

PASTORAL LEADERSHIP FOR WHICH THE LORD IS LOOKING

You know that the rulers of unbelievers lord it over them, and the great ones make their authority known. It will not be so among you. Rather, whoever wants to be great among you will be your servant; whoever wishes to be first among you will be your slave. Just so, the Son of Man did not come to be served but to serve and to give his life as a ransom for many. Matthew 20:25-28

In the 34th Chapter of Ezekiel, the Lord spoke a hard word to the leaders of Israel: *"The Lord spoke to me. 'Mortal man,' he said, 'denounce the rulers of Israel. Prophesy to them and tell them what I, the Sovereign Lord, say to them: You are doomed, you shepherds of Israel!'"* (1)

In the Old Testament the shepherds of Israel were its kings. The imagery of shepherding entails both caring for and governing. Both Moses and David were shepherds whom God called to be rulers. Jesus Christ is himself the Good Shepherd whom Pilate proclaimed King of the Jews.

And so the Lord spoke to the Shepherd-Rulers of Israel: *"You take care of yourselves but never tend the sheep. You drink the milk, wear clothes made from the wool, and kill and eat the finest sheep, but you never tend the sheep. You have not taken care of the weak ones, healed the ones that are sick, bandaged the ones who are hurt, brought back the ones that wandered off, or looked for the ones that are lost. Instead, you treated them cruelly. Because the sheep had no shepherd, they were scattered, and wild animals killed and ate them. So my sheep wandered over the high hills and the mountains. They were scattered over the face of the earth, and no one looked for them or tried to find them.*

"Now you shepherds, listen to what I, the Lord, am telling you. Wild animals have attacked my sheep, killed, and ate them because there were no shepherds. My shepherds did not try to find the sheep. They were taking care of themselves and not the sheep. So listen to me, you shepherds. I, the Sovereign Lord, declare that I am your enemy. I will take your sheep away from you and never again let you be their shepherds; never again will I let you take care only of yourselves. I will rescue my sheep from you and not let you eat them." (2)

The Lord has spoken a similar word to the leaders of all the Christian faith communities in our day. We need to hear it as a warning to us as the Lord moves us into, or has us in, positions of spiritual or pastoral leadership within the Body of Christ.

The Lord said: "You are all guilty in my eyes for the condition of my people, who are weak and divided and unprepared. I have set you in office over them. You have not fulfilled that office as I would have had it fulfilled because you have not been the servants that I have called you to be. This is a hard word, but I want you to hear it. You have not come to me and made important in your lives and in your efforts those things that were most important to me but, instead, chose to put other things first. You have tolerated many divisions among yourselves and have grown used to it. You have not repented of it, or fasted for it, or sought me to bring it to an end. You have tolerated and increased it.

"You have not been my servants first of all in every case but have served other people ahead of me, and have served this world ahead of me, and have served your

organization ahead of me. But I am God, and you are my servants; why are you not serving me first of all?

"I know your hearts and know that many of you love me. I have compassion for you for I have placed you in a very hard place. But I have placed you there and call you to account for it. Now humble yourselves before me and come to me repentant in fasting, mourning, and weeping for the condition of my people." (3)

In Chapter 10 of John's Gospel Jesus says: *"I am the Good Shepherd who is willing to die for the sheep. When a hired man, who is not a shepherd and does not own the sheep, sees a wolf coming, he leaves the sheep and runs away; so the wolf snatches the sheep and scatters them. The hired man runs away because he is only a hired man and does not care for the sheep. I am the Good Shepherd. As the Father knows me, and I know the Father, in the same way I know my sheep, and they know me, and I am willing to die for them."* (4)

The Good Shepherd has been speaking further and continues to speak to us today about what he is doing and what he wants for his Church. "I will renew my Church. I will renew my people. I will make my people one. I am calling you to turn away from the pleasures of the world. I am calling you to turn away from the desires of the world. I am calling you to turn away from seeking the approval of the world in your lives. I want to transform your lives. I have a word for my Church. I am sounding my call. I am forming a mighty army. My power is upon them. They will follow my chosen shepherds. Be the shepherds I have called you to be. I am renewing my people. I will free the world." (5)

How are we to respond? How are we to be the shepherds that Jesus calls us to be? As always, we must look to Jesus. The secret of Jesus' success in ministry was that he only did what he saw the Father doing. In the same way, we need to keep reminding ourselves that it is Jesus who is the Good Shepherd. He is doing the work through his Spirit whom he has sent into our hearts. Our job is to surrender to the holy Spirit and to do what Jesus is doing - what we see him doing. What is it that the Good Shepherd is doing that he wants us to do? He tells us in his Word:

1. Isaiah says, *"He will gather the lambs together and carry them in his arms."* (6) Jesus wants us to gather together the new believers the Lord brings into the Kingdom where we are and to carry them in our arms until they are strong enough to walk on their own. This speaks of aggressive and committed discipleship.

