

# Lesson 5

## LEADERSHIP: ISSUES AND PRACTICAL HELPS

### INTRODUCTION:

Purposes of study:

- To understand the practical aspects of leadership
- To help sharpen our leadership skills in the practical areas

### LESSON OUTLINE

#### I. INTRODUCTION

#### II. LEADERSHIP ISSUES

- A. Some things that leaders do
- B. Leadership and Vision
- C. Making a Leader
- D. Leadership and Mentoring
- E. Leadership and Changes
- F. Choosing Board Members
- G. Leadership and Hiring/ Firing
- H. Passing on to your Successor
- I. Handling Conflict
- J. Leadership and Restoration of a Fallen Leader

#### III. CONCLUSION

- A. General Practical Pointers

## I. INTRODUCTION

*“Leadership is mobilizing others toward a goal shared by the leader and followers.”*

*Gary Wills*

*“A leader is one who mobilizes, one whose focus is influencing people, a person who is goal driven, someone who has an orientation in common with those who rely upon him for leadership and someone who has people willing to follow them”* George Barna

A Christian leader is one who is called of God, possesses a Christ-like character and has functional competencies. These competencies are taught in Level 2 such as ability to motivate, vision, teamwork, etc.

## II. LEADERSHIP ISSUES

### A. *Some things that leaders do*<sup>1</sup>

#### 1. Leaders Relate

Leaders often have to relate to people. It has to do with how they **treat** people, **develop** people and **understand** people.

Because we are dealing with people – people who have different temperament, expectations, preferences, prejudices, hurts and anger, etc - this makes the job of relating very difficult. Nevertheless, leaders have to relate well with people in order to succeed.

Here are some practical things<sup>2</sup> a leader can do to improve his relationship with those around him:

#### a) Gifts of Appreciation

*“Everyman is a friend to him who gives gifts”* Proverbs 19:6

#### b) Special Awards in recognition of Contribution

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<sup>1</sup> Adapted from Chapter 2 “What Leaders Do: by Kenneth O. Gangel” in the book *Leaders on Leadership* by George Barna

<sup>2</sup> Chapter 4 *Learning Board Skills* from the book *Increase your Boardroom Confidence* by Bobb Biehl and Ted W. Engstrom.

c) Letters of encouragement

2. Leaders Organize

Paul described some people as having the gift of administration:

*“And in the church apostles, second prophets, third teachers, then workers of miracles, also those having gifts of healing, those able to help others, those with gifts of administration, and those speaking in different kinds of tongues.”*

**1 Corinthians 12:28**

As organizers or administrators, leaders have to work on:

a) Job Descriptions

The leader has to write out what is expected of an individual who fills a ministry position. This would include:

- (i) the qualification for the position.
- (ii) a title a description of how he fits into the church or organization.
- (iii) a list of duties or responsibilities.

b) Organization Charts.

An Organization chart is important because it clearly shows the lines of authority and span of control.

3. Leaders Plan

In order to achieve goals, leaders need to know how to plan. In our course on “MINISTRY PLANNING” we give a more detailed study on planning.

Here are some guidelines and practical helps<sup>3</sup>:

a) Remember that God has a plan for you.

*“For I know the plans I have for you,” declares the LORD, “plans to prosper you and not to harm you, plans to give you hope and a future.”*

**Jeremiah 29:11**

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<sup>3</sup> Myron Rush, *Management: A Biblical Approach* (Victor Books, SP Publication, 1983).

*"I will instruct you and teach you in the way you should go; I will counsel you and watch over you."*  
**Psalm 32:8**

- b) God can **inspire** us in our planning.

*"In his heart a man plans his course, but the LORD determines his steps."*  
**Proverbs 16:9**

- c) Begin your planning by identifying the **purpose**.

Consider the following questions:

- (i) Why is this important?
- (ii) Why should I get involved?
- (iii) Why do we need these things done?
- (iv) Why should this project be a top priority?

