



Management **For Church Leaders™**

Training Manual

Volume #1

**“Helping Church Leaders Manage The Ministry
God Has Called Them To Lead”**



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Introduction

This training manual has been developed to assist pastors, church staff, and ministry leaders in the management and administration of their called offices of ministry. While many Seminaries and Bible Colleges prepare pastors and ministry leaders for preaching, teaching, and evangelizing, their curriculums often do not include any training on basic management skills. Since most pastors and church leaders must lead people, manage resources, and administer in their churches, this type of training is essential in order to prepare them for what they will be called upon to do once installed in their ministry.

The author has been training church and ministry leaders in the mission field since 1996. This manual grew out of our recognition from several years working with pastors in various countries of the lack of management training material or resources. It was also apparent that there was not much of this material even available or being taught at present. Therefore, since many pastors and leaders in underdeveloped countries lack access to basic management training, FaithLife Ministries has developed this material to fill this need.

The material in this training manual has been designed to provide a basic level of understanding and training in management tools and techniques from a Christian and Biblical perspective. When these tools and techniques are applied with guidance from, and reliance upon, the Holy Spirit, we believe they will produce “fruit for the Kingdom” (Colossians 1:10).

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About FaithLife Ministries

FaithLife Ministries was started in January, 2001 by Barry Voss and Kim Star-Voss in order to provide ministry training and resources for church leaders around the world. They have a calling and a passion for discipling, equipping and training God's people for ministry, particularly in parts of the world where there is little access or finances for such resources. They have been training pastors and children's, youth, and adult ministry leaders in various countries with an emphasis on developing ministry leadership skills. Besides conducting training conferences and workshops, they create & develop their own training materials and resources and endeavor to encourage all believers to live a life of faith.

Kim was formerly the Children's Discipleship Minister at Christ the Shepherd Church in Alpharetta, GA where she ministered to over 500 children and adults. In addition to her ministry background Kim also worked for over 15 years as a manager of computer systems and projects in several large corporations. Barry is currently employed full-time in this ministry and also has over 20 years of business management experience. He is also involved in both worship and men's ministry at their church. Kim and Barry have been married for 35 years and have two adult children.

Acknowledgments

We would like to express our thanks to God, first of all, for making this project possible and for giving us the vision to develop this training manual. We would also like to thank Ken Jacques, Daryl Hoh, Doming Orprecio, Ayub Khayo and David Quispirroca for their assistance in editing and providing input to this material.

Management For Church Leaders

Volume 1

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Section 1

Ministry Management



Chapter 1

Ministry Leadership

“Be shepherds of God’s flock that is under your care, serving as overseers – not because you must, but because you are willing, as God wants you to be; not greedy for money, but eager to serve, not lording it over those entrusted to you, but being examples to the flock. And when the Chief Shepherd appears, you will receive the crown of glory that will never fade away.”

1 Peter 5:2-4

Strong leadership skills are important for every church leader. Without them, many church leaders find it extremely difficult to move ministries forward and engage people in the mission of the church. Leadership can be simply defined as those skills that enable an individual to motivate others to achieve a desired goal or outcome. But leadership is also about having a vision and a plan, developing people and focusing on accomplishing goals. In this chapter we will look at the 5 keys to effective ministry leadership.

Question: What must every leader have to be considered a leader?

Answer: **Followers!**

***If no one follows you, you are not a leader.**

5 Keys to Effective Ministry Leadership

#1. Leaders use Influence, not Authority

John 10:2-4

“The man who enters by the gate is the shepherd of his sheep. The watchman opens the gate for him, and the sheep listen to his voice. He calls his own sheep by name and leads them out. When he has brought out all his own, he goes on ahead of them, and his sheep follow him because they know his voice.”

- **Leadership** is influence
 1. You need to motivate others to action
 2. You earn influence by building up trust and respect
 3. Leadership is the ability to get others to willingly follow your decisions

- **Authority** is power
 1. According to the dictionary, authority is::
“the power to influence or command thought, opinion, or behavior”
 2. It is given to you by God
“there is no authority except that which God has established”
- Romans 13:1
 3. Authority is earned from the past, not the present
 4. Authority is the ability to enforce your decisions
- How are we to use our authority?
 - To teach
“You must teach what is in accord with sound doctrine. Encourage and rebuke with all authority.” – Titus 2:1 & 15
 - To serve
“Be shepherds of God’s flock that is under your care, serving as overseers – not because you must but because you are willing, as God wants you to be; not greedy for money, but eager to serve.” – 1 Peter 5:2

****It is always better to lead with your influence than your authority**

- When you use your influence, people want to follow you
- When you use authority, people have to follow you
 - You often lose people from your ministry
 - You create opposition

#2. Leaders have a vision

Proverbs 29:18 – “Where there is no vision, the people perish.”

1. A leader knows where he wants to go
 2. Without a vision a church has no direction
 - A vision provides focus
 - It clarifies the purpose and goals of the church
 3. A Vision quantifies the goal and objective of the ministry
 - Its ultimate objective, what it is trying to accomplish
 - What it wants to be or where it wants to go
- **Examples of Visions**
 1. To build a new church facility in 12 months
 2. To establish a food pantry for the poor in the community
 3. To establish a Christian school in the community
 4. To reach 10,000 people with the gospel

4. A Vision enables a church to achieve God's goal for them
 - A God given vision is not usually something we can achieve easily on our own. **John 15:5** – *“Apart from God we can do nothing.”*
 - For the church, it's imperative to seek God's leadership
Matthew 19:26 – *“With man this is impossible, but with God, all things are possible.”*
5. A Vision for the church mobilizes and energizes it
 - When members share the vision they are more likely to get involved
 - A vision gives members something to work towards
 - A vision helps people feel a part of something big

****Note: A Vision is not a mission statement**

- A mission statement tells what you do, not where you are going

How to Develop a Vision

- Step #1:** Pray for God's leading & revelation
- Ask how God can use you in your community or the world
 - Ask what God would have you do for Him
- Step #2:** Think **BIG**
- Do not limit yourself by what you have
 - Allow God to provide what you need
- Step #3:** Involve other leaders in its development
- Step #4:** Write the vision down and consider alternatives or options
- Take time to think about them and pray about them
 - Ask others for input on them
- Step #5:** Pray and select the vision you feel God is calling you to!
- Step #6:** Communicate the Vision
- Leaders must communicate the Vision often to build awareness and involvement
 - As a leader, you must be committed to the Vision

#3. Leaders have a plan

Proverbs 16:3

“Commit to the Lord whatever you do, and your plans will succeed.”

