporary, but what is unseen is eternal.” **2 Corinthians 4:18**

Means stressed on the importance of a leader having spirituality:

Spiritual vitality is knowing God and living under the authority of Scripture. Spiritually vital leaders demonstrate passion for ministry, contagious enthusiasm for Christ, and faithfulness in the spiritual disciplines.

Areas of development in our Spiritual life:

a) **Word** input:

Matthew 4:4 ; Colossians 3:16

The Lord needs leaders who have a love for His word.
Psalm 119:97; 113 and 119

b) **Personal** worship:

Psalm 33:1 ; 34:1; 63:4

5. **Prayerful**

The Christian ministry is unlike the secular corporation in that we are dealing not just with the physical and financial realm but also with the spiritual realm. As such, Paul constantly exhort believers to be faithful in prayer (**Romans 12:12**).

For though we live in the world, we do not wage war as the world does. The weapons we fight with are not the weapons of the world. On the contrary, they have divine power to demolish strongholds. **2 Corinthians 10:3-4**

This is one trait which cannot be missed as one reads the writings of Paul in the New Testament. He not only exhorted others to pray but he himself was a man of prayer.

- a) Paul was a man of prayer even from the beginning of his Christian life: *'Behold, he prayeth.'* **Acts 9:11**
- b) We find Paul in the Antioch church, praying together with them. **Acts 13:1-3**
- c) While he was in the Philippian jail, Paul prayed. **Acts 16:25**

E. *An Effective Leader Is One Who Has Character*

A leader may be good in organizational skills, produce great quantitative goals and have a warm 'people-centered' personality, but if he does not have character - he eventually will fall from his successful position.

When Paul reached Rome, the leaders of the Jews responded: *"We have not received any letters from Judea concerning you, and none of the brothers who has come from there has reported or said anything bad about you."* **(Acts 28:21)**.

Paul's critics have accused him of many things but none concerning moral issues.

The leaders that God used in the bible are chosen because of the '*character*' criterion. In the choosing of leaders, Paul stated very clearly the importance of character in a person **(1 Timothy 3:1-12)**. It is not enough to have effective leaders but that effectiveness must be balanced with character.

Q: What is '*character*'?

Frank Damazio gives a very good definition of character:

- a) Character is the combination of **qualities** distinguishing any person or class of persons.
- b) Character is displayed in the action of an individual under **pressure**.

1. God's dealing in character development

"When I kept silent, my bones wasted away through my groaning all day long. For day and night your hand was heavy upon me; my strength was sapped as in the heat of summer."
Psalm 32:4-5

"Before I was afflicted I went astray, but now I obey your Word."
Psalm 119:67

"Endure hardship as discipline; God is treating you as sons. For what son is not disciplined by his father?"
Hebrews 12:7

2. Most of God's leaders experience the dealings of God

Abraham, Moses, Elijah.

God needs to deal with our character due to our fallen nature. For example, sometimes there are secret sins in the life of the believer. Secret sins prevent us from moving on in our ministry. The Bible reveals that there is a tendency for a believer to hide his sin:

"Who can discern his errors? Forgive my hidden faults."
Psalm 19:12

"You have set our iniquities before You, our secret sins in the light of Your presence."
Psalm 90:8

3. Examples of men of God whose ministry was hindered or destroyed due to secret sin

- a) **King Saul (1 Samuel 10)**. Due to his **independent** spirit he lost his kingship. He backslid as far as consultation with a medium and, at the end thereof, committed suicide.
- b) **King David (1 Samuel 17, 2 Samuel 11)**. Due to the lust of the **flesh** he committed adultery and murder, and eventually brought judgment on his whole family.
- c) **King Solomon (2 Chronicles 1:7-12)**. Due to his **pride, greed, worldly** values and **self-confidence** he turned away from the Lord and became an idol worshipper. Eventually he lost his kingship.
- d) **Samson (Judges 14-16)**. Due to the lust of the **flesh** he lost his anointing, had his eyes gouged out, and spent time in prison. At the end thereof he lost his life, together with the Philistines.

4. The purpose of God's dealings

- a) To
- conform**
- us to the image of Christ.

"And we, who with unveiled faces all reflect the Lord's glory, are being transformed in to His likeness with ever increasing glory, which comes from the Lord, who is the Spirit." **2 Corinthians 3:18**

- b) To bring forth
- fruit**
- in us.