2. *"I shall guard them as a shepherd guards his flock."* (7) Jesus wants us to be more protective of those whom he has placed under us.

3. *"I myself shall look for my sheep and take care of them. I shall bring them back from all the places where they were scattered." (8) There are many who once were in churches and who once followed Jesus and no longer do. We must go looking for them and bring them back from the world.*

4. *"I shall lead them back to the mountains and streams and feed them in pleasant pastures." (9) Lead your people to the heights of praise and worship and give them good, refreshing spiritual food and drink from God's Word.*

5. *"I shall let them graze in safety." (10) Protect your people from the values, ideas, and philosophies of this world that do not provide healthy food for their minds and spirits.*

6. *"I shall find them a place of rest." (11) Help your people discover God's will*

for their lives because in doing his will they will find rest.

7. *"I shall look for those that are lost, bring back those that wander off, bandage those that are hurt, heal those that are sick; but those that are fat and strong I will destroy."* (12) Evangelization, reconciliation, healing, restoration, and ministry of the gifts of the holy Spirit are essential, not optional.

8. *"I shall judge between strong sheep and weak sheep; I shall judge each of my sheep and separate the good from the bad."* (18) Discern the spiritual condition of your people and protect the good ones from the influence of those who would stray and go off on their own or do their own thing.

9. *"I shall rescue my sheep and not let them be mistreated any more."* (14) Protect those under your care when they are being criticized or attacked either by the world or by other Christians.

10. *"I shall make a covenant with them that guarantees their security."* (15) Commit yourself totally to those under your care even if it means dying for them. Do not be afraid to discipline them with the rod of correction and the staff of the authority that God has given you. Their security requires that they know you will do this even if they don't like your correction or discipline. Do it because it gives them security, but let them know that you are doing it in God's love, not in human anger.

11. *"I shall get rid of all the dangerous animals in the land so that my sheep can live safely in the fields and sleep in the forests."* (16) Intercede for your people and stand against all the forces of Satan that would attack or infiltrate your faith community.

12. *"I shall bless them with showers of rain when they need it."* (17) Share what you have with your people when they need it - in abundance, if necessary. There should be no one in need among you, nor should any of your people have to go to the world's systems to get his or her needs met. You are to be the Ministering Body of Christ. This may mean a radical reordering of your budgeting priorities and resources, but it is the Church's responsibility to take care of her own people. If you don't have resources to give, go to other shepherds.

The Lord said, *"I shall give the fertile fields and put an end to hunger in the land. The other nations will not sneer at them anymore. Everyone will know that they are my people. I, the Sovereign Lord, have spoken. You, my sheep, the flock that I feed, are my people and I am your God, says the Sovereign Lord."* (18)

Jesus is echoing this same word to his Church throughout the world today. "My beloved, you are my people who stand before me now; hear my word. I shall set my house in order. I shall purify my people. I shall purify my Church. I shall set aside the deceiver, the false prophet, and the false teacher. I shall set aside anything and anyone who stands in the way of my Kingdom." (19)

"Mark down this day and remember it...call it to mind; declare it publicly. Have no fear because I am faithful to my Word and shall fulfill it. I am going to restore to my people the glory that is mine so that the world will not mock or scorn them but might know that I am God and King and that I have come to redeem and save this earth.

"I am restoring my people, bestowing upon them honor and glory, bringing back to them the glory that is proper to my people, and making them look again like a kingdom, the Kingdom of God on this earth." (20)

Jesus is going to do this through the shepherd/leaders who will listen closely to him and do what he is doing. The Lord says, "I raise my voice, but who listens to me? I

cry out, but who heeds my word? This is a time of building up and washing away. This is a time of unraveling. This is a time when I establish my Kingdom, and every other kingdom collapses. I raise my voice to warn my people, and who takes heed? A cloud hangs over you; a shadow covers you. Do you not hear my voice? There is darkness around you.

"Anything that is not built by my hands will be washed away. Anything that does not come from me will not survive. I cry out to you. Do you hear my voice? I raise my voice to save my people, and they don't listen. This is a time of building up and tearing down. I have to strengthen my people. I have to prevent my people from being torn down. This is an important time for my people. This is a day of decision for my people. This is a day of decision that cannot be passed by. I raise my voice. I call forth my people. Who will listen to me? Who will respond to my call?