- a. A leader plans how to achieve the vision
 - Without a plan you will likely not achieve the vision
 - A plan helps you organize resources and activities towards the vision
 - A leader cannot plan without a vision
- b. A leader manages God’s resources for God’s vision
 - God gives leaders resources to use
 - God expects leaders to use His resources wisely
 - God expects a return on his investment
- c. A leader’s job is to plan the work and work the plan
 - A leader must continually update the plan
 - A good plan helps the leader make better decisions
 - A good plan avoids wasting God’s resources

#4. Leaders develop people

Luke 9:1-2

“When Jesus had called the Twelve together, he gave them power and authority to drive out all demons and to cure diseases, and he sent them out to preach the kingdom of God and to heal the sick.”

- a. Leaders make disciples first and foremost (**Matthew 28:19-20**)
 - Teach and preach the Word
 - Teach them to obey
- b. Leaders train and equip others for ministry
 - Know and use everyone’s spiritual gifts
 - Encourage ministry participation
- c. Leaders recruit and develop other leaders
 - To grow their ministry
 - To perpetuate the ministry
 - The more leaders there are, the greater the chance for success

#5. Leaders focus on accomplishment

Romans 14:12

“So then, each of us will give an account of himself to God.”

- a. Leaders focus on achieving goals and producing results
 - A leader always keeps the vision in mind
 - A leader measures success by the results that are produced
- b. Leaders focus on areas of greatest return for their investment
 - A leader channels resources into areas of greatest success
 - A leader abandons non-fruitful ministries
- c. Leaders understand that activity is not accomplishment
 - A leader measures ministries by their effectiveness
 - A leader evaluates activities for their impact on the vision

Luke 10: 38-42

“As Jesus and his disciples were on their way, he came to a village where a woman named Martha opened her home to him. She had a sister called Mary, who sat at the Lord’s feet listening to what he said. But Martha was distracted by all the preparations that had to be made. She came to him and asked, ‘Lord, don’t you care that my sister has left me to do the work by myself? Tell her to help me!’ ‘Martha, Martha,’ the Lord answered, ‘you are worried and upset about many things, but only one thing is needed. Mary has chosen what is better, and it will not be taken from her’.”

(This Scripture illustrates the point that Martha was concerned about activity whereas Mary was concerned about accomplishment.)

Mission & Vision

1. Write a Mission statement (What is God calling you to do for Him?)

2. Write a Vision statement (What ministry goal is God asking you to accomplish?)

**The Vision statement should include a way to measure its completion

Chapter 2

Being a Biblical Leader

“I am the vine, you are the branches. If a man remains in me and I in him, he will bear much fruit; apart from me you can do nothing. If anyone does not remain in me, he is like a branch that is thrown away and withers; such branches are picked up, thrown into the fire and burned. If you remain in me and my word remains in you, ask whatever you wish, and it will be given you. This is to my Father’s glory, that you bear much fruit, showing yourselves to be my disciples.”
John 15:5-8

When leading others, following Biblical principles is perhaps the most important thing a leader should aspire to, because that’s what Jesus came to teach us. Although it doesn’t always appear to make sense to us, if we follow God’s ways instead of our ways, we will have a more effective ministry. We may possess tremendous leadership ability, but if it is not based on the Word of God, then we are likely leading our followers in the wrong direction. In this chapter we will look at 10 Biblical attributes of effective leaders and the challenges that leaders face in the present age.

I. Introduction

What is the Christian Leader’s Goal?

It is **NOT**.... To grow attendance and involvement.

It is..... **To see Christ formed in others!**
“My dear children, for whom I am in the pains of childbirth until Christ is formed in you” (Galatians 4:19)

How does a Christian leader differ from a non-Christian leader?

He knows that – *“Apart from God he can do nothing!!” (John 15:5)*

II. Leadership Attributes: An effective leader exhibits the following 10 attributes:

1. An effective leader must bea **Visionary.**
“Where there is no vision, the people perish.” Proverbs 29:18
 - You need to set goals
 - You need to express it in a way that others can share your vision

Example: **Moses** (received vision from God in burning bush - Exodus 3)

2. An effective leader must be**Mission Minded.**

“Then he said to his disciples, the harvest is plentiful but the workers are few. Ask the Lord of the harvest, therefore, to send out workers into his harvest field.” Matthew 9:37-38

- Stay focused on reaching non-believers.
- Be concerned about the discipleship of other believers.

Example: **Paul** (made many missionary journeys – Acts)

3. An effective leader must be**Passionate.**

“Now finish the work, so that your eager willingness to do it may be matched by your completion of it, according to your means.” 2 Corinthians 8:11

- You must care deeply about your ministry.
- You must be committed to succeeding (passion = commitment).

Example: **Stephen** (he was committed to the cause - Acts 7)

4. An effective leader must be**Spirit-led.**

“But you will receive power when the Holy Spirit comes on you; and you will be my witnesses in Jerusalem, and in all Judea and Samaria, and to the ends of the earth.” Acts 1:8

- Let the Holy Spirit guide you.
- Stay connected to your power source – the Holy Spirit!

Example: **Daniel** (he would not deny his faith – Daniel 6)

5. An effective leader must bea **Servant.**

“Not so with you. Instead, whoever wants to become great among you must be your servant, and whoever wants to be first must be your slave – just as the Son of Man did not come to be served, but to serve, and to give his life as a ransom for many.” Matthew 20:26-27

- A leader is called to serve his followers and not be served by them.
- A servant leader helps his followers grow & succeed.

Example: **Jesus** (washing the disciple’s feet – John 13)

6. An effective leader must be**Focused.**

“Brothers, I do not consider myself yet to have taken hold of it. But one thing I do: forgetting what is behind and straining toward what is ahead, I press on toward the goal to win the prize for which God has called me heavenward in Christ Jesus.” Philippians 3:13-14

- Don’t be distracted by issues unrelated to your vision and mission.
- Don’t let Satan lead you astray.

Example: **Nehemiah** (focus on rebuilding the temple of Jerusalem – Nehemiah 6)

7. An effective leader must be**Courageous.**

“Then Moses summoned Joshua and said to him in the presence of all Israel, Be strong and courageous, for you must go with his people into the land that the Lord swore to their forefathers to give them, and you must divide it among them as their inheritance. The Lord Himself goes before you and will be with you; He will never leave you or forsake you. Do not be afraid; do not be discouraged.” Deuteronomy 31:7-8

- A leader is willing to step out in faith
- A leader is willing to take risks to achieve greater success
- God will equip you and give you strength.