"I am the true Vine, and My Father is the gardener. He cuts off every branch in Me that bears no fruit, while every branch that does bear fruit He trims clean so that it will be even more fruitful." **John 15:1-2**

- c) To
- prepare**
- us for service.

"In a large house there are articles not only of gold and silver, but also of wood and clay; some are for noble purposes and some for ignoble. If a man cleanses himself from the latter, he will be an instrument for noble purposes, made holy, useful to the Master and prepared to do any good work." **2 Timothy 2:20-21**

5. A leader of character will bear the following traits:

Integrity can be defined as devotion to **truth**, commitment to **ethics, morality, virtue, forbids hypocrisy**, and manipulation for **self-gain**.

- a)
- Integrity**

A lack of integrity in a leader's life will erode and destroy the follower's confidence. It is important for a leader's motive to be pure and also to be able to fulfill his promises.

In matters regarding relationships, we can see that Paul had a strict ethical code of conduct:

"Treat younger men as brothers, older women as mothers, and younger woman as sisters, with absolute purity." **1 Timothy 5:1b-2.**

Paul was extra careful when it came to the administration of finance: ". . . administer in order to honor the Lord himself and to show our eagerness to help. We want to avoid any criticism of the way we administer this liberal gift. For we are taking pains to do what is right, not only in the eyes of the Lord but also in the eyes of men".

"... not a lover of money."

1 Timothy 3:3

Do you have unsettled debts?

Romans 13:8 *"Let no debt be outstanding, except the continuing of loving one another."*

b) **Exemplary in lifestyle**

It is very important for leaders to be exemplary in their lifestyles. Paul issued the great challenge to his followers when he said *"Follow my example, as I follow the example of Christ."*

1 Corinthians 11:1

He was a man who practised what he preached:

h) He did not just tell the believer to *"Rejoice in the Lord always. I will say it again: Rejoice!"* (**Philippians 4:4**); but when he was in prison we can see him rejoicing before the Lord.

Acts 16:25

ii) He set the example of diligence: *"I have worked much harder"*

2 Corinthians 11:23

iii) Of persevering in times of hardship. **2 Corinthians 11:23-27**

iv) Of constant prayer for the saint. **Philippians 1:3-4**

v) Of careful financial administration. **2 Corinthians 8:21**

Sanders noted the following:

Paul could urge his young colleague, *"Take your share of suffering"* (**2 Timothy 1:8**, NEB), because he himself was prepared to do the same, setting the example.

Means also observed that Paul worked hard to support himself so as to set the believers an example to follow:

Paul was so conscious of his responsibility in this area that he *"worked night and day, labouring and toiling so that [he] would not be a burden to any . . . [He] did this, not because [he did] not have the right to such [monetary] help, but in order to make [himself] a model for you to follow"*

2 Thessalonians 3:8-9

Other areas that the leader should set an example include:

- **Emotional** life:

How's your temper?

Temperate

1 Timothy 3:2

The Lord's servant must not be quarrelsome.

2 Timothy 2:24

- **Marital** life: **1 Timothy 3:4-5**

A leader's personal family life will form the basis for his ministry to the family of God.

F. ***An Effective Leader Is One Who Has Good Personal Habits***

He will be one who manifest the following traits:

1. **Disciplined**

The fall of good Christian leaders can at times be traced to the lack of discipline in their lives such as in the areas of **prayer, fellowship, physical appetites** and the **thought** life.

Jesus the leader was a man of **discipline** as he rose early in the morning to pray. **Mark 1:35**

We observe that Paul was a man of **great discipline**:

"Therefore I do not run like a man running aimlessly; I do not fight like a man beating the air. No, I beat my body and make it my slave so that after I have preached to others, I myself will not be disqualified for the prize."

1 Corinthians 9:26-27

Paul was a man who not only exercised bodily discipline but his **thought-life** was also disciplined:

We demolish arguments and every pretension that sets itself up against the knowledge of God, and we take captive every thought to make it obedient to Christ.