"I tell you, my people, there are some who need to understand this. Ways you have responded to me in the past, that have seen you through and brought you thus far, will no longer see you through. What if I call you to something new, something totally new?

"Where there is resistance in your heart and in your groups, lay that resistance down so that I might bring you further along. I see each of you where you are. I know where it is hard for you to change and cannot promise you that it won't be painful for indeed it will cost you. I can promise you this: I shall be with you always, and the pain is nothing compared to what I shall give you in return. What you need to lay down, what you will give up, and what you think it will cost you are nothing compared to the strength you will have when I am finished with you.

"I have looked into your heart and have seen my image there. Therefore I declare you a spiritual sacrifice fitting to me. I accept you and welcome you more deeply than ever into my heart. I see your will. I see your willingness to serve me and rejoice as I show you to my Father. As you yourself in your own heart say 'yes' to every word that I have spoken to you in this place and every sign have shown to you of my plan and of my will - as you say 'yes', so do I anoint you with the precious oil of my Spirit and send you forth armed, equipped, and strong to serve me in the days to come. Therefore, cast off every gloom and fear and rejoice for I, the Lord, am standing at the head of my company. I, the Lord, am leading you against the foe. I am with you. You belong to me. Therefore, rejoice even in the darkness." (21)

- (1) Ezekiel 34:1-2c
- (2) Ezekiel 34:2d-10
- (3) Kansas City - 1977
- (4) John 10:11-15
- (5) Rome - 1975
- (6) Isaiah 40:11
- (7) Jeremiah 31:10
- (8) Ezekiel 34:11 & 12
- (9) Ezekiel 34:13
- (10) Ezekiel 34:14
- (11) Ezekiel 34:15

- (12) Ezekiel 34:16
- (13) Ezekiel 34:20b & 22
- (14) Ezekiel 34:22a
- (15) Ezekiel 34:25a
- (16) Ezekiel 34:25b
- (17) Ezekiel 34:26
- (18) Ezekiel 34:29-31
- (19) Notre Dame - 1976
- (20) Kansas City - 1977
- (21) Notre Dame - 1976

MULTIPLYING YOUR EFFECTIVENESS BY DIVIDING YOUR LOAD

MANAGING RESULTS THROUGH TOTAL SHARED RESPONSIBILITY

Servant Leadership, ownership and responsibility, empowerment for ministry, and cooperation for service are increasingly being seen as critical to the long-term effectiveness of the Church in today's society. Please take a moment to complete this survey.

- Have you ever done an analysis to evaluate the present overall situation of your church family and where it is going or not going?
- Have you ever done a thorough Leadership Effectiveness Checkup of your leaders *at all levels* within your church family?
- How do your leaders *at all levels* of your church family consider the people under them? Is it important to you to know?
- How do your people view the leadership of those over them *at all levels* of your church family? Is it important to you to know?
- How do people *at all levels* view the communication structure of your church family in carrying out its mission? Is it important to you to know?
- What are you presently doing in Leadership Development?
- How does your Leadership Development Program relate to your overall mission, values, and goals?
- Are you getting the results you want from your Leadership Development Program?
- What do you need to do in relation to Organizational and Leadership Development within your church family?

The following will guide you through one process that I have developed for accomplishing the above. I specialize in organizational psychology and dispute resolution. I hope you will find some or all of it helpful.

Patrick J. Hession
Family To Families Ministry
familytofamilies@hotmail.com
336-667-2355

MANAGING RESULTS THROUGH TOTAL SHARED RESPONSIBILITY

A Scripturally-based concept that

- Begins by discerning and discussing **mutual expectations and needs**
- Involves **pastoral leadership at all levels** and the **whole church family**
- Provides a structure for **input, mutual understanding, and accountability**

GOALS: Collaboratively

- I. To set **direction** for pastoral leadership
- II. To develop, strengthen, or eliminate programs and activities according to **current** and **future** needs and expectations of both the members and the mission of the church family

SELF-STUDY PROCESS

- I. Generates an appreciation of how the church family is already proclaiming the Gospel.
- II. Challenges pastoral Leadership
 - a. to **evaluate** its own effectiveness
 - b. to **set priorities**
 - c. to **plan** its activities and operations in light of its mission
 1. to **minister to** those already within the church family
 2. to **reach out** more effectively to those who are not

DESIRED RESULTS

- I. Pastoral Leadership better understands members' needs and expectations of them and vice-versa
- II. Improved **involvement, commitment, and teamwork at all levels.**