Example: **David** (battle with Goliath – 1 Samuel 17)

8. An effective leader must be**Trusting.**

“Trust in the Lord with all your heart and lean not on your own understanding.” Proverbs 3:5

- A leader trusts in God, who alone is faithful and true.
- A leader trusts God when circumstances may indicate otherwise

Example: **Abraham** (sacrifice of Isaac – Genesis 22)

9. An effective leader must be**Prepared.**

“Preach the Word; be prepared in season and out of season; correct, rebuke, and encourage – with great patience and careful instruction.” 2 Timothy 4:2

- Preparation takes sacrifice and planning ahead.
- Success is 1% inspiration and 99% preparation.

Example: **Joseph** (prepared for the famine – Genesis 41)

10. An effective leader must be**Opportunistic.**

“Let us not become weary in doing good, for at the proper time we will reap a harvest if we do not give up. Therefore, as we have opportunity, let us do good to all people, especially to those who belong to the family of believers.”

Galatians 6:9-10

- Seize the day (take advantage of the opportunities God gives you today)
- Be alert for those opportunities.

Example: **Esther** (saved her people from destruction – Esther 4)

II. Leadership Challenges

“In fact, everyone who wants to live a Godly life in Christ Jesus will be persecuted.”

2 Timothy 3:12

Leadership does have its challenging aspects:

A. There can be only one leader at the very top

1. Be wise
2. Be fair
3. Be decisive

B. Not everyone will agree with you all the time

1. Expect challenges to your decisions
2. People do have different perspectives on issues
3. Be able to defend your decision with reason and Scripture, not emotion

C. It's easy to win battles but lose the war

1. Don't lose sight of your long-term vision in your attempt to meet short-term goals
2. Keep your priorities straight
3. Be flexible, but never abandon your principles

Leadership Self-Evaluation

Instructions: Score yourself on each attribute according to the following scale:

1=Rarely 2=Sometimes 3=Frequently 4=Usually 5=Always

<u>Attribute</u>	<u>Score</u>
1. Visionary	_____
2. Mission-minded	_____
3. Passionate	_____
4. Spirit-led	_____
5. Servant	_____
6. Focused	_____
7. Courageous	_____
8. Trusting	_____
9. Prepared	_____
10. Opportunistic	_____
Total	_____

<u>Total Score</u>	<u>Meaning</u>
40+	You possess strong leadership skills. God can really use you!
30-39	You have some leadership abilities, but still have room for improvement.
20-29	You have occasionally exhibited leadership, but need to develop in several areas.
10-19	Your leadership skills are weak. Significant training and improvement are needed.
0-9	You demonstrate no leadership ability. Either seek training or another vocation.

Chapter 3

Leadership Styles

“It was he who gave some to be apostles, some to be prophets, some to be evangelists, and some to be pastors and teachers, to prepare God’s people for works of service, so that the Body of Christ may be built up”

Ephesians 4:11-12

God has called each leader to lead according to their own abilities in order to prepare God’s people for works of service and to build up the body of Christ. **How** we each lead, however, is a matter of personal style and comfort. As leaders, we typically lead, manage, and operate in a way that suits our own personality, giftedness and experiences. In some circumstances the way we lead can be very effective while in others they can be ineffective. Understanding our leadership style and the styles of others, therefore, can help us to be more effective in how we apply our leadership abilities in various situations. In this chapter we will look at the 4 basic leadership styles and how they might be used and applied for maximum effectiveness.

I. What Are Leadership Styles?

- There are 4 styles of leadership, according to George Barna in his book *“A Fish Out Of Water”* (Integrity Publishers, 2002)
 1. The **Directing** Leader
 - This type of leader is typically a visionary person
 - This type of leader focuses on results, not details
 2. The **Strategic** Leader
 - This type of leader likes to analyze information and evaluate different scenarios
 - This type of leader likes to develop and shape plans for the vision
 3. The **Team-Building** Leader
 - This type of leader is more concerned with people relationships and inclusion of people than tasks
 - This type of leader likes to organize people to achieve the vision
 4. The **Operational** Leader
 - This type of leader develops processes to implement the vision
 - This type of leader likes to build systems and monitor results

II. Determining Your Leadership Style

What's Your Leadership Style?

Below is a list of statements about leadership behavior. Read each one carefully, then, using the following scale, decide the extent to which it actually applies to you. For best results, answer as truthfully as possible.

never	rarely	sometimes	often	usually	always
0	1	2	3	4	5

1. _____ I encourage my team to participate in decision making and I try to implement their ideas and suggestions.
2. _____ Nothing is more important than accomplishing a goal or task.
3. _____ Respect for, and valuing, people is my highest priority.
4. _____ I closely monitor the schedule to ensure a task or project will be completed in time.
5. _____ I enjoy coaching people on new tasks and procedures.
6. _____ The more challenging a task is, the more I enjoy it.
7. _____ I encourage others to be creative about their job.
8. _____ When seeing a complex task through to completion, I ensure that every detail is accounted for.
9. _____ I enjoy reading articles, books, and journals about training, leadership, and psychology; and then putting what I have read into action.
10. _____ I find it easy to carry out several complicated tasks at the same time.
11. _____ When correcting other's mistakes, I worry about jeopardizing relationships.
12. _____ I manage my time very efficiently.
13. _____ I enjoy explaining the intricacies and details of a complex task or project to people I am leading.
14. _____ Breaking large projects into small manageable tasks is second nature to me.
15. _____ Nothing is more important than building a great team.
16. _____ I enjoy analyzing problems.
17. _____ I honor other people's boundaries.
18. _____ I enjoy reading articles and books about ministry; and then implementing the new procedures I have learned.
19. _____ Counseling others to improve their performance or behavior is second nature to me.
20. _____ I enjoy organizing and planning activities.