2 Corinthians 10:5.

Effective leaders manage their time. Paul was certainly a leader who believed in managing time properly and not waste this precious commodity. To the Ephesians, Paul exhorted them to "*... make the best of the time because the days are evil.*" **Ephesians 5:16 KJV.**

Paul did not want people to spend their time on things that waste their time or have no **eternal values**. As such he exhorted them to understand the will of God in their lives and not waste their time or lives on drunken living (**Ephesians 5:17-18**).

Go to the ant to learn diligence.

Proverbs 6:6-11

2. Well-Read

A wise leader will want to increase his knowledge and one of the ways is to read widely. We live in a day wherein a lot of teachings and instructions are put in print. *“Instruct a wise man and he will be wiser still; teach a righteous man and he will add to his learning.”* **Proverbs 9:9**

Paul was a man who was well-read. In his speech and writings, there are traces of quotations which are attributed to the philosophers of his time. (**Acts 17:28**).

Paul’s appetite for reading did not diminish as he grew older. He instructed Timothy to bring with him the *“scrolls, especially the parchments”* (**2 Timothy 4:13**) at his next visit.

G. *An effective leader is one who is able to achieve Qualitative goals*

To achieve qualitative goals such as growth in love, patience and grace in a person, a leader needs to be persevering. Some qualitative goals may take a long time before the leader can see its fruit.

Along with perseverance, a leader also needs to have a passion for his or her work. It really takes passion for one’s work especially in the absence of any visible sign of quantitative result or fruit.

Although achieving qualitative goals is desirous by Christian leaders, it should not be taken as an excuse for not producing quantitative goals.

To achieve qualitative goals, Paul had the following traits:

1. Perseverance

Suffering produces perseverance, character and hope. It takes perseverance to overcome problems and difficulties and not give in to discouragement. **Romans 5:3-4**

The man of God, Moses, persevered.

Hebrews 11:27

Jesus in His parables of the Sower taught that the ones who had perseverance are the ones who were fruitful.

Luke 11:27

Paul was a leader who demonstrated a high degree of perseverance. He could have easily given up in the midst of his trials and difficulties but he did not. Paul described some of his sufferings in **2 Corinthians 11:23-28**:

- imprisoned frequently
- flogged severely
- five times lashed with the forty lashes minus one
- three times beaten with rods
- once stoned
- three times shipwrecked
- danger from bandits and Jewish extremists
- often gone without sleep, food and water
- pressures of concern for the churches.

At the end of his life, Paul confidently said that he had persevered when he wrote this to Timothy: *"I have fought the good fight, I have finished the race, I have kept the faith."* **2 Timothy 4:7.**

Effective leaders are not led by outward circumstances.

2. Passion For Work

This particular trait is that which brings life and zeal to the leader's work or ministry. Without this trait, the leader can go through the motion mechanically without any zeal or passion in it. This will affect those around.

Paul's passion for the Lord's work and people can be seen in his choice of emotive words:

"First, I thank my God through Jesus Christ for all of you, because your faith is being reported all over the world. God, whom I serve with my whole heart in preaching the gospel of his Son, is my witness how constantly I remember you in my prayers at all times; and I pray that now at last by God's will the way be opened for me to come to you. I long to see you so that I may impart to you some spiritual gift to make you strong."

Romans 1:8-11.

The way he served with a 'whole heart' and his 'longing to see' the believers of Rome clearly demonstrated Paul's passion. Paul's zeal for the lost also exhibited this trait of passion: *"Though I am free and belong to no man, I make myself a slave to everyone, to win as many as possible."*

1 Corinthians 9:19.

Paul was not a man who rebuked and reprimanded erring ones without any sense of love or passion: *"For I wrote you out great distress and anguish of heart and with many tears, not to grieve you but to let you know the depth of my love for you."* **2 Corinthians 2:4.**

Malphurs noted Paul's passion:

Passion is a feeling that may be described as a burning, gut feeling that a certain ministry is the most important place that God would have you. In **Romans 15:20**, Paul uses the word ambition to describe his passion to proclaim the gospel to the Gentiles (v.16). The leader must be careful to discern between passion and passing interests. Passion "*sticks to the bones*" in the sense that it is long-term. Passing interest come and go, they are here today and gone tomorrow. Passion stays with you for an extended period of time. Paul writes, "*It has always been my ambition to preach the gospel.*" Some church planters acknowledge that they have wanted to be church planters for as long as they can remember. That is passion.

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