

MATERIALIEN ZUM GEMEINDEBAU
EIN SERVICE DER WERKSTATT FÜR GEMEINDEAUFBAU

Michael Winkler

Spiritual Leadership

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Practical Leadership

Topics for the Development of leaders

Spiritual Leadership
written by Michael Winkler



Training Document



A. Definitions and Statements

1. Various Statements

John R. Mott (Pioneer of Student Missions): ‘A leader is a man who knows the way, is always one step ahead, and can draw others after him.’

D.E. Hoste (Leader of China Inland Mission): ‘How good a leader somebody is can best be seen by whether someone is following him.’ In this respect, another Chinese leader, Li Hung Chang says ‘There are only three types of people in the world: 1) those who are immovable, 2) those who are movable, and 3) those who are moving.’

‘A leader in the biblical sense is a person to whom God has given gifts and responsibility, and who uses influence to instruct a particular group of God’s people towards the goals and purposes that God has for that group.’ (Bobby Clinton)

Who is a leader?

Bill Hybels:

1. He communicates a vision.
2. He endeavours to build a team around himself.
3. He has the gift of motivating and inspiring.
4. He senses the necessity of making positive changes.
5. He establishes fundamental values.
6. He puts in place efficient methods.
7. He has the ability to recognise difficulties as they arise.
8. He creates an atmosphere of leadership around himself.

General Montgomery (British Commander-in-Chief during World War II):

1. He should have the ability to wait and to avoid getting bogged down with details.
2. He must not be small-minded.
3. He must not be boastful.
4. He must be a good judge of human nature.
5. He should trust his subordinates.
6. He must have the strength to come to clear decisions.
7. He should instil confidence.



Bobby Clinton (about effective leaders)

1. They remain well-informed and active learners all their life.
2. They see spiritual authority as the main basis of their influence (not education, position or know-how).
3. They see the training of emerging leaders as a high priority.
4. They have a role model function, are an example for others.
5. They remain productive all their life, have a dynamic life philosophy.
6. They have an awareness of their mission and the calling on their life.
7. They see their ministry from a life-long perspective.

Jesus: ‘... whoever wishes to become great among you shall be your servant’ (Mk 10 v 42-44)

Exercises:

1. When is leadership spiritual (as opposed to ‘unspiritual’)? List criteria.
2. What is servant leadership? As leaders who are ‘servants of all’, how can this requirement of Jesus be fulfilled? Discuss.

2. How do we understand leadership?

Pointers towards a definition.

2.1. Responsibility and spiritual maturity.

- ↳ Development phases towards adulthood (children, young men, fathers)
- ↳ See 1 John 2 v13-14, Heb 5 v12, 2 Tim 2 v 2)
- ↳ Aspiring to responsibility (1 Tim 3 v 1)

2.2. The gift of leadership

- ↳ Compare Ex 18 v17-22 with Num 11 v 16 ff
- ↳ Rom 12 v 8 – the gift of being the head, (Gk. ‘Proistemi’) – would be used for the task of leading an army, a nation or a party; that is, one who stands in front.
- ↳ 1 Cor 12 v 28 – the gift of leading (Gk. ‘kybernesis’) – would be used for the task of a helmsman, that is, one who steers.



2.3. Leadership ability and/or management

- ↳ In his Gifts Model, C.Peter Wagner distinguishes between the gift of leadership (Rom 12 v 8) and the gift of organisation (1 Cor 12 v 28).
- ↳ Rick Joyner distinguishes between leadership and management. Most leader personalities are bad managers, but a good manager often lacks the ‘charism’ of leadership. Whilst managers must see all the detail in order to succeed, leader personalities are concept orientated and see the bigger picture. They do not like the details.
- ↳ Peter F. Drucker says: ‘Leading means doing the right things, managing means doing the things right.’ (quoted from Olli Mack, Management vs. Leadership)
- ↳ Three different leading styles (Pioneer, Organiser, Custodian)

2.4. Limitation of my leading strengths

- ↳ Why over 1000 men, 100 men, 50 men and 10 men? (Ex 18 v 17 ff)
- ↳ The parable of the talents (Matt 25 v14-30)
- ↳ Ephesians 4 v16 – variety of different scales and load bearing abilities
- ↳ Ephesians 4 v11 – various ministries
- ↳ Romans 12 v 3 – satisfaction with the measure of my faith
- ↳ Recognise the measure and sphere of my influence.