4. Leaders Achieve **Goals**

This is where a leader will have to have **targets** or **goals** with a time span for achieving them. They should not be too idealistic or impractical beyond the reach of the co-workers.

- a) Develop **measurable** objectives

In the rebuilding of the wall of Jerusalem, King Artaxerxes and Nehemiah dealt with measurable objectives.

**Nehemiah 2:4** : *"What is it you want?"*

**Nehemiah 2:6**: *"How long will your journey take?"*

For example, you say to your church "We want to raise more money for Missions." This is a very poor statement. It does not give any idea of how much is needed or when the money should be raised.

- b) Benefits of Measurable objectives:

- (i) It gives meaning to **faith**.
- (ii) It helps people to know how to **pray**.
- (iii) It tell people **what** will be accomplished.
- (iv) It tells people **when** it will be accomplished.

- c) Characteristics of good objectives:
- (i) It should be **accomplishable**.
  - (ii) It should be in **line** with your master goal of your church.

Sometimes smaller departments head off to do their own thing which are not in agreement with the church's masterplan or vision. This will create problems.

- (iii) It should be **motivational**.

Good objectives will stir interests of the members.

- d) Determine the **resources** needed to achieve the plan.

*"Suppose one of you wants to build a tower. Will he not first sit down and estimate the cost to see if he has enough money to complete it?"*

**Luke 14:28**

Here are some practical questions to consider:

- (i) How many **people** are needed?
- (ii) How much **space** is needed?
- (iii) What **equipment** is needed?
- (iv) How much **time** is needed?
- (v) How much **money** is needed?

## 5. Leaders **Decide**

Leaders have to cultivate the ability for response to followers' constant question "*What should I do?*"

- a) 4 hindrances to effective decision making as listed by *Kenneth O. Gangel*:

- (i) Lack of clear-cut **objectives**

Leaders who serve organizations without clear-cut objectives will struggle to make wise decision.

- (ii) Insecurity of **position** or authority

If you are not sure whether you have the authority to make a decision, that doubt will cause difficulty in decision making.

- (iii) Lack of **Information**

Information that is relevant and crucial really helps a leader in effective decision making.

- (iv) **Fear**

Good decisions are often hindered by fear :

- fear of change.
- fear of making the wrong decision.
- fear of the consequences that might follow.

- b) Practical helps to decision-making:

- (i) Gather the **facts** and correctly **diagnosing** the situation or problem.

We make mistakes when we decide upon an action based on false assumptions. For example, the children of Israel wrongly diagnosed that they can't enter the promise land because of the wall of Jericho and enemies. (**Numbers 13:14**)

- (ii) Develop **alternatives**

We should not make a decision until several alternatives are considered.

- (iii) Evaluate the advantages and disadvantages

In **Luke 14:31-32** Jesus tell us to consider or evaluate our strength and weaknesses.

- (iv) Select the **best** alternatives.

Best alternatives should based on God's will.

Some practical questions to consider when making a decision:

- Does this solution violate biblical truths?
  - Does this solution meet the needs of those affected?
  - Will the people support this plan?
  - Will this solution create other problems?
  - Will this solution help avoid problems in the future?
  - Why should this solution be selected over the others?
- (v) Knowing God's **Will** is the foundation for Decision Making.

God wants us to know His will so that we can make right decisions. **Psalm 25:12** (L.B.) says *"Where is the man who fears the Lord? God will teach him how to choose the best."* God is not playing "hide-and-seek" with us.

Factors relating to knowing God's will :

- Be **committed** to do it  
Our first commitment is to the Lord:     **Romans 12:1-2**  
  
*"Therefore, I urge you, brothers, in view of God's mercy, to offer your bodies as living sacrifices, holy and pleasing to God --this is your spiritual worship."*
- Recognize the God has a **plan** for you:  
**Jeremiah 29:11**  
  
*"For I know the plans I have for you," declares the LORD, "plans to prosper you and not to harm you, plans to give you hope and a future."*
- God communicates His will to us by giving us a **desire** to do what He wants:     **Philippians 2:13**  
  
*"For it is God who works in you to will and to act according to his good purpose."*
- His **peace** will be with you:     **Isaiah 26:3**  
  
*"You will keep in perfect peace him whose mind is steadfast, because he trusts in you."*

5. Leaders **Endure**

Leader must persevere and endure.