Scoring Section

After completing the questioner, transfer your answers to the spaces below:

People

Question

1. _____
3. _____
5. _____
7. _____
9. _____
11. _____
13. _____
15. _____
17. _____
19. _____

TOTAL _____

(divide answer by 10 & then multiply by 2)

Score: _____

Task

Question

2. _____
4. _____
6. _____
8. _____
10. _____
12. _____
14. _____
16. _____
18. _____
20. _____

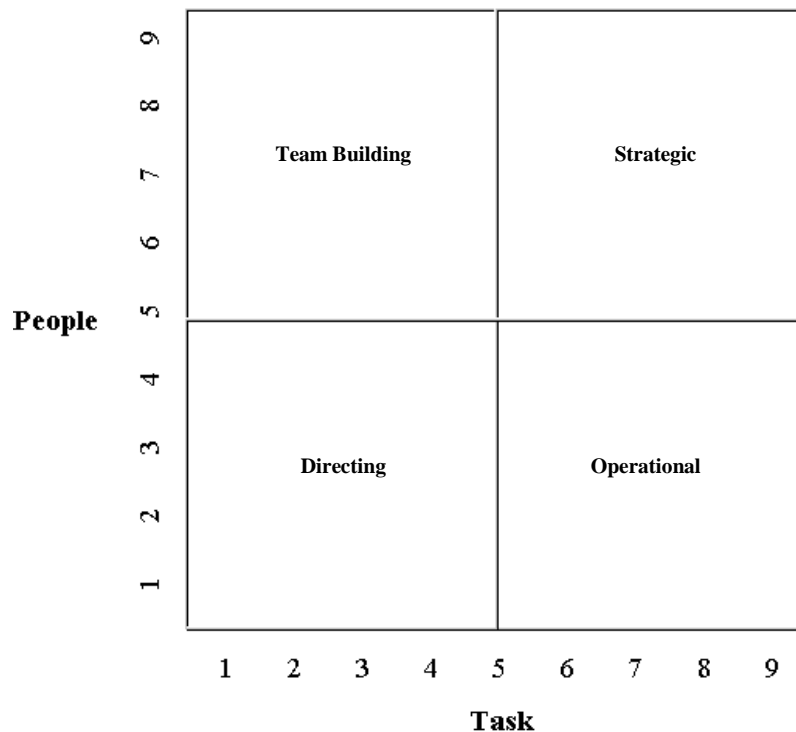
TOTAL _____

(divide answer by 10 & then multiply by 2)

Score: _____

Results Section

Plot your final scores on the graph below by marking a dot for your people score on the vertical axis to the right of the matrix, and marking a dot for your task score on the horizontal axis at the bottom of the matrix. Then, draw two straight lines from each dot until they intersect. The area of intersection is the leadership dimension that you operate out of.



III. Applying Leadership Styles

1. According to George Barna, each leader tends to be dominant in one of these styles. However, all leaders have some aspects of each style.
2. Surround yourself with leaders who have other leadership styles
 - They will complement you
 - They will see things in a way that you do not
 - “Plans fail for lack of counsel, but with many advisers they succeed.”*
- Proverbs 15:22
3. Lead from your strength, not your weakness
 - “We have different gifts, according to the grace given us. If a man's gift is prophesying, let him use it in proportion to his faith. If it is serving, let him serve; if it is teaching, let him teach; if it is encouraging, let him encourage; if it is contributing to the needs of others, let him give generously; if it is leadership, let him govern diligently; if it is showing mercy, let him do it cheerfully.” – Romans 12:6-8*
4. Understand Situational Leadership
 - Your dominant leadership style will not be effective in **ALL** situations
 - Determine which leadership style will be most effective for a given situation
Examples:
 1. Setting a new course for your ministry – **Directing Leadership**
(when *action* is needed)
 2. Developing plans for your ministry – **Strategic Leadership**
(when *analysis and planning* is needed)
 3. Resolving conflict in your ministry – **Team-Building Leadership**
(when *working with people* is needed)
 4. Using technology in your ministry – **Operational Leadership**
(when *systems or processes* are needed)
 - Consider letting another leader on your team with the most effective style lead
 - You retain ultimate authority
 - You delegate project/task leadership to another leader on your team
5. Applying the wrong leadership style in a situation has consequences
 - Your leadership could be resisted
 - You could damage your credibility
 - You could create unwanted conflict
 - The ministry could stagnate or suffer

Leadership Styles Exercise

Instructions: For each situation listed in the left column, write down the appropriate Leadership style(s) that should or could be used (Directive, Strategic, Team Builder, Operational):

Situation	Leadership Style(s) to Use
1. You have been offered a computer for your church and need to determine how best to use it	
2. You are starting up a prison ministry and do not want it to take away resources from other ministries	
3. Your worship team has come to you with complaints about the worship leader	
4. You know that you want to do more outreach in your community but are not sure how best to go about it	
5. You want to move your church to a new, bigger location that is on the other side of town	
6. Some people have complained about the worship service and want you to consider doing something different	
7. Your children's ministry is failing to achieve its goals and attendance is declining	
8. People have started to leave your church for a new church nearby	
9. Another church in town has asked if they could use your church to hold their own events	
10. You have a gossip problem in your church.	

Chapter 4

Developing Leaders

“So the Lord said to Moses, “Take Joshua, son of Nun, a man in whom is the spirit, and lay your hand on him. Have him stand before Eleazar the priest and the entire assembly and commission him in their presence. Give him some of your authority so the whole Israelite community will obey him.””

Numbers 27:18-20

With church or ministry leadership comes a huge responsibility for completing the ministry work that the Lord has called us to. More often than not, we assume that as a leader we need to be intimately involved in every aspect of our ministry if we are to lead it effectively. But the reality is, we cannot. We cannot lead every meeting, oversee every detail or make every decision. As leaders, we need to enlist the support and abilities of others if we are to meet our goals. That means that we need to identify other people who are potential leaders and develop them so that they can lead, act, and manage according to our objectives and authority. Just as Moses laid his hands on Joshua, you too will need to identify other leaders who are “in the spirit,” and commission them to act on your behalf, and with your authority. In this chapter, we will review what a leader is, why it is important to develop leaders and how to identify and develop them.

I. Who is a leader?

According to the Bible, a leader...

1. Knows his or her identity in Christ (**2 Corinthians 5:15-21**)
 - a. He knows we are all ministers for Christ (**1 Peter 2:9**)
 - b. He has equipped us with his power. (**Ephesians 1:18-20; 3:14-20**)
 - c. We are all equally significant to the Body (**1 Corinthians 12:27**)
2. Understands Spiritual giftedness
 - a. He has given everyone a spiritual gift(s). (**1 Corinthians 12:7**)
 - b. We are all called to use our gifts. (**Ephesians 4:11-13**)
 - c. A leader is responsible for getting others to use their gifts. (**2 Timothy 2:2**)
3. Understands their job is to be Salt and Light. (**Matthew 5:13-16**)
 - a. We are to be influencers in our culture (**Colossians 4:5-6**)
 - b. We are models (**1 Thessalonians 1:7**)
 - c. We are Ambassadors (**2 Corinthians 5:20**)
4. Is committed to spreading the gospel (**Acts 1:8**) and making disciples for Christ. (**Matthew 28:19**)