Caution: It is my responsibility to serve according to the measure of my leadership strengths - not to compare myself with others, but to give my best!

2.5. Phases of development (by Bobby Clinton)

Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Phase 6
Foundation	Inner Growth	Growth to maturity for service	Growth to maturity for living	Convergence	Legacy
Fundamental qualities in us such as social, family and emotional factors. Basic understanding of God.	Foundation for a relationship with God. Character and growth in maturity, devotion, lifestyle of worship (as from child to teenager)	Discovery and practice of own gifts and abilities. Learning submission and love and to serve effectively.	Personal developed understanding of service. Mature service through mature character Learnt obedience in difficult situations. Spiritual authority as a consequence of obedience The ability to formulate a service philosophy.	Fully developed combination of character, maturity of service and philosophy of serving.. The area of influence increases.	Have an influence on the next generation (inheritance).



Questions and exercises for deeper study

1. Jesus trained 12 leaders whom He entrusted to spread the gospel world-wide. Discuss the reasons why James, John and even more particularly, Peter, were picked out from the twelve in a special way.
2. Tozer wrote: ‘In my opinion it stands as a fairly reliable rule of thumb that if someone has to make an effort to lead, he is already disqualified as a leader’ Discuss!

B. Personality of the leader

- Formula: ‘charisma’ (anointing) + lifestyle = leader personality
- Your anointing can quickly elevate you to a leadership position, but it is the quality of your lifestyle that will give your leadership position meaning.

1. Understanding the ‘charisma’ of leadership

Obviously there is a ‘charisma’ of leadership, as we established at the beginning. This ‘charisma’ is another gift, not higher than the others, but listed along with the various other gifts. But exactly like the other gifts it should be received and valued. ‘Whoever leads, let him do so with diligence!’ The Church of Jesus should receive and welcome this gift, as it should all the others, as a gift from Christ, and should offer training in the gifts and put them to use.

To this end the church is the best training ground, whereby these gifts can be put to use in the church, in the business world, in public services, and other areas of society. It is the task of the church to also recognise this gift as a spiritual gift and to bring it into use in the Spirit of Christ (serving).

Some comments about the ‘charisma’ of leadership:

- Probably this gift has always been there, from birth on. It must however be discovered and brought into operation. (see: Moses, David, Peter etc.)
- The measure of the gift of leadership varies and as a rule is able to grow. (e.g. David learnt first with the sheep, then with 400 to 600 outlaws, then he was responsible for a part of Israel, finally for all Israel, at the end he expanded Israel almost into the fullness of God’s promise.)
- The gift of leadership contains a ‘natural God-given authority’ and with it, a sphere of influence.
- The gift of leadership includes the ability to pull together a group of people in harmony and to lead them towards goals.
- The gift of leadership includes the ability to influence people and to motivate them for specific tasks.
- Whoever has the gift of leadership need not point to his leadership position or keep making people aware of it for the people to follow him.



- The gift of leadership is, as a rule, also associated with an above-average portion of imaginative thinking, faith and optimism.
- The gift of leadership is given to various personality types and thus takes many different forms.

2. The characteristics of a leader

The bigger my sphere of influence, the more vital becomes the question of the quality of my lifestyle and personality. What I am will be multiplied! The radiance of my personality will influence for good or for bad. Whoever has the gift of leadership has power to move people towards good or bad goals.

The same quality requirements are certainly valid for all those who are in leadership positions, whether or not they have the ‘charisma’ of leadership.