MANAGING RESULTS THROUGH TOTAL SHARED RESPONSIBILITY

VISION AND VALUES

- I. **Leadership - Effective and Servant-Motivated**
- II. **Ownership** - The feeling that one has a **meaningful** part in what one is doing and that one's **needs** are being considered and met.
- III. **Empowerment - Delegating** decision making and problem solving to the level at which it is **most appropriate**.
- IV. **Teamwork** - Working together toward **common goals**.
- V. **Mutual Respect** - Given whether earned or not.
- VI. **Communication - Open, frequent, and two-way**
- VII. A positive, open, trusting family environment in which **cooperation** is the norm.
- VIII. Results are achieved to and through the satisfaction of **all church members** to the maximum degree possible in the situation.
- IX. **Church members** at every level meet their personal as well as other's needs and are thus motivated to work toward a **common** goal.
- X. **Church members** at every level of involvement are willing, able, and expected to make decisions and to take action to meet common goals and needs within the boundaries demanded by proper and legitimate church authority and by their gifts and abilities.
- XI. Common goals and needs are shared at **all levels and functions**.
- XII. Pastoral Leadership at all levels **visibly** uses the techniques, tools, and behaviors of effective **interpersonal relations**, based on a real concern for the **persons** involved, in making decisions and solving problems.
- XIII. **Church members** are considered the most important **resource**. They are respected for themselves **as persons** and are challenged to take responsibility for **their own** actions, both because of their own satisfaction and for the benefit of others with whom they are involved.
- XIV. **Unnecessary** stresses and pressures are reduced, and there is a proportionate increase of motivation and cooperation toward reaching common goals.

MANAGING RESULTS THROUGH TOTAL SHARED RESPONSIBILITY

I. INEFFECTIVE MODEL

- A. MOSES Exodus 18:13-18 He knew his authority and his empowerment. He knew how to care for sheep. He didn't know how to lead people.

II. MODELS OF MULTIPLYING EFFECTIVENESS BY DIVIDING THE LOAD

- A. MOSES AFTER JETHRO Exodus 18:19-26; also Numbers 11:16 & 17, 24-26

1. INTERCESSORY PRAYER - *represent* the people before God and bring their cases to God. v. 19
2. PREACH AND TEACH THE WORD OF GOD - *teach* them the statutes and decisions and *make them know* the way in which they must walk and what they must do. v. 20
3. SHARE THE LOAD - *choose* able men from all the people. What kind? Such as fear God, are trustworthy, and hate a bribe. v. 21. *Place* such men over the people as rulers...and *let them judge* the people at all times; every great matter they shall bring to you, but any small matter they shall decide themselves; so it will be easier for you, and *they will bear the burden with you*. v. 21 & 22
4. RESULT - if you do this, and God so commands you, then you will be able to *endure*, and this entire people also will go to their places *in peace*. NO BURNOUT!

B. JESUS

1. INTERCESSORY PRAYER - represents the people before God and heals diseases, casts out demons, raises the dead, etc.
2. PREACHES AND TEACHES THE WORD OF GOD
3. SHARES THE LOAD
 - a. Calls leaders - Luke 6:12 & 13; 10:1
 - b. Disciples leaders intensely and in depth
 - c. Encourages leaders to practice what they learn
 - d. Empowers leaders - Luke 9:1 & 2; 10:18
4. RESULT - The Church

JESUS CHRIST'S VISION AND ORDER FOR HIS CHURCH

THE FOUNDATION OF THE CHURCH

“Why do you call me, ‘Lord, Lord,’ and do not do what I tell you? I will show you what someone is like who comes to me, hears my words, and acts on them. That one is like a man building a house, who dug deeply and laid the foundation on a rock; when a flood arose, the river burst against that house but could not shake it because it had been well built.” Luke 6:46-48

“No one can lay any foundation other than the one that has been laid; that foundation is Jesus Christ.” 1 Corinthians 3:11

“He (God) has put all things under his (Christ’s) feet and has made him the head over all things for the church, which is his body, the fullness of him who fills all in all.” Ephesians 1:22 & 23

“By speaking the truth in love we must grow up in every way into him who is the head, into Christ, from whom the whole body, joined and knit together by every ligament with which it is equipped, as each part is working properly, promotes the body’s growth in building itself up in love.” Ephesians 4:15 & 16