II. Why is developing other leaders so important?

1. It is how God's Kingdom grows

- Jesus taught the principle of multiplication ministry through his disciples
 - Jesus hand-picked the leaders who would build His church on earth
 - Jesus had to disciple and equip all of them
 - He told them to ***“go and make disciples of all nations.”*** – Matthew 28:19
- Jesus did not build the church all by himself
 - “As the Father has sent me, I am sending you.”*** - John 20:21
 - Paul went on many missionary journeys
 - Other disciples and followers established churches
- The church is One Body, and everyone has a part to play in it
 - “Now you are the body of Christ, and each one of you is a part of it.”***
- 1 Corinthians 12:27

2. It multiplies your ministry

- It enables you to extend your ministry to more people
 - Your ministry can impact more lives
 - Your ministry can reach further
- It helps you accomplish more with less effort and time
 - You can't be everywhere
 - You can't always do everything
 - “It would not be right for us to neglect the ministry of the Word of God in order to wait on tables”*** - Acts 6:2
- It opens up other opportunities that you might not see or be able to pursue
 - Other leaders have other gifts to share
 - Other leaders have other passions and interests

3. It enables the working of the Holy Spirit within your church

- The Holy Spirit works through ***all*** people, not just pastors
 - We are the priesthood of ***all*** believers
 - “For we were all baptized by one Spirit into one body – whether Jews or Greeks, slave or free – and we were all given the one Spirit to drink.”***
–1 Corinthians 12:13
 - The Holy Spirit empowers ***all*** believers
 - “But you will receive power when the Holy Spirit comes on you.”***
- Acts 1:8

4. Ministry success rises and falls on leadership and the Holy Spirit

- Without strong leadership a ministry cannot succeed
 - Good leaders can restore poor ministries
 - Bad leaders can destroy successful ministries
- The Holy Spirit *IS* our source of power
 - We are only seed planters

“So neither he who plants nor he who waters is anything, but only God, who makes things grow.” - 1 Corinthians 3:7
 - Our power comes from God, the Holy Spirit

“Apart from God we can do nothing.” – John 15:5

IV. How do you identify other leaders?

1. Criteria for strong leaders

- People of character

“Now the overseer must be above reproach, the husband of but one wife, temperate, self-controlled, respectable, hospitable, able to teach, not given to drunkenness, not violent but gentle, not quarrelsome, not a lover of money.” - 1 Timothy 3:2-3
- People of faith

“They must not be a recent convert, or he may become conceited and fall under the same judgment as the devil.” – 1 Timothy 3:6

“They must keep hold of the dear truths of the faith with a clear conscience.” – 1 Timothy 3:9
- People full of the Spirit

“Brothers, choose seven men from among you who are known to be full of the Spirit and wisdom.” - Acts 6:3

2. Criteria for leaders not mentioned in the Bible (but typically used)

- Education
- Social position
- Experience

**** These are good things to have but should NOT be the primary criteria**

3. Choosing leaders

- Select people with a passion
- Select people who are trainable
- Select people who possess the necessary or appropriate spiritual gifts

V. How do you develop other leaders? (refer to Matthew Chapter 10)

Step #1: Disciple them

- Weekly mentoring
- Words & acts of encouragement
- Faith building
- Preparation (leader training)

Step #2: Delegate responsibility to them (Matthew 10:1)

- Give them something to lead or manage
- Empower them to get a job done
- Build their self-confidence

Step #3: Communicate your expectations to them (Matthew 10:6-8, 16)

- Set clear goals & help them develop a leadership plan
- Set parameters or guidelines

Step #4: Hold them accountable (Matthew 10:32-33)

- Expect them to meet the objectives
- If there are problems, don't step in and fix them, let them fix them
 - Give advice as necessary
 - Have them bring you a solution

Step #5: Review their progress periodically

- Meet regularly to discuss issues and concerns
- Don't leave them on their own or ignore them
- Show your interest in helping them learn and be successful

Step #6: Release them into ministry

- When they are ready, let them go - don't hold them back
- Give them a ministry to lead
- Commission them for ministry work

Developing Leaders Exercise

Next to each ministry leadership position write down the spiritual gifts you think are necessary and the skills or experience you think would be helpful for that position.

Ministry Position	Spiritual Gifts**	Skill/Experience
1. Pastor		
2. Worship Leader		
3. Children's Ministry Leader		
4. Youth Ministry Leader		
5. Elder		
6. Teacher		
7. Evangelist		
8. Missionary		
9. Financial Manager		
10. Prayer Ministry Leader		

** Refer to list of Spiritual Gifts on pages 37-38

Section 2

People Management



Chapter 5

Spiritual Gifts

“Now to each one the manifestation of the Spirit is given for the common good. All these are the work of one and the same Spirit, and he gives them to each one, just as he determines”

1 Corinthians 12:7, 11

The Bible says that each Christian is given a spiritual gift(s) for use in building the Body of Christ. But what exactly are spiritual gifts? Are they the same as our skills and talents? How do we know what spiritual gift(s) we have? And how do we know when and how to use them? These are typical questions many Christians ask when it comes to understanding their role in the church or in the Body of Christ. As a leader, it is important for you to not only know your own giftedness, but also the giftedness of others, in order for you to channel them into areas of ministry where God can use them more effectively. In this chapter we will look at what spiritual gifts are, why they are important, and how they should be used for maximum impact for the kingdom. We will also provide an assessment tool to help determine what your spiritual gift(s) may be.

I. What Are Spiritual Gifts?

- Spiritual Gifts are those abilities that the Holy Spirit gives to the followers of Christ to equip them for ministry.
 1. These gifts are given for the common good

“Now to each one the manifestation of the Spirit is given for the common good.” - 1 Corinthians 12:7
 2. These gifts are given as the Holy Spirit determines

“He gives them to each one, just as he determines”- 1 Corinthians 12:11
 3. These gifts are given as needed
- Spiritual Gifts fall into 3 main categories
 1. **Ministry** gifts – typically a calling to a position
 2. **Practical** gifts – to minister to others
 3. **Charismatic** gifts – spiritual manifestations and powers
- The Bible mentions 21 specific gifts
 1. **Ministry**
 - Apostle, Prophet, Evangelist, Pastor, Teacher

“It was He who gave some to be apostles, some to be prophets, some to be evangelists, and some to be pastors and teachers”

- Ephesians 4:11

2. Practical

- Service, Encouragement, Giving, Leadership, Mercy, Helps, Administration

“If it is serving, let him serve; if it is teaching, let him teach; if it is encouraging, let him encourage; if it is contributing to the needs of others, let him give generously; if it is leadership, let him govern diligently; if it is showing mercy, let him do it cheerfully.”