2.1. Attitude of humility

1 Peter 5 v1-7 ‘...clothe yourselves with humility’

Being conscious of my gifts and abilities I recognise my absolute dependence upon God and therefore seek His closeness and adopt the position of a servant (actually a slave – notice when Jesus girded Himself with a slave’s towel in John 13).

Compare the example of Jesus ‘Learn from Me for I am gentle and humble in heart’.

Humility is often wrongly understood in that people deny their gifts and abilities and count themselves as completely unusable. The attitude ‘without Me you can do nothing’ however has to stand in tension with the attitude ‘serve one another, each with the gift that he has received from God’. Whoever has been given the ‘charisma’ of spiritual leadership should be consciously exercising his gift, undertaking leadership, but in an attitude of dependency upon, and aligned with God and His servants.

For what purpose then do I exercise my gift – to reach my own goals and ambitions or to serve people so that they can reach God’s goals?

From this emerge two essential basic attitudes for a good leader:

- a. He tries to recognise God’s will, lets himself be influenced by God, and listens to God.
- b. He loves the people and tries to relate to them where they are, so that he can lead them to where they should be, under God.

2.2. Attitude of Meekness

Example: Moses

Moses was described as the ‘meekest man on the face of the earth’ (Num 12 v 3). Moses was not a weakling. He was a natural leader, a leadership type, well educated. He had a sense of justice, sensed calling and ‘charisma’ in himself and put it to use for the right thing. He had however not yet acquired the meek spirit of a spiritual leader. The consequence was that he killed an Egyptian in the heat of the moment. God took him ‘out of the running’ for 40 years. The 40 years was a time of preparation for the moment of his encounter with God.

Even though Moses was still a leadership type, he could be aroused to anger (he smashed the tablets of the Law). But we observe that he reacted when injustice occurred. Miriam and Aaron accused him because of his negro wife (Xenophobia - such a thing is not fitting for a spiritual leader of Israel...). Moses did not defend himself. God took both Miriam and Aaron aside, admonished them, and wanted to kill them. Moses stood up for them.



Greek Word Background:

praytes (phonetic: praütes) would, for example, be used for

- a tamed horse – a wild horse that has not lost his strength, whose will is not broken, but is subordinate to a higher ruler and willingly complies.
- an ointment that eases the pain of a festering wound.
- the gentle sound of the voice of a lover.
- treatment by a doctor with as little unnecessary pain as possible.

Questions and exercises for deeper study

Characteristics of a meek person (self test):

- He can endure provocation without antagonism and bitterness
- When attacked he can respond calmly and peacefully
- He is difficult to provoke
- He is quickly willing to make peace
- He prefers to forgive 20 times more than taking revenge
- He can be angry without being aggressive
- He is at peace without being indifferent
- He is free from having to prove anything
- He is free from having to get his own way
- He has the freedom to be able to give up his rights
- It never occurs to him to rejoice over his enemy's misfortunes
- He does not over-react, he does not have to defend himself

A humble and meek lifestyle is only possible through a life in fellowship with the Holy Spirit! Therefore it is a criteria for a spiritual leader to 'be filled with the Holy Spirit!'. From this attitude will also grow a life of prayer!

2.3. Moral Qualities

- See 1 Timothy 3 v 1-13 and 1 Peter 5 v1-7
- 'Publicly reprimand an elder' (1 Tim 5 v 20)
- Look out for the 'Hole behind the successful appearance' (Ortwin Schweizer)
- Keep as far away as possible from the pitfalls.
- Honesty in a mentoring or counselling relationship.
- Many leaders (even in the bible) are morally fallen, mostly in regard to power, pride, money or women. Women leaders' problems tend rather to be jealousy, idolatry and broken relationships.
- Watch out for yourself! How could this look? (practical tips on 'mini-groups' of leaders)

2.4. Convictions

- 'Tell me about your certainties, I have enough doubts of my own!' (Goethe)
- A responsible person who has not gone through a spiritual and intellectual 'puberty' will probably not be able to become a good leader.
- Conviction about being chosen and called.