*"But you, keep your head in all situations, endure hardship, do the work of an evangelist, discharge all the duties of your ministry."*

**2 Timothy 4:5**

*John LaRue* surveyed 2,218 pastors and discovered that the average tenure for a pastor of about 46 years old is about 5 years in a church.

Pastors leave the church for different reasons. Here are 4 main reasons according to *LaRue*:

- a) Sense a new call or vision to a new place.
- b) Sense achievement. The ministry was completed and can go no further under his leadership.
- c) Given an opportunity for career advancement.
- d) Unresolved or ongoing tension or trouble in the church.

The ability to endure and not give up is crucial to leadership. Successful leaders are those who endure: they have the good and the bad times.

**B. Leadership and Vision**

*George Barna* emphasized that *"If you want to be a leader, vision is not an option, it is part of the standard equipment of a real leader."*

Vision is a clear mental picture of the future given by God.

*"Where there is no vision, the people perish: but he that keepeth the law, happy is he"*  
**Proverbs 29:18**

*Barna* suggested the following ways to reinforce the vision:

- By expressing appreciation for their involvement.
- By celebrating their successes.
- By constantly re-communicating the vision in new ways in unique but relevant contexts.
- By providing them with insight into progress made.



- By describing the growth of the movement or the effect of the cause.
- By letting them observe your enthusiasm of the vision.
- By finding new ways to motivate people whom are on the verge of burnout or loss of perspective.

### C. *Making of a Leader*

Leighton Ford<sup>4</sup>, suggested the following pointers:

1. Jesus spent time in developing the disciples into people of leadership qualities.

- a) He **called** them.

Jesus called them from where they were. Leadership begins with a call.

*“Jesus went up into the hills and called to him those he wanted, and they came to him.”*

**Mark 3:13**

- b) He **named** them.

He renamed Simon to Peter the rock. Jesus knows his strength and weakness, yet he called him.

*“And I tell you that you are Peter, and on this rock I will build my church, and the gates of Hades will not overcome it.”*

**Matthew 16:18**

- c) He **made** them a team

Jesus sent the disciples out in teams. He believed in teamwork. It is important that we learn to work in a team recognizing the strengths of one another, and balancing the weaknesses of others.

- d) He **trusted** them

Jesus trusted the disciples to carry out the job. We do need to demonstrate trust towards our followers and coworkers.

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<sup>4</sup> Adapted from Chapter 7 “Helping Leaders Grow: Leighton Ford” in the book, *Leaders on Leadership* by George Barna.

- e) He **tested** them

During a storm, Jesus really tested the disciples. When they were filled with fear, he asked them, "Where is your faith?" It is important we test our followers before putting them in position of leadership.

- f) He **included** them

From the crowds, he picked seventy; from the seventy, he chose the twelve. Of the twelve was the inner three: Peter James and John. Of the three, John was the closest to Jesus.

- g) He made them His **friends**

*"I no longer call you servants, because a servant does not know his master's business. Instead, I have called you friends, for everything that I learned from my Father I have made known to you."* **John 15:15**

- h) He **warned** them and **restored** them

He warned Peter of his coming denial and later strengthened him.

- i) He clarified their **understanding**.

At the end, it all came together. The disciples realized that Jesus chose them, prayed for them, died for them and had trusted them.

