

## **Empowering Leadership**

### **A. FIT OF PASTOR AND CONGREGATION**

- What are the pastor's primary spiritual gifts, abilities and spiritual passion? Some indicators:
  - What ministry activities bring the pastor personal fulfillment?
  - Does the pastor have unusual perception into special needs or problems in any area?
  - Where does the pastor have an extraordinary knack for certain ministry situations or experience unusual effectiveness?
  - What strengths do members of the congregation recognize in the pastor?
- How well do the pastor's assignments in the church fit his/her spiritual gifts, life situation, abilities, temperament, and spiritual passion?
- Does the pastor spend 75% or more of the time in areas of strength?
- The bottom line: How can the church take maximum advantage of the pastor's spiritual gifts, abilities, temperament and spiritual passion to accomplish its mission?

### **B. DELEGATION AND SHARING OF AUTHORITY**

- Church leadership isn't about exercising power and authority. It's about empowering people to accomplish your church's mission.
- Delegation frees up time for leaders to plan, evaluate and improve the efficiency of the whole church.
- Common pastoral activities include preaching, teaching, sermon preparation, vision-casting, planning, pastoral care, counseling, visitation, hospitality, ministry mobilization, board meetings, facility maintenance and upgrade and staff supervision.
- Which tasks should the pastor do? Which ones should you delegate to others to develop, give personal meaning to and motivate them?
- Delegation should include transferring necessary authority, responsibility and accountability to another person or group. It increases productivity, develops leaders, prevents burnout, increases confidence and trust, stimulates creativity and broadens ministry ownership.
- When delegating, communicate desired goals and guidelines (but not methods), performance standards, available resources, and consequences of success or failure.
- Give room to fail and recognition and praise for excellence.

### **C. LEADERSHIP THROUGH VISION**

- If you don't know where your church is going, any road will get you there.

- Your mission is to make more and better disciples—that’s a given. How you express it could but doesn’t have to be unique. It could be something like, “To turn irreligious people into fully devoted followers of Christ.”
- Prayer is a prerequisite to discern your vision because God is its source.
- Your vision is a picture of God’s preferred future for your church. Leaders define and paint a picture of what the church will look like three to five years down the road as it pursues its mission.
- For example, “Our vision is to multiply evangelists, disciples, small groups, leaders and churches within the Hispanic population in Lancaster, PA.”
- Remind people of the vision many times in different settings and through various media and show how achieving it will positively impact their lives.
- Does your church have a written mission and vision that your people own?

### **Embraced Vision Empowers People**

- People must clearly “see” your vision to embrace it. Use seeing words.
- Reduce the core of the vision down to a few sentences.
- People are committed to what they help develop, so involve them in the vision-development process.
- Sell the vision repeatedly and enthusiastically in a variety of settings. Explain why it’s best to embrace it now, but don’t pressure.
- Live the vision.
- Develop clear strategies to achieve your vision.
- Share practical ways people can be involved in making the vision a reality.

## **D. LEADERSHIP THROUGH MENTORING AND EQUIPPING**

Healthy, effective churches use mentoring, coaching and apprenticeship to build leaders.

### Mentoring

A mentor is a model with a serving, giving, encouraging attitude who develops the leadership potential in others. Paul encouraged Timothy to mentor leaders in his ministry (II Tim. 2:2)

One approach to mentoring is spending two hours a week with an individual emphasizing five areas. The project consumes one of the two hours, and the other four areas, the other hour.

1. Progress – Check whether assigned tasks are completed. Cease mentoring those who won’t do assignments.

2. Principles – Communicate biblical principles.

3. Problems – Listen to and show how to glue God’s promises to problems. If you want him/her to share problems, you have to share yours. Beware of fostering spiritual dependence.

4. Prayer -- Prayer bonds persons together. You demonstrate how to pray by praying together.

5. Practical Projects – Develop ministry skills by going together to witness, minister, and encourage others.

Mentor one person at a time for about twelve months. Choose someone who is faithful, available, teachable, spiritually hungry, accountable and open to change. Men mentor males, and women mentor females.