JESUS LAYS THE FOUNDATION THROUGH GIFTED MINISTERS

“So then you are no longer strangers and aliens but are citizens with the saints and also members of the household of God, built upon **the foundation of the apostles and prophets**, with **Christ Jesus** himself as **the cornerstone**. In him the whole structure is joined together and grows into a holy temple in the Lord; in whom you also are built together spiritually into a dwelling place for God.” Ephesians 2:21 & 22

“But each of us was given grace according to the measure of God’s gift. Therefore it is said, ‘When he ascended on high, he made captivity itself a captive; he gave gifts to his people. The gifts he gave were that some would be **apostles**, some **prophets**, some **evangelists**, some **pastors and teachers** (elders).’ “ Ephesians 4:7 & 8, 11

“Now you are the body of Christ and individually members of it. And **God** has appointed in the church **first apostles, second prophets, third teachers**; then deeds of power, then gifts of healing, forms of assistance, forms of leadership, various kinds of tongues. Are all apostles? Are all prophets? Are all teachers? Do all work miracles? Do all possess gifts of healing? Do all speak in tongues? Do all interpret?” 1 Corinthians 12:27-30

THE PURPOSE AND FUNCTION OF THE GIFTED MINISTERS

“To equip the saints for the work of ministry, for building up the body of Christ until all of us come to the unity of the faith and of the knowledge of the Son of God, to maturity, to the measure of the full stature of Christ.” Ephesians 4:12 & 13

C. THE APOSTLES

1. *DEVOTED THEMSELVES TO PRAYER AND TO THE MINISTRY OF THE WORD* (preaching and teaching the Word of God) - Acts 6:4 & 2b
 2. *INFLUENCED LEADERS THROUGH THEIR OWN EXAMPLE* (Modeling is the most powerful method of influencing people, that is, leadership) - 1 Peter 5:2; 1 Timothy 4:11-16; Titus 2:7 & 8
 3. *DETERMINED THE QUALIFICATIONS FOR DELEGATED AND ORDAINED LEADERS*
 - a. Elders called overseers (bishops), presbyters (priests) - 1 Timothy 3:1-7; Titus 1:6-11
 - b. Deacons - 1 Timothy 3:8-10; 12 & 13
 4. *ORDAINED AND EMPOWERED LEADERS BY LAYING ON OF HANDS, THEREBY PASSING ON THE AUTHORITY THEY HAD RECEIVED FROM JESUS THROUGH THE HOLY SPIRIT.* What kind? Of good repute, full of the Holy Spirit and of wisdom. - Acts 6:3
 5. *DISCIPLED LEADERS* - 2 Timothy 1:1 & 2; Titus 2:1-3:2
 6. *SUPERVISED LEADERS* - Timothy 5:17-22
 7. *RESULT - A Church In Order As Jesus Established It*
- D. *MULTIPLYING YOUR EFFECTIVENESS BY DIVIDING YOUR LOAD*

IV. CONCLUSION - THREE THINGS ARE NECESSARY FOR EFFECTIVE PASTORAL LEADERSHIP AND MINISTRY

- A. *AUTHORITY* - From God, not from man
- B. *EMPOWERMENT* - From the Holy Spirit by laying on of hands
- C. *SERVANT LEADERSHIP* - From discipled and trained Church Leaders

MANAGING RESULTS THROUGH TOTAL SHARED RESPONSIBILITY

SELF-STUDY PROCESS

A. ASSESS THE INTERNAL SITUATION

- I. Draft a **profile** of the church family as currently perceived
- II. Reflect on the **mission, values, and goals** of the church family

Address the following questions:

1. Who are we? Who do we want to be? (**MISSION**)
2. What makes us distinctive? (**VALUES**)
3. What do we want to do? (**GOALS**) Go for **fantasy goals**, i.e. if we had all of the resources at our disposal (time, money, space, personnel, etc.), what would we most like to do or have?
4. How do we get it done? (**ACTION PLANS**)
5. How do we measure success? (**ACCOUNTABILITY**)

B. DEVELOP A FORMAL WRITTEN PLAN

A good plan

1. Is **clearly focused**
2. Is **easy to understand**
3. Balances the **necessity of pastoral leadership** with the priority of **collaboration**
4. Balances the **mission** of the church family with the **practical realities** (time, money, space, personnel, etc.)

C. IMPLEMENT THE PLAN

D. PROVIDE ACCOUNTABILITY - A **quarterly review** and **annual revision**

**MANAGING RESULTS THROUGH TOTAL SHARED RESPONSIBILITY
SHEPHERD LEADERSHIP EFFECTIVENESS CHECKUP - Part I**

To each of the statements below, circle SA if you Strongly Agree, A if you Agree, N/O if you have No Opinion, D if you Disagree, and SD if you Strongly Disagree.