2. Key areas to focus on in raising leaders.

- |    |   |  |
|----|---|--|
| a) | Train them to have a <b><u>heart</u></b> for God      | <b>Matthew 22:37</b>                           |
| b) | Inculcate a <b><u>love</u></b> for their neighbour    | <b>Matthew 22:39</b>                           |
| c) | Exhort them to lead through <b><u>servanthood</u></b> | <b>Mark 10:45</b>                              |
| d) | Encourage them to share the <b><u>gospel</u></b>      | <b>1 Corinthians 3:5-6</b>                     |
| e) | Motivate them to live a <b><u>holy</u></b> life       | <b>1 Thess. 5:23,24</b><br><b>2 Peter 3:11</b> |

- f) Train them to be **kingdom** builders, not selfish empire builders **Matthew 6:33**
- g) Exhort them to make effort to work in **unity** **John 17:20-23**

#### D. Leadership and Mentoring

1. Three levels of mentoring:
  - a) **Intensive** Mentoring - This involves discipling, guiding and coaching.
  - b) **Occasional** Mentoring - This involves those who act as counselors and teachers.
  - c) **Passive** Mentoring - This would include models from past or present.
2. Characteristics of a mentor:
  - a) **Mature** - one who has years of experience and wisdom.
  - b) **Compassion** - one who cares without being judgmental.
  - c) **Trustworthy** - one who can keep information confidential.
  - d) Worthy of **Respect** - one who has earned the respect of follower.

#### E. Leadership and Changes <sup>5</sup>

As a leader who desires growth, you must be prepared for changes.

Examples of areas whereby people resists change:

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<sup>5</sup> Adapted from Chapter 9 "The role of Innovation in Leadership: Elmer Town" in the book *Leaders on Leadership* by George Barna.

- Changing time of worship service
- Changing style of worship service
- Changing focuses in mission emphasis
- Changing venue of the church.

*Elmer L. Town* lists the following:

1. Reasons why people resist change:

a) **Misunderstanding**

Sometimes due to lack of communication or miscommunication people will resist change

b) Lack **ownership** of the idea

Basically people will support an idea they own or believe in.

c) **Habit** Patterns

Human beings are creatures of habit and would rather do things the "same old way".

d) They feel that the results are not worth the **effort**

A basic principle is this: that which gets rewarded, gets done.

e) **Fear** to lose something of value

Sometimes people resist change because they fear losing their position, prestige, relationship, etc.

f) **Negative** in attitudes or perspective

g) Lack of **respect** for the leader

2. Practical Pointers for introducing change:

a) Tell them what **rewards** they can get in return.

b) Give people a chance not to take part in the program without feeling **guilty**. Guilt kills spirituality and hinder programs. Otherwise those who are feeling guilty will hinder the program by attacking it.

c) Consider the following questions (as pointed out

by *John Maxwell*):

- (i) Is this idea mine or God's?
- (ii) Am I willing to pay the price this change will require?  
(Such as commitment to fast and pray, take time to meet committee members, etc).
- (iii) Who will I lose by instituting this change ?
- (iv) There will be people who you can never please or satisfy. They have made up their minds to leave the change if progress takes place.
- (v) How long will it take?
- (vi) Will I be around after the change is made?
- (vii) Sometimes, when the change backfires, the church will ask the pastor to leave. At other times, a change is necessary and is not done properly, so the church feels the pastor has to leave.

d) Motivate the **main person**.

In every church or organization there is a "main person" who has influence over others. This person has responsibility because of the office he holds. Other times this person may not have an office but still influence the opinions of others.

e) Motivate the **decision- makers**.

This may be the Board members, finance committee, home-cell leaders, etc.

f) Meet with those most **affected** by the proposed change.

This could be the ushers, Sunday school teachers, musicians, etc. At this level, get their input and suggestions. Make concessions where possible.

- (i) Remember the importance of timing.
- (ii) People resist change when it comes as a surprise. *John Maxwell* observed the following:

- The wrong decision at the wrong time is a disaster.
- The wrong decision at the right time is a mistake.
- The right decision at the wrong time is unacceptable
- The right decision at the right time leads to success.