### Coaching

Coaching is less relationally intense and more task-oriented than mentoring. Coaches empower leaders of whatever ability to achieve their potential. The gist of coaching is helping persons define where they are, what they want to achieve, how to achieve it, and how to overcome obstacles along the way. Coaches who ask a lot of questions and give only a few answers are more effective than those who give all the answers. In the long run it is better to allow those coached to come up with their own answers.

### Apprenticing

- An apprentice becomes like his/her trainer. “It is enough for the student to be like his teacher, and the servant like his master” (Matthew 10:25).
- Use apprenticeship to multiply leaders in every ministry.
- Candidates should have strong character, positive attitude and self-discipline.
- Apprenticeship combines close personal relationship with a leader, on-the-job training and classroom instruction to teach ministry skills.
- The leader tells the apprentice what to do, shows how to do it, and allows the apprentice to ask questions, evaluate and make suggestions. Then the apprentice tells what to do, shows how to do it, and the leader evaluates and makes suggestions. After mastering the appropriate knowledge and skills, the apprentice becomes a leader and trains another apprentice.

## **E. LEADING CHANGE**

## **The Change Environment**

Everyone involved in the change situation needs to be considered. This includes those introducing the change, those who are for the change, those against and those who have yet to decide.

### **Change Principles**

1. The Prayer Principle – You need the wisdom, discernment, insights, courage and power that come through prayer.
2. The Unbalance Principle – You have to unfreeze to get movement. You can only steer a moving vehicle.
3. The Urgency Principle – You have to convince why it must be done now, or it probably won't be done at all.
4. The Vision Principle – If they can't see it, they can't be it, so you must communicate an attractive, compelling picture of the potential new state of affairs often and extensively.
5. The Enlistment Principle – First communicate the vision to and get buy-in from influential persons in the organization.
6. The Involvement Principle – Involve people in the change who will be affected by the change.
7. The Measurement Principle – You get what you expect and inspect.
8. The Hurdle Principle – Hurdle, but don't knock down people that block the vision.
9. The Momentum Principle - Create short-term wins.
10. The Patience Principle – Change takes longer than you expect.
11. The Anchor Principle - Anchor changes firmly in the culture.
12. The Alignment Principle – Strategies, structures, systems and culture are interdependent. Achievable strategies require support from structures, systems and culture.
13. The Resistance Principle – The farther you depart from existing ways, the slower the pace of change must be.
14. The Reward Principle – Recognize and reward behavior that promotes the change.

### **Understand change agent roles**

#### **1. Catalyst**

A catalyst "upsets an apple cart" by pointing out problems and inconsistencies in the present system which need change. This usually creates discontent in others as well as a pressure for change. A catalyst is needed at the beginning of the change process to get the ball rolling.

#### **2. Solution giver**

An effective solution giver evaluates the present situation, understands the future change and suggests more than one solution so that change participants can choose and adapt a plan which fits their needs and abilities.

### **3. Process helper**

A process helper guides and facilitates the process of change in acceptable ways by linking the input given by catalysts, solution givers and resource linkers.

### **4. Resource linker**

A resource linker matches needs and required resources for the change process to continue. Resource linkers are often behind the scenes and unrecognized.

### **Inside and/or outside change agents**

Change agents may be people who maintain a position within the organization or people called in to help bring about change in an organization.

The best solution is a "change agent team" in which both insiders and outsiders work together.

### **Present Situation**

An accurate understanding of the current reality precedes effective change. You have to know your starting point.

A "SWOT" (Strengths, Weakness, Opportunities and Threats) analysis will enable you to accurately describe your present situation.

### **Reflection Questions**

- Which strengths can be used to take advantage of your opportunities and shore up your weaknesses?
- How will you defuse your threats?
- Identify events in your history which will facilitate or hinder change.
- Which core values can be tapped into to motivate people toward change?
- What dissatisfactions with the present status will motivate people to change?