- Conviction about the goal, the vision, the mission for which I am living
- Conviction about the people who put their trust in me ('You are Simon, you shall be called Peter').

2.5. Team Ability

- 'Only One is your Master, and you are all brothers!'
- Plurality of eldership.
- The Trinity as a model of spiritual leadership.
- The principle of a body with many parts (complementary).
- A team functions well when it acts according to Phil 2 v 3-7 (regard one another as more important than yourselves, look out for the interests of others. Have the attitude of Christ).
- Even a team needs leading '...this happened so that no...conflict would arise because of equality (of position)' (Calvin in his 'Institutio', regarding a leader within a team of elders).
- Loyalty, but not at any price.

2.6. Various helpful character traits of a leader

- The seven habits of very successful people (Stephen R. Covey):
 1. Be proactive, not reactive. The principle of personal vision.
 2. Begin with the end in mind. The principle of personal leadership.
 3. Do the most important things first. The principle of personal management.
 4. Think victoriously! The principle of interpersonal leadership.
 5. Strive first to understand, then to be understood. The principle of communication.
 6. Be synergetic. The principle of creative co-operation.
 7. Sharpen your tools and weapons. The principle of self-renewal.
- Extract from Oswald Sanders' list of 'indispensable qualities':
 1. Discipline ('the future leader will work whilst others waste time')
 2. Foresight ('a leader must envisage the final result of the guidelines and methods which he is employing')
 3. Wisdom ('Wisdom gives a leader the necessary balance, and frees him from too much strain and extravagance')
 4. The ability to make decisions ('The man with foresight must do something otherwise he remains a seer, not a leader')
 5. Courage ('Courage is the quality of spirit which enables people to meet dangers and difficulties without fear or becoming disheartened')
 6. Humour ('Clean healthy humour can release tension and lighten a difficult situation more than anything else')
 7. Patience ('Whoever is impatient with the weaknesses of others will be defective in his leading tasks')
 8. Friendship ('Jesus ruled through friendship!')



Questions and exercises for deeper study

1. A young Christian is going to live with you for two months to learn how to be a Christian. Which characteristics would you urgently want to change in yourself?
2. It is often asked ‘Is your church growing?’ probably a better question would be ‘Is your leader growing? Discuss!
3. What questions would you put to a leader before you would let him lead you? Now ask yourself the same questions.
4. What helps to bring leaders who have charismatic personalities into their calling? What hinders leaders from coming into their calling? Explain with biblical examples.
5. How and through what is character shaped? What role does the family background play in this process, and what role does the working of the Holy Spirit play?



C. Leading People

Introduction

The peculiarities of church-community groups

- Heterogeneous group composition
- High ethical expectation e.g. demands
- Biblical claim against community reality
- Collection of ‘the sick’
- ‘In the world but not of the world’

1. The necessity of leading people

- Judges 17 v 6 and Judges 21 v 25 ‘There was no king in Israel. Everyone did what was right in his own eyes’ (compare these times with the times under the leadership of Joshua!)
- Leaderless-ness brings chaos or even anarchy (lawlessness).
- The human being has been ruled by fathering and monarchy from the time of creation on. What happens when God is not my Father and King?

3. Leading Style

- ▶ Christian Schwarz (the natural community development) differentiates between:
 - ↪ Relational orientation
 - ↪ Goal orientation
 - ↪ Partnership orientation
- ▶ Roland Kurth (Handbook for Leadership Gifts) differentiates between:
 - ↪ Releasing leading style
 - ↪ Authoritarian leading style
 - ↪ Friendship leading style
- ▶ Leadership profile from DISG differentiates between:
 - ↪ Charismatic leading approach
 - ↪ Analytical leading approach
 - ↪ Results orientated leading approach
 - ↪ Interactive leading approach

Resumé: The personality type determines the leading style. In different phases different leading styles are required.



The following points are, in my opinion, important with regard to leading style:

Personality type of the leader (one who naturally takes the lead)

Maturity of the co-workers (how much leading is needed?)