## F. *Choosing Board Members*

*Bobb Biehl and Ted W. Engstrom* give a very good list for choosing board members. A profile of an ideal person for your Board: <sup>6</sup>

Meets Scriptural qualifications (1 Timothy 3, Titus 1)

1. Has significant level of experience in situations that have demonstrated strong character qualities.
2. Is God-oriented with his life and sense of purpose focused more on God than on personal achievements, family, or a mission or program.
3. Is motivated by faith in the supernatural work of God – a board-sized faith.
4. Is a person of prayer.
5. Is able to be decisive.
6. Sees the Big Picture...has a worldwide perspective.
7. Is positive and focused on the future, yet is also realistic – aware of reality, but not shackled by it.
8. Wants to win, not just get by.
9. Thinks critically, without a critical attitude.
10. Is a natural encourager, a cheerleader for the whole group, including the senior executive and rest of board.
11. Believes strongly in the objectives of the organization.
12. Feels at ease in an advising relationship with the senior executive.
13. “Fits” with current board members.
14. Is not a “*rubber stamp*” – giving an automatic Yes: nor is he a “*devil’s advocate*” – with an automatic “No”.

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<sup>6</sup> Bobb Biehl and Ted W. Engstrom, *Increasing your Boardroom Confidence*, (Questar Publishers Inc: Sisters, Oregon, 1989) pp152 -159.

15. Enjoys a wide network of friends and professional contacts.
16. Can think independently without insisting on "my way."
17. Is humble and not judgmental – gives priority to the "beam" in his own eye, not the "speck" in his brother's.
18. Keeps priorities clear while being able to sort many details in a confusing situation.
19. Shows a willingness to adapt a program to meet needs.
20. Demonstrates ability to delegate effectively.
21. Has a spouse willing to have him serve on the board.
22. Presents no conflict of interest.
23. Has spouse willing to have him serve on the board.
24. Presents no conflict of interests.
25. Has a servant-leader attitude – "How can I help the group win?"
26. Is willing to work, to do homework, to serve.
27. Is able to work with the team, not against it.
28. Brings a wide variety of successful experiences.
29. Has rebounded from failure, with integrity.
30. Demonstrates a commitment to honesty, loyalty, and excellence.
31. Understands the importance of confidentiality on sensitive information
32. Shows a desire to grow and to learn.

Danger signals in a board candidate profile:

- Has personal (hidden) agendas.
- Is consistently negative, always focusing on why something can't be done.
- Is fearful of the future.
- Is stingy.

- Is extremely emotional, needy, or self-centered.

## G. Leadership and Hiring and Firing<sup>7</sup>

*"People don't care how much you know until they know how much you care".*

*John Maxwell*

### 1. Hiring Right

We must get the right people into our team.

Hire people who have good **attitudes**.

It doesn't matter how capable a person is, if he or she has a negative mindset, he or she will be destructive to the team. You can help a person improve his abilities but only he can change his own attitude.

### 2. Firing a Worker

This is an action to be taken with great care and prayerful consideration.

Questions to consider:

- a) Who believes this person needs to be released or replaced? If you are the only one, maybe it is your personal prejudice. But if others feel that the worker needs to be replaced, then it is important to look into the replacement of the worker.
- b) What is the basis for dismissal?
  - (i) The most important factor is moral **integrity**. *"Where there is a basic character problem – lying, moral, compromise, deceitfulness – a quick removal is in order."* John Maxwell.
  - (ii) Another factor is serious **relational** problems. If a person is chronically at odds with co-workers, there is a need for removal.

When a person is obviously negative and critical toward the church or organization, it's time to let that person go.

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<sup>7</sup> John C. Maxwell, *Be a People Person*, (Victor Books, SP Publication, 1989).



If a person has a serious lack of ability that cannot be corrected, he should be released.

If you have a co-worker who does not demonstrate loyalty, you need to take the difficult and painful decision to terminate that coworker. Otherwise, he will continually be a problematic individual stirring up contention and disunity.

c) Confronting a worker<sup>8</sup>

We should confront a worker as soon as possible. The longer you wait, the less likely you will do what you must do. *John Maxwell* suggest the following :

- (i) Separate the **person** from the wrong action.