- | | | | | | | |
|----|---|----|---|-----|---|----|
| 1. | I provide a positive, open, trusting working environment for those under me in which cooperation is the norm. | SA | A | N/O | D | SD |
| 2. | Under my leadership results are achieved to and through the complete satisfaction of all persons involved to the degree possible. | SA | A | N/O | D | SD |
| 3. | Persons at every level under my leadership meet personal needs as well as those of the church family and thus are motivated to work toward a common goal. | SA | A | N/O | D | SD |
| 4. | Persons at every level of involvement under my leadership are willing, able, and expected to make decisions and take action to meet common goals and needs of the total church family within the boundaries determined by proper and legitimate church authority. | SA | A | N/O | D | SD |
| 5. | Common goals and needs are shared among persons at all levels and functions under my leadership. | SA | A | N/O | D | SD |
| 6. | I and those at all levels under me visibly use the techniques, tools, and behaviors of effective interpersonal skills based on concerns for <i>persons</i> involved when making decisions and solving problems. | SA | A | N/O | D | SD |
| 7. | People under my leadership are considered my most important | SA | A | N/O | D | SD |

resource. I respect them for themselves as persons and challenge them to take responsibility for their own actions both because of their own self-satisfaction and for the benefit of the total church family.

- | | | | | | | |
|-----|--|----|---|-----|---|----|
| 8. | I reduce unnecessary stresses and pressures to the degree possible and thus achieve a proportionate increase of cooperation that benefits both the person and the total church family. | SA | A | N/O | D | SD |
| 9. | I and my church leadership provide effective and proper supervision of “people problems”. | SA | A | N/O | D | SD |
| 10. | I treat those under me with respect and consideration and thus see their motivation and cooperation greatly improve. | SA | A | N/O | D | SD |

SHEPHERD LEADERSHIP EFFECTIVENESS CHECKUP - Part II

1. How much confidence and trust do you presently show in those under you?

A. Virtually none	C. Substantial amount
B. Some	D. A great deal

2. How free do those under you feel to talk to you about their needs and concerns?

A. Not very free	C. Quite free
B. Somewhat free	D. Very free

3. How often do you seek and constructively use ideas from those under you?

A. Seldom	C. Often
B. Sometimes	D. Very frequently

4. Do you make predominant use of (1) Fear, (2) Threats, (3) Punishment, (4) Rewards, (5) Involvement?

A. 1, 2, 3 & occasionally 4	C. Some 3 and 5
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- | | | |
|--|----------------------|-----------------------------|
| | A. Not very much | C. Some contribution |
| | B. Relatively little | D. Substantial contribution |
14. How are the goals of your church family established?
- | | |
|-------------------------------|-------------------------------------|
| A. Orders issued | C. After discussion, by orders |
| B. Orders, some input invited | D. By group action except in crisis |
15. How much hidden resistance to your goals is present?
- | | |
|------------------------|-----------------------------|
| A. Strong resistance | C. Some resistance at times |
| B. Moderate resistance | D. Little or none |
16. How concentrated are review and control functions?
- | | |
|----------------------|--|
| A. Very high at top | C. Moderate delegation to lower levels |
| B. Quite high at top | D. Widely shared |
17. Is there an *informal* leadership resisting your formal one?
- | | |
|------------|-----------------------------|
| A. Yes | C. Sometimes |
| B. Usually | D. No, same goals as formal |
18. How do you use cost, productivity, and other control data?
- | | |
|--------------------------|--------------------------------------|
| A. Policing, punishing | C. Reward and self-guidance |
| B. Reward and punishment | D. Self-guidance and problem solving |
19. How do you use performance appraisals?
- | | |
|--------------------------|--------------------------------------|
| A. Policing, punishing | C. Reward and self-guidance |
| B. Reward and punishment | D. Self-guidance and problem solving |

SCORING:

Part I - SA = 100 points each; A = 80 points each

Part II - D = 100 points each; C = 80 points each

Total Score: 1950-3000 = above average empowering leadership effectiveness

SHEPHERD EFFECTIVENESS CHECKUP - Church Members

To each of the statements below, circle SA if you Strongly Agree, A if you Agree, N/O if you have No Opinion, D if you Disagree, and SD if you Strongly Disagree.