- Romans 12:7-8

“And in the church God has appointed first of all apostles, second prophets, third teachers, then works 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

3. Charismatic

- Wisdom, Knowledge, Discernment, Prophecy, Tongues, Interpretation, Faith, Healing, Miracles

“To one there is given through the Spirit the message of wisdom, to another the message of knowledge by means of the same Spirit, to another faith by the same Spirit, to another gifts of healing by that one Spirit, to another miraculous powers, to another prophecy, to another the ability to distinguish between spirits, to another the ability to speak in different kinds of tongues, and to still another the interpretation of tongues.” - 1 Corinthians 12:8-10

<p>**There are other spiritual gifts mentioned in the Bible, but these are the most clearly identified in the New Testament.</p>
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II. Why Are Spiritual Gifts Important?

- To fulfill God’s purpose and plan for mankind
“May the God of peace... equip you with everything good for doing His will....” - Hebrews 13:20-21
- To prepare God’s people for works of service
“to prepare God’s people for works of service, so that the body of Christ may be built up.” - Ephesians 4:12
- To attain spiritual maturity
“Until we all reach unity in the faith and in the knowledge of the Son of God and become mature” - Ephesians 4:13
- To unify the Body of Christ
“Now you are the body of Christ, and each one of you is part of it.”
- 1 Corinthians 12:27

III. How Should Spiritual Gifts Be Used and Applied?

- To build up the church
“Since you are eager to have spiritual gifts, try to excel in gifts that build up the church.” 1 Corinthians 14:12
- To serve others
“Each one should use whatever gift he has received to serve others, faithfully administering God’s grace in its various forms.” - 1 Peter 4:10
- To glorify God
“If anyone speaks, he should do it as one speaking the very words of God. If anyone serves, he should do it with the strength God provides, so that in all things God may be praised through Jesus Christ.” - 1 Peter 4:11
- To reveal God’s character
“But the fruit of the Spirit is love, joy, peace, patience, kindness, goodness, faithfulness, gentleness and self-control. - Galatians 5:22

Paul also gives 2 Warnings:

- They should not be neglected
“Do not neglect your gift, which was given you through a prophetic message when the body of elders laid their hands on you.” - 1 Timothy 4:14
- They should be used in an orderly fashion
“But everything should be done in a fitting and orderly way.” - 1 Corinthians 14:40

IV. Spiritual Gift Assessment

- What is it?
 - A discovery tool using questions and multiple choice answers
 - A tool for determining a person’s spiritual gifts
 - A guideline for helping people find their role in the church
- What it is not
 - It is not absolute. Gifts can change over time
 - It should never be used to limit a person’s service or ministry. Gifts can be given by God when needed.

Spiritual Gifts Test

<http://www.kodachrome.org/spiritgift>

God has blessed every person with a **Spiritual Gift(s)**. Do you know what **Spiritual Gift(s)** God has given you? If you have been wondering what **Spiritual Gift(s)** you have, then this test will show you what they might be.

This is a **Spiritual Gifts Test**. It consists of 110 **Statements** that you respond to by answering: **Always, Usually, Often, Sometimes, Seldom, Rarely** or **Never** to indicate how you feel about that statement.

Please keep in mind that this test was written by people, not by God, and as such it is certainly imperfect. It should be used as a starting place to begin to discover your **Spiritual Gifts**, but certainly not as an absolute indicator. The test may not always indicate your true **Spiritual Gifts**. It is just one tool in what should be a life long search for how God has blessed you so you can bless others.

You need to be able to spend enough time to **Respond** to ALL the **Statements** or the test will not give meaningful results.

Respond to each **Statement** with the number corresponding with your first feeling according to the following scale:

Always	= 5
Usually	= 4
Often	= 3
Sometimes	= 2
Rarely	= 1
Never	= 0

Let's begin:

- 1) _____ **People seem to be willing to follow my leadership without much resistance.**
- 2) _____ **I like to proclaim God's Word to fellow Christians.**
- 3) _____ **It is a joy for me to proclaim God's plan of salvation to un-churched people.**
- 4) _____ **It is enjoyable to have the responsibility of leading other people in their spiritual life.**
- 5) _____ **I'm excited in helping people to discover important truths in the scriptures.**
- 6) _____ **I have special joy singing praises to God either alone or with other people.**
- 7) _____ **It is enjoyable to motivate people to a higher spiritual commitment.**
- 8) _____ **People with spiritual problems seem to come to me for advice and counsel.**
- 9) _____ **I received excellent grades in school.**

- 10) _____ There is great joy in doing little jobs around the church.
- 11) _____ I look for opportunities to assist people in their work.
- 12) _____ There is great joy in leading people to accomplish group goals.
- 13) _____ I like to organize people for more effective ministry.
- 14) _____ There is great satisfaction in giving large amounts of money for the Lord's work.
- 15) _____ I feel great compassion for the problems of others.
- 16) _____ It seems easy to perceive whether a person is honest or dishonest.
- 17) _____ I am ready to try the impossible because I have a great trust in God.
- 18) _____ There is great joy in having people in my home.
- 19) _____ I find that the repair and maintenance of things in my environment come easily to me.
- 20) _____ I seem to recognize prayer needs before others.
- 21) _____ I enjoy the opportunity to pray with and for a person who is physically ill that they may be made well.
- 22) _____ I adapt easily in a culture different from mine.
- 23) _____ I feel a sense of authority in my relationship to the group.
- 24) _____ I like to proclaim the Word of God to comfort others.
- 25) _____ I seem able to determine when the Spirit has prepared a person to received Jesus Christ.
- 26) _____ It is exciting to provide spiritual leadership for a congregation.
- 27) _____ Teaching a Bible Class is one of the most enjoyable things I do (or could do) in the Church.
- 28) _____ God has given me the ability to play a musical instrument and I enjoy it.
- 29) _____ It is a joy to give encouragement to people who are discouraged.
- 30) _____ I enjoy providing solutions to difficult problems in life.
- 31) _____ It seems easy to learn difficult truths.
- 32) _____ I enjoy doing routine tasks for the glory of God.
- 33) _____ I enjoy helping with the emergency tasks around the Church.
- 34) _____ People seem to enjoy following me in doing an important task.
- 35) _____ There is joy in making important decisions.
- 36) _____ I find real joy in giving a generous portion of my money to the Lord.
- 37) _____ Visiting people in retirement homes gives me a great satisfaction.
- 38) _____ I seem to know very quickly whether something is right or wrong.
- 39) _____ When things seem impossible, I'm ready to move forward.
- 40) _____ I do not feel uncomfortable when people drop in unexpectedly.
- 41) _____ I have enjoyed creating various kinds of arts and/or crafts.
- 42) _____ Prayer is one of my favorite spiritual exercises.
- 43) _____ I have prayed for an emotionally ill person and seen the person get better.
- 44) _____ It is easy for me to move into a new community and make friends.
- 45) _____ I have little fear in leading people where God wants them to go.
- 46) _____ I enjoy relating and sharing God's Word to the issues of the day.
- 47) _____ I feel a burden to share the Gospel with people.
- 48) _____ I like to assist people with their spiritual problems.
- 49) _____ It seems that people learn when I teach them.