We must continue to support and encourage the person but confront his wrong action.

- (ii) Confront only what the person can **change**.

If we ask a person to change something he can't, he will become frustrated and will strain the relationship.

- (iii) Give the person the benefit of the **doubt**.

Start from the assumption that people's motives are right and work from there.

- (iv) Be **specific**.

You must identify specific issues. People can only address and change what is specifically identified.

- (v) Avoid **sarcasm**.

Sarcasm indicates anger with people, not their actions.

- (vi) Avoid words like **always** and **never**.

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<sup>8</sup> John C. Maxwell, *Developing the Leaders around You*, (Castle Edition for Asia: Malaysia, 1995) pp 126-127.

- (vii) Tell the person how you **feel** about what was done wrong.
- d) How to dismiss?
  - (i) Do it **personally**.  
Letters are too impersonal. A personal encounter allows for the venting of anger, frustration, etc.
  - (ii) Do it **gently**.
  - (iii) Do it without **bitterness**.
  - (iv) Close off **responsibilities** quickly.

Don't allow the person to drag on the job – he will depress others along the way.

#### H. *Passing on to your Successor*

Moses passed on the leadership to Joshua. A leader must prepare to pass on his leadership to his successor at the right time. Every leader must understand that his position of leadership is temporary and not everlasting. I am thankful to Wallace Erickson<sup>9</sup> for his good insights into the transition in leadership. There are two kinds of leaders when transition occurs:

- Those who **accept** and plan for a change of leadership.
- Those who **fight** against it and results in hurt relationships.

A leader must understand that the ministry belongs to **God** and not him. When he acknowledges this fact then he will be able to let go his position and accept God's plan for his future.

When God told David that it was not His will for him to build the temple, he surrendered to God's plan and pass on the project to his successor.

A leader must not be afraid of hiring in people who are **better** than himself. The American entrepreneur, *Andrew Carnegie*, chose these words for his tombstone: "*Here lies a man who knows how to bring into his service men better than he was himself*".

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<sup>9</sup> Adapted from Chapter 15 "Transition in Leadership: Wallace Erickson" in the book *Leaders on Leadership* by George Barna.

1. Some steps Moses took to pass his leadership to Joshua:

a) **Pray**

Moses prayed to the Lord  
for a successor

Numbers 27:15-17

b) **Select**

Moses chose Joshua

Numbers 27:18

c) **Develop**

Moses was told to give him  
some of his authority so  
that the Israelites can start  
obeying him.

Numbers 27:20-21

d) **Support**

Moses was to encourage  
and strengthen him.

Deuteronomy 3:28

e) **Commission**

Moses commissioned Joshua  
before Eleazar the Priest and  
the whole assembly by laying  
hands on him.

Numbers 27:22-23

2. Qualities to look for in a successor:

a) **Christlikeness**

- (i) Is he a man of the Word and prayer?
- (ii) Does he have a servant attitude?
- (iii) Does he live a godly life?

b) **Character**

- (i) What is his reputation?
- (ii) Is he trustworthy?

**When wealth is lost, nothing is lost,  
When health is lost, something is lost,  
When Character is lost, all is lost.**

Anonymous

c) **Competence**

Is the candidate qualified?  
Does he have the skills, education, training, experience?

d) **Charisma**

Does he have the quality to arouse loyalty or enthusiasm?

e) **Communication skills**

Can he preach and write well?

f) **Coachable**

Is he teachable?  
Is he receptive to constructive criticism?

g) **Commitment**

Will he give his loyalty to the church or organisation?  
Will he persevere in times of difficulties?  
Are his wife and children committed to support him?

Important things to bear in mind for the present leader and successor. Some times it takes a period of months or years before the new leader takes over. During this period they can develop the following:

- (i) Prayer
- (ii) Honesty
- (iii) Be honest to share your feelings with one another.