Relationship to the co-worker (boss, trainer, superior, mentor, friend)

- How much time they are able to spend together
- Type of task they are doing together (Development project or fighting for something)
- Sometimes age and gender, origin and background, education and intelligence

4. Leadership in a Team, Development Phases

God works in team!

- ↪ The Trinity ('Let Us make man ..')
- ↪ □□r□□□□□ ('It is not good for the man to be alone')
- ↪ Duo ministry team with Jesus and the Holy Spirit (Acts 13 'send me out...')
- ↪ Church as a body (1 Cor 12)

God works with individuals!

- ↪ Noah
- ↪ Abraham
- ↪ Moses
- ↪ David
- ↪ John the Baptist
- ↪ Jesus

Questions and exercises for deeper study

Diversity in a team or working as an individual (advantages and disadvantages). Fill in!

Teamwork	'Lone Fighter'

In this tension we live and build church. The value, the quality, the abilities, characteristics, personalities, the history and maturity of the individuals determine the possibilities and capabilities for working in a team. In the right position within the team and in a good team spirit their strength is multiplied.



Principles for Team Building:

Definition:

- ↪ Team = a yoke of oxen (original meaning of word)
- ↪ Team is not to be confused with friendship or love, team has something to do with setting common goals and therefore a task. Friendship can develop within a team and also a team can come into being through a friendship, but team cannot be equated with friendship.

Each team needs a clear task!

- ↪ fine
- ↪ Set goals
- ↪ Measure the goals

Each team member must know

- ↪ What contribution is expected of him (timescale, tasks, etc.)
- ↪ What function and position he has within the team (leader, trainee, helper etc.)

A clear distribution of tasks ensures that all the team members carry a fair share of the job that they are together responsible for. The togetherness of the team will be tested again and again, and will improve.

Task to check the effectiveness of a team:

Team leader should ask the following questions, everyone takes a short time to think about it, then each team member answers with 'YES!' or 'NO!':

1. Are there clearly set goals for the team to work towards?
2. Can you summarise in two sentences what task we are trying to achieve?
3. Is the team making progress quickly?
4. Has the team got a clear approach (strategy, procedures) to define the achievement of the task?
5. Is it clear to you what is your role within the team for achieving the task?
6. Have you got clear time constraints?
7. Do you trust the other team members?
8. Do you believe you will be successful in your task?
9. Do you know who to ask for help when problems arise?

Mutual Responsibility

- ↪ Bear one another's burdens (Gal 6 v 2) – Support weaknesses not merely criticise
- ↪ Basic attitudes according to Philippians 2 v 1-11 (the same mind, the same love, united in spirit, united in purpose, no selfishness, no empty conceit, humility, regarding one another as more important than yourself, not merely looking out for your own personal interests but also for the interests of others, have the same attitude as Jesus).

Complementary Abilities

- ↪ Which abilities are needed for the fulfilment of the task (e.g. building prayer initiatives in a church. First and foremost a motivating leader, prophetically gifted people, and an administrator are needed)



- Ø The realm of God is a Kingdom! (Rev 19 v 11-16)
- Ø King Jesus calls and authorises people in this world to serve in His name (1 Pet 4 v10)
- Ø In this way those responsible, the leaders in the church are called and authorised by Jesus (Acts 20 v 28; Eph 4 v 8+11)
- Ø Those with the greatest responsibility in the church are described as Elders in the bible (1 Pet 5 v1-4)
- Ø The elders are given a certain ‘portion of the inheritance’ from God (1 Pet 5 v 3) but not every elder has the same gifts, the same measure of influence and power.
- Ø With regard to the share of the Kingdom of God entrusted to them, they are responsible to King Jesus. If they are faithful they will be entrusted with more, and if they are lazy and selfish they will be punished by Jesus (Matt 24 v 45 ff; Matt 25 v 14 ff).
- Ø The church should submit to the elders, respect them and obey them (Heb 13 v17; 1 Thess 5 v12+13).
- Ø Elders always act in a team. They have an inner ordering according to their gifts, strengths, time and sometimes their history (e.g. Eph 4 v11+12)