- 50) _____ I have enjoyed being involved with Church, school and/or local musical productions.
- 51) _____ I like to encourage inactive church members to become involved Christians again.
- 52) _____ It seems that people generally follow my advice.
- 53) _____ I am able to understand difficult portions of God's word.
- 54) _____ I receive great satisfaction in doing small or trivial tasks in church.
- 55) _____ I desire to do the tasks that will free others for important ministry.
- 56) _____ It is more effective to delegate a task to someone else rather than to do it myself.
- 57) _____ I enjoy the responsibility for the achievement of group goals.
- 58) _____ I appreciate the opportunity to financially support a critical situation.
- 59) _____ I sense joy in comforting people in difficult situations.
- 60) _____ The difference between truth and error is easily perceived by me.
- 61) _____ I am often ready to believe God will lead us through a situation when others feel it is impossible.
- 62) _____ People seem to feel very comfortable in my home.
- 63) _____ I like to create things with my hands.
- 64) _____ God consistently answers my prayers in tangible ways.
- 65) _____ I have visited a person who was sick, prayed that God would make them physically whole, and the person got better.
- 66) _____ I am able to relate well to Christians of different locations or cultures.
- 67) _____ I appreciate the opportunity to proclaim God's word to others.
- 68) _____ It is important for me to speak God's Word of warning and judgment in the world today.
- 69) _____ It is a joy to share what Jesus means to me with an unchurched neighbor.
- 70) _____ People like to bring their troubles & concerns to me because they feel I care.
- 71) _____ One of the joys of my ministry is training people to be more effective Christians.
- 72) _____ I feel secure in the fact that my musical ability will be of benefit to other people with whom I come in contact.
- 73) _____ People who are feeling perplexed often come to me for encouragement and comfort.
- 74) _____ I feel that I have a special insight in selecting the best alternative in a difficult situation.
- 75) _____ I have a clear understanding of Biblical doctrines (teachings).
- 76) _____ I find more satisfaction in doing a job than finding someone else to do it.
- 77) _____ I appreciate a ministry of helping other peoples to bear their burdens.
- 78) _____ It is a thrill to inspire others to greater involvement in church work.
- 79) _____ The development of effective plans for church ministry gives me great satisfaction.
- 80) _____ It is a joy to see how much money I can give to the Lord.
- 81) _____ I enjoy ministering to a person who is sick in the hospital.

- 82) _____ I can judge well between the truthfulness and error of a given theological statement.
- 83) _____ People seem to view me as one who believes everything is possible.
- 84) _____ When missionaries come to our church I (would) like to have them come to my home.
- 85) _____ I see that the results of my working with various objects in God's creation help to improve and beautify that which other people have not seen nor developed.
- 86) _____ I faithfully pray for others recognizing that their effectiveness and total well-being depends on God's answer to prayers.
- 87) _____ I like to participate in ministry to the physically or emotionally ill and pray for their recovery.
- 88) _____ The thought of beginning a new church in a new community is exciting to me.
- 89) _____ I enjoy training workers in the congregation.
- 90) _____ In a Bible class it seems essential to share God's word even if it irritates others.
- 91) _____ I feel a deep concern for the unreached people in my community.
- 92) _____ I enjoy a close relationship with people in a one to one situation.
- 93) _____ It is easy to organize materials for teaching a Bible class.
- 94) _____ Leading others in singing songs of praise to God or for pure enjoyment is personally satisfying.
- 95) _____ I would rather call on a delinquent family in my Church than an un-churched family.
- 96) _____ I have a strong sense of confidence in my solutions to problems.
- 97) _____ It is an exciting challenge to read and study a difficult book of the Bible.
- 98) _____ I like to do things without attracting much attention.
- 99) _____ If a family is facing a serious crisis, I enjoy the opportunity to help them.
- 100) _____ There is great satisfaction in having others follow me in performing a task.
- 101) _____ I would rather make decisions for the group than persuade them to reach the same decision.
- 102) _____ I can give sacrificially because I know that God will meet my needs.
- 103) _____ It is a special satisfaction to visit people who are confined to their homes.
- 104) _____ I often seek the motives of a person and look beneath the words.
- 105) _____ When people are discouraged I enjoy giving them a positive vision.
- 106) _____ People seem to enjoy coming to my house.
- 107) _____ There is pleasure in drawing, designing and/or painting various objects.
- 108) _____ I find myself praying when I possibly should be doing other things.
- 109) _____ I feel strongly that my prayers for a sick person effect wholeness for that person.
- 110) _____ More than most, I have a strong desire to see all people of other communities and countries won to the Lord.

Congratulations, you have completed the **Spiritual Gifts Assessment Test!**

Please take a minute to scan through all the **Statements** to see that you didn't forget to **Respond** to any of them.

Now transfer your **Responses** to the **Analysis Sheet**. To do this, you need to look at your **Response** to each question.

For each of the 110 **Questions**, enter your numerical answer in the appropriate box of the **Analysis Sheet**. Then add up each horizontal line of numbers that you entered and place the sum in the **Total** box. Here is a brief example:

Q#	Resp	Q#	Resp	Q#	Resp	Q#	Resp	Q#	Resp	Total	Rank	Spiritual Gift
1	1	23	3	45	0	67	1	89	3	8	2	Apostle
2	3	24	1	46	1	68	0	90	1	6	3	Prophet
3	3	25	5	47	3	69	5	91	1	17	1	Evangelist

Now, look at all the **Totals**. The highest **Total** is probably the **Spiritual Gift** that is strongest in you. Some people will have several **Spiritual Gifts** with the same **Total**. The assessment test is not perfect, so your strongest **Spiritual Gift** may not show the highest **Total**. At the end, you will find a **List of Spiritual Gifts** giving a Scripture Reference for each.