3. Practical points for dealer and successor to remember:
  - a) **United front**

Agree not to confront each other about disagreements in public or other co workers.
  - b) **Decisions**

The leader should not reverse the decisions of the successor. This will build confidence in the successor.
  - c) **Board relations**

He is to attend board meetings and report on the area of his responsibilities. This will develop the relationship between him and the Board.
  - d) Preserve **dignity** of predecessor  

The successor should always speak well of his predecessor's accomplishment.

### I. *Handling Conflict*<sup>10</sup>

Although we have a course on "Conflict Management" here are some good and practical pointers to remember:

1. A leader who does not **confront** is not a leader. Conflict is a part of pathway in leadership and ministry. We cannot sweep it under the carpet" hoping that problems will go away.
2. Confront conflict with **truth**, not power with power. *Jim Yperen* observes that "In conflict, never confront power with power. Always confront power with truth... Power hinders learning and growth. It polarizes the issue into sides, for and against".
  - a) Be first to acknowledge your own part in the problem.
  - b) Stop blaming the other party **Luke 6:42**.

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<sup>10</sup> Adapted from Chapter 12 "Conflict: The Refining Fire of Leadership: Jim Van Yperen" in the book, *Leaders on Leadership* by George Barna.

- c) Conflicts can result in three positive outcomes :
- (i) The two sides may separate peaceably, as did Paul and Barnabas
  - (ii) The two sides may reach a compromise, agreeing on important issues. They do this for the sake of unity and respecting the other party's conviction.
  - (iii) One party may voluntarily back down and allow the other party to move ahead.

1. Don't mediate **alone**.

- a) There's always **wisdom** in a multitude of counsellors.

**Proverbs 11:4:** *"For lack of guidance a nation falls, but many advisers make victory sure."*

- b) There's **protection** in numbers. When things gets ugly, you need legal protection of the board or the church.

2. Don't take **sides**.

Do what Jesus did when he was asked to take sides:

**Luke 12:14:** *"Jesus replied, "Man, who appointed me a judge or an arbiter between you?"*

People get offended when you take sides.

3. Require a **commitment** to submit to the process whatever the results.

**J. Leadership and Restoration of a Fallen Leader** <sup>11</sup>

Sometimes a leader falls into sin and you have to deal with the situation. For those involved in handling such situations it is important to bear the following points:

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<sup>11</sup> Edward G.Dobson, Speed B. Leas and Marshall Shelley. *Mastering Conflict & Controversy*, (Multhomah Press: Portland, Oregon, 1992) pp122 -146.

1. Helpful Aims:
  - a) Treat the fallen leaders with **dignity**. Even he has done wrong, it is not right to tear him down.
  - b) Help the church through the shock and assure them that there is **hope** for the church.
  - c) Deal with things from a **biblical** perspective rather than being lead by their emotions.
  - d) Discouraged the church from making **hasty** decisions.
  - e) Control the flow of information to the **public**. Sometimes it is good to appoint a spokesperson for the church so that accurate and true information is conveyed to the public.
  - f) Encourage members to stop **gossip**.
  
2. Key steps to be taken by fallen leader:
  - a) To stop all **public** ministry such as leading, teaching, writing, etc.
  - b) To resign from all leadership **positions**.
  - c) To submit to a group of leaders for accountability and **submission**.
  - d) To understand that going through the discipline process is no **guarantee** for future ministry.
  
3. Process of restoration to involve the following:
  - a) Restoration to **fellowship** with God and others.  
**2 Corinthians 2:5-11      1 John 1:9-10**
  - b) Restoration to **ministry**.  
  
Peter denied the Lord three times but was later restored to minister to others.

c) Restoration to **leadership**.

Man cannot do this but it is the Lord who will promote or raise a man up to leadership.