Tasks and Position of the Elders

- ▣ Shepherds of the church (1 Pet 5 v 1-4)

- ▣ Supervisors of the church (Acts 20 v 17+28)

- ▣ Leaders of the church (Heb 13 v 7+17; 1 Tim 5 v17)

- ▣ Teachers of the church (Titus 1 v 9)

- ▣ Pastors of the church (Heb 13 v17)

- ▣ Judges of the church (Deut 21 v19; Deut 16 v18; Lam 5 v 14; 1 Thess 5 v 12)

Appointment of the Elders

- ▣ Calling and maturity (Acts 20 v 28; 1 Tim 3 v 1-7)

- ▣ Confirmation and the laying on of hands (1 Tim 4 v14; 5 v 22)

Support of the Elders

- ▣ Through obedience and respect (Heb 13 v17)

- ▣ Give a tenth (Matt 23 v 23; 1 Tim 5 v17 ff)

- ▣ Co-operation (Acts 6 v1 ff)

Questions and exercises for deeper study



1. Describe to your neighbour the leading style of your boss, pastor, spiritual leader, trainer!
2. Which leading style did Paul have in contrast to Barnabas? What are the advantages and disadvantages of their respective leading styles?
4. What in your opinion has to happen during a motivating co-workers meeting in your company or your church?
6. There are no prayer initiatives in the church. You have been gifted and instructed by God to begin such an initiative in the church. How do you go about it?
7. A church which has been going through a leadership crisis for a few years invites you to serve them as their pastor. The former leadership resign and abandon the leading of the church solely to you. What are your first steps after you have taken on this task?
8. Prepare a work description for a leadership circle of a church in which the group leaders of various house-groups and ministry groups meet together.
9. A leader for an Elders team of a average size German church is sought. What abilities, characteristics, qualifications must such a person have? When someone is interviewed for the 'job' what questions would you ask him?

Booklist:

Passionate Leadership - Günter Krallmann - One Way Verlag

Developing your Leadership Qualities - Rick Joyner - Projektion J

Entwickle deine Führungsqualitäten, Rick Joyner, PJ Verlag

Leading a Growing Church, C. Peter Wagner, Wolfgang Simson Verlag

The Development of a Leader, Dr. J. Robert Clinton VKG Verlag

Developing your Character, Bill Hybels PJ Verlag

Ordering your Private World, Gordon MacDonald PJ Verlag

Leadership: How do I begin?, Richard Clinton/Paul Leavenworth, Institut Koinonia

Finding your Leadership Style, Bill Hybels,

Especially worth reading are the writings of **John C. Maxwell**. Here are some titles by him, together with their ISBN numbers. You can also look on the internet, under www.injoy.com (Area 'leadership').

☺ Failing Forward, ISBN 0-7852-6815-4

☺ The 21 Irrefutable Laws of Leadership, 0-7852-7431-6

☺ Becoming a Person of Influence, 0-7852-7100-7

☺ Developing the Leader Within You, 0-8407-6744-7



Syllabus for the course 'Leadership – gifts and values'

Course Name:	Leadership – gift and values
Course number:	
Teacher:	Michael Winkler, leader of Forum Leben Networking
Credits:	Bachelor: 3
Place:	
Submission date (Postmark):	

1. Subject Description

As a pastor or a leader of Christian work, as in so many other areas, we are called to take on responsibility and leadership. What abilities are needed to be able to lead well, what does leadership look like according to the biblical model, what is the connection between 'charisma' and character. We will examine these and similar questions during this course.

2. Lessons

The complete attendance of lessons is a condition for the attainment of points.

3. Exercises

1. Choose a biblical character in leadership. Briefly describe his development and give reasons why this leader seems to you worthy of imitation, and what you can learn from his mistakes. (Approx. 7 pages).

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