- | | | | | | | |
|----|--|----|---|-----|---|----|
| 1. | My church family has a positive, open, trusting environment in which cooperation is the norm. | SA | A | N/O | D | SD |
| 2. | In my church family results are achieved to and through the complete satisfaction of all persons involved to the degree appropriate to the size of my church. | SA | A | N/O | D | SD |
| 3. | Persons at every level of my church family meet personal as well as organizational needs, and thus all of us are motivated to work toward a common goal. | SA | A | N/O | D | SD |
| 4. | Persons at every level of involvement in my church family are willing, able, and expected by the leadership to make decisions and take actions to meet the common goals and needs of the total church family within the boundaries determined by proper and legitimate church authority. | SA | A | N/O | D | SD |
| 5. | Common goals and needs are shared among all levels and functions of my church family. | SA | A | N/O | D | SD |
| 6. | Leadership at all levels visibly use the techniques, tools, and behaviors of effective interpersonal skills, based on concern for the <i>persons</i> involved, in making decisions and solving problems. | SA | A | N/O | D | SD |
| 7. | People involved in my church family are considered the most important <i>resource</i> of my church family. They are respected for themselves as persons and are challenged to take | SA | A | N/O | D | SD |

responsibility for their own actions, both because of their own dignity, gifts, and talents and for the benefit of the total church family.

8.	Unnecessary stresses and pressures are reduced, and there is a proportionate increase of personal as well as total church effectiveness.	SA	A	N/O	D	SD
9.	I am well satisfied with the overall leadership of my church family.	SA	A	N/O	D	SD
10.	I believe that the leadership I am under is concerned about my well-being.	SA	A	N/O	D	SD
11.	My church family provides effective and proper concern for “people problems”.	SA	A	N/O	D	SD
12.	When I am treated with respect and considered as a part of my church family, my motivation and personal contribution greatly improve.	SA	A	N/O	D	SD
13.	The best leaders in my church family always try to find the good in others and to see things from the perspective of those under them.	SA	A	N/O	D	SD

ADDITIONAL COMMENTS:

STANDARDS AND PROCEDURES FOR PASTORAL LEADERS

QUALIFICATIONS

Pastoral leaders should exhibit an active personal relationship with and commitment to our Lord and Savior, Jesus Christ.

Pastoral leaders should be of spiritual maturity, with teaching and leadership abilities, tested and proven in their own families, that will allow for growth and maturity in those under them.

A male leader should be a good father model. He should be serious, straightforward, truthful, just, holy, modest, a lover of goodness, irreproachable and blameless, of steady, even temper, a man of peace, self-controlled, gentle and not violent, not contentious or self-willed, not someone who loves money, not given to greed, hospitable, a good teacher who holds fast to authentic doctrine, well thought of by those outside the community of believers. If married, he should be a faithful husband, a good manager of his household, able to keep, or to have kept, his children under control without sacrificing his dignity, a father of children who are believers and who are, or were, known not to be wild or insubordinate. 1 Timothy 3:2-7; Titus 1:6-9

A female leader should be a good mother model. She should be serious, temperate, not a slanderous gossip, entirely trustworthy, one who knows the value of everything she makes or buys, generous to the poor and needy, strong and respected and not afraid of the future, one who speaks with gentle wisdom, a woman who honors the Lord. If married, she should also be subordinate to her husband so that, even if he disobeys the Word, he may be won over without a word by her conduct when he observes her reverent and chaste behavior. Her adornment should not be an external one but rather the hidden character of the heart, expressed in the imperishable beauty of a gentle and calm disposition, which is precious in the sight of God. She should be one in whom her husband puts his confidence, one who does her husband good and never harm, one who looks, or looked, after her family's needs, one to whom her children show appreciation and whom her husband praises. 1 Timothy 3:11; 1 Peter 3:1-4; Proverbs 31:10-31

These are the Scriptural qualifications for Spiritual leaders in the Church. No one should be in a responsible position of leadership who does not meet them or is not striving for them. The training ground for leadership in the Church is the family. These qualifications should be goals for parents as they provide leadership over their families.

PERFORMANCE GOALS:

Pastoral leaders are responsible for the effective performance of all general and assigned responsibilities.

Pastoral leaders are obligated to those under them, to recognize and understand their God-given nature and abilities, to promote their worth and dignity, and to strive for their successful formation as Christians.

Pastoral leaders will perform these duties in such a way as to enhance and maximize the spiritual and formative opportunities and benefits available to each person under their supervision.

Pastoral leaders will work as necessary to achieve the overall mission of Christian formation.