4. Practical Aspects of the restoration:

- a) Have the committee or leadership **group** meet with him (the fallen leader) about once a month. The aim is not to act as judges but to care, love, support, pray, counsel, etc.
- b) Have a mature and loving **leader** meet with him once a week.
- c) Plan for **financial** help for a short limited period to help the leader and his family.
- d) Help the leader find **work**. This is very tough especially for a pastor who has given 20-30 years of his life to the church. The world is not impressed with a fallen church leader. The ministry skills is not easy to apply in the business world.

5. How to know if restoration is completed?

Sometimes the process takes a year or two before it is completed. There is no easy formula to discern when a person is restored. Following can be helpful signs:

- a) The person's willingness to accept **authority** of the "restoration committee".
- b) Continue to **submit** even if the committee reject his desire to re-enter ministry prematurely.
- c) Willingness to accept **secular** employment as a long-term option.
- d) Shows signs of **contrition** or change of heart.
- e) Not **controlling** the committee by his personality or ways of doing things.

Once the restoration is completed, it is important to **commission** the leader to public ministry again.



### **III. CONCLUSION**

#### **A. General Practical Pointers**

1. **Listen**

This will keep you from stagnating and doing the same old thing the same old way.

2. **Learn** from your co-workers

This will give you new ideas as well as boosting the morale and confidence of your followers. Followers are greatly encouraged when their leaders adopt their suggestions.

3. Don't delegate responsibility without **authority**.

Jesus gave us the Great Commission but also gave the authority:  
**Matthew 28:19-20**

4. Do not **reverse** the decisions that your co-worker have made, unless absolutely necessary.

5. Keep others **informed** about important decisions that affect them.

6. Give room for people to **excel** even if they fail. Failure can be a stepping stone to success.

7. Have people **pray** for you. Don't think that a leader does not need prayers. Paul requested the prayers of the believers: **Romans 15:30-32**

Peter's life was saved through the prayers of the church in **Acts 12:5**.

8. A leader needs to be **honest** in his communication with others. It's so easy to exaggerate and give the impression that you have 100 people saved when half of the number may be Christian counselors.

9. Be **loyal**

If you cannot be supportive of your leader and know that you are not loyal to him, please do not continue to remain in the church or organization. You will continue to stir unnecessary problem and confusion among co-workers.

10. Buy **wisely**

For example, an inexperienced leader tend to order large quantity of brochures because it seem cheaper. It is always wiser to decide on a smaller initial order them to buy a huge amount and remain unused for a long time. As such, money is wasted in the purchase order.

11. Don't ignore the **quieter** person in your Board or Council or Committee.

It is easy to press on "**full steam ahead**" in a discussion meeting and miss out on the contribution of the quieter board member.

- a) You may miss out on a wise counsel.
- b) The quiet person may see an area of danger where other have missed.
- c) You may damage the person's morale if he is not seen as an equal or respected member of the board.

12. Avoid conflict of interest

Sometimes a leader may be in a situation wherein a conflict of interest may occur. When a person in a committee or board cast a vote that benefits himself personally (or his family), he has a conflict of interest.

For example, a brother who is in food business sits in a committee for the Christmas celebration. He may be pushing for the committee to decide on having a dinner after the service so that people can "*fellowship*". Perhaps he may be thinking more than fellowship but to make money if he supplies the food.

13. It is good for a leader or member of the board to excuse himself from the room while a vote is being taken so as to avoid the appearance of an inappropriate conflict of interest.

When making a policy for your church or organization:

- a) Make it **simple**
- b) Don't just give the rule but explain the **reason**.

14. Maximising your committee meetings

- a) Concentrate on the key areas of discussion. Don't digress from the agenda into low-priority items.
- b) Do your homework  
  
Make sure that people come prepared for the meeting. It is frustrating to fellow members if the person-in-charge does not have answers to important issues of the discussion.
- c) Make sure you have qualified members with a vision for what your church is doing.
- d) Making decisions by seeing the "*big picture*".
- e) Avoid poor chairmanship.

Make sure you have a chairman who knows how to lead effectively.

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