PERFORMANCE RESPONSIBILITIES:

- 1.0 Pastoral leaders are responsible for the spiritual formation of those under them.
 - 1.1 Pastoral leaders must exhibit a personal commitment to the Lordship of Jesus Christ in their own lives.
 - 1.2 Pastoral leaders must be convinced of the importance of prayer in their own personal life and in the life of each person under them.
 - 1.3 Pastoral leaders must be enthusiastic and consistent students of the Word of God.
 - 1.4 Pastoral leaders must possess a thorough knowledge of and commitment to growth in their understanding of Biblical truth.
 - 1.5 Pastoral leaders must undertake, as God gives them the strength, to live in full obedience to God's will as set forth in the Scriptures and to be an example in speech, conduct, love, faith, and purity.
- 2.0 Pastoral leaders are responsible for developing and nurturing those under them spiritually and socially. They will remain sensitive to the spiritual and social development of those under them.
 - 2.1 Pastoral leaders must see themselves as an extension of the Ministering Body of Christ. To that end, they should encourage or develop the following:

- 2.1.a Andrew Evangelism - 1 Peter 3:15 & 16; John 1:40-42. Being a witness and model, reconciliation, restoration, and being open to the manifestations of the Holy Spirit are essential, not optional.
- 2.1.b Nurture - Gather the lambs together and carry them in your arms until they are strong enough to walk on their own. New Christians must be introduced gently and gradually into their new life and relationship with the Father, the Son, and the Holy Spirit. First, give milk, then meat.
- 2.1.c Protection -

Protect those placed under you from the philosophies, ideas, and values of this world that do not provide healthy food for the mind and spirit.

Protect those under your care when they are being attacked or criticized, either by the world or by other Christians.
- 2.1.d Reconciliation - many were once in churches and no longer are. You must go looking for them and bring them back from the world.
- 2.1.e Praise and Worship - Lead those under you to new heights of praise and worship and give them good, refreshing food and drink from God's Word, especially as it has influenced and developed your own personal and spiritual life.
- 2.1.f Discipleship - Help those under you discover God's will for their lives because in doing his will they will find rest.
- 2.1.g Discernment - Discern the spiritual condition and gifts of those under you and protect them from the influence of those who would stray and go off on their own or do their own thing.
- 2.1.h Discipline - Don't be afraid to discipline those under your care with the rod of correction and the staff of the authority that God has given you. But, be aware that it is God's authority that you are exercising and be careful not to abuse it. You are a leader, not a dictator. Discipline is to be carried out according to the principle in Matthew 18:15-17
- 2.1.i Intercession - Intercede for those under you and stand against all the forces of Satan that would attack or infiltrate those under you.

2.1.j Share Resources -

1) Pastoral leaders should provide encouragement but not become enablers. Teach those under you to seek the Lord's solutions to their situations and the consequences thereof.

2) Pastoral leaders should provide liaison through appropriate mechanisms in providing special assistance to those who are in need of it and/or who request such help. Help is not limited to financial resources.

3) Except in the form of almsgiving, pastoral leaders are to provide no long-term financial assistance, either personally or through those under them, to anyone. Pastoral leaders can and should encourage other acts of giving and serving, such as cutting grass, painting houses, visiting the sick, etc.

4) Because of the psychological and spiritual factors involved which can sometimes become quite complex and difficult, pastoral leaders are *in no way* to become involved in "deliverance" ministry on their own. Such situations are to be referred to those who are specially gifted and experienced in this difficult ministry. This does not mean that you are not to do "Spiritual Warfare" through prayer and intercession. By all means, do so!

2.1.k Communication - Pastoral leaders will make every reasonable effort to maintain effective and open communication with those under them and will be available at *reasonable* times to talk with them. However, pastoral leaders must know when to refer those who have problems that interfere with their functioning and will seek appropriate help in assisting such persons.

3.0 Pastoral leaders are responsible to be professional and Christ-honoring in the fulfillment of their mission.

3.1 Pastoral leaders will demonstrate respect for their calling, for effective Christian formation, and for the attributes, gifts, and abilities of co-workers.

3.2 Pastoral leaders will regard personal information about those under them as confidential and will utilize such information only as an aid in helping a person attain appropriate spiritual and social goals.

3.3 Pastoral leaders will recognize an administrative line or channel for their concerns through their appropriate supervisor.

- 3.4 Pastoral leaders will demonstrate continued interest and effort in their spiritual and social growth and improvement. They will seek and use constructive suggestions and will take advantage of opportunities when offered that will improve their spiritual and leadership development.
- 3.5 Pastoral leaders will always be ready and available to be used by the Holy Spirit for the spiritual uplifting of those under them and/or of their fellow workers.