This Spiritual Gifts Test may be found on-line at
<http://www.kodachrome.org/spiritgift>

Spiritual Gifts Analysis Sheet

Do NOT look at this sheet until AFTER you complete the Test

Q#	Resp	Q#	Resp	Q#	Resp	Q#	Resp	Q#	Resp	Total	Rank	Spiritual Gift
1		23		45		67		89				Apostle
2		24		46		68		90				Prophet
3		25		47		69		91				Evangelist
4		26		48		70		92				Pastor
5		27		49		71		93				Teacher
6		28		50		72		94				Music
7		29		51		73		95				Exhortation
8		30		52		74		96				Wisdom
9		31		53		75		97				Knowledge
10		32		54		76		98				Serving
11		33		55		77		99				Helps
12		34		56		78		100				Leadership
13		35		57		79		101				Administration
14		36		58		80		102				Giving
15		37		59		81		103				Mercy
16		38		60		82		104				Discernment
17		39		61		83		105				Faith
18		40		62		84		106				Hospitality
19		41		63		85		107				Craftsmanship
20		42		64		86		108				Intercession
21		43		65		87		109				Healing
22		44		66		88		110				Missionary

List of Spiritual Gifts

Apostle

It is the gift whereby the Spirit appoints certain Christians to lead, inspire and develop the churches of God by the proclamation and the teaching of true doctrine. See [Acts 12:1-5](#), [Acts 14:21-23](#).

Prophet

It is the special gift whereby the Spirit empowers certain Christians to interpret and apply God's revelation in a given situation. See [1 Corinthians 14:1-5](#), [1 Corinthians 14:30-33](#), [1 Corinthians 14:37](#).

Evangelist

It is the special gift whereby the Spirit enables particular Christians to share the Gospel to unbelievers in such a way that the unbeliever becomes a disciple of the Lord Jesus. See [Acts 8:26-40](#).

Pastor

It is the special gift whereby the Spirit enables certain Christians to assume responsibility for the spiritual welfare of a group of believers. See [1 Peter 5:1-11](#).

Teacher

It is the special gift whereby the Spirit enables particular Christians to communicate the truths of God's Word so that others can learn. See [Hebrews 5:12-14](#).

Music

It is the special gift whereby the Spirit enables certain Christians to praise God through various forms of music and enhance the worship experience of the local congregation. See [1 Corinthians 14:26](#), [Mark 12:36](#).

Exhortation

It is the special gift whereby the Spirit enables certain Christians to stand beside fellow Christians in need and bring comfort, counsel and encouragement so they feel helped. See [Acts 11:23-24](#), [Acts 14:21-22](#).

Wisdom

It is the special gift whereby the Spirit endows particular Christians with an understanding of God's will and work as it relates to the living of life. [James 3:13-17](#)

Knowledge

It is the special gift whereby the Spirit enables certain Christians to understand in an exceptional way the great truths of God's Word and to make them relevant to specific situations in the church. See [Ephesians 3:14-19](#).

Serving

It is the special gift whereby the Spirit empowers certain Christians to willingly bear the burdens of other Christians and help them in such a way that they can do their tasks more effectively. See [Galatians 6:1-2](#).

Helps

It is the spiritual gift whereby the Spirit empowers certain Christians to willingly bear the burdens of other Christians and help them in such a way that they can do their tasks more effectively. See [Acts 6:2-4](#).

Leadership

It is the special gift whereby the Spirit enables certain Christians to motivate, direct and inspire God's people in such a way that they voluntarily and harmoniously work together to do the Church's work effectively. See [Hebrews 13:7](#), [Judges 3:10](#), [Exodus 18:13-16](#).

Administration

It is the special gift whereby the Spirit enables certain Christians to understand the goals of a given segment of the Church's ministry and to direct that area effectively, keeping the Church on course. [Acts 12:12-21](#).

Giving

It is the special gift whereby the Spirit enables certain Christians to offer their material blessings for the work of the church with exceptional willingness, cheerfulness and liberality. See [2 Corinthians 8:1-5](#).

Mercy

It is the special gift whereby the Spirit enables certain Christians to feel exceptional empathy and compassion for those who are suffering so that they devote large amounts of time and energy to alleviate it. See [Luke 10:30-37](#).

Discernment

It is the special gift whereby the Spirit enables certain Christians to know with assurance whether some behavior is of God or of Satan. See [Acts 5:3-6](#), [Acts 16:16-18](#).

Faith

It is the special gift whereby the Spirit provides Christians with extraordinary confidence in God's promises, power, and presence so that they can take heroic stands for the future of God's work in the church. See [Hebrews 11](#).

Hospitality

It is the special gift whereby the Spirit enables certain Christians to open their homes willingly and offer lodging, food, and fellowship cheerfully to other people. See [Genesis 18:1-15](#).

Craftsmanship

It is the special gift whereby the Spirit endows certain Christians the ability to use hands and minds to build up the Kingdom through artistic, creative means. See [Exodus 28:3-4](#).

Intercession

It is the special gift whereby the Spirit enables certain Christians to pray for extended periods of time with great positive effect for the building of the Kingdom. See [1 Thessalonians 3:10-13](#), [1 Timothy 2:1-2](#).

Healing

It is the special gift whereby the Spirit employs certain Christians to restore health to the sick. See [James 5:13-16](#), [Luke 9:1-2](#).

Missionary

It is the special gift given by the Holy Spirit to certain members of the body of Christ (local church) to minister whatever other spiritual gifts they have in a second culture or second community. See [1 Corinthians 9:19-23](#).

Chapter 6

Managing People

“Do to others as you would have them do to you.”

Luke 6:31

The Golden Rule. It seems that we all know it so well yet are unable to keep it most of the time. The church is a people business that is based upon relationships – with God and with each other. Jesus taught us this principle so we might live in harmony with each other, and with God, and to demonstrate to the world the love that He died for. When you manage people, you are in a relationship with them, not just in a position of authority over them. Managing people is not about telling others what they can do for you, but rather asking them what you can do for them. It is a daily practice of the Golden Rule as Jesus taught us. In this chapter, we will look at the importance of managing people, some principles for managing people, and how to manage people.

I. Why is managing people so important?

1. The church is all about people

“But you are a chosen people, a royal priesthood, a holy nation, a people belonging to God, that you may declare the praises of Him who called you out of darkness into His wonderful light.” – 1 Peter 2:9

- The church is not a building, it's people
- Our focus is on people, not things
- It's all about relationships
 - With God
 - With Christ
 - With each other

2. People are the church's greatest resource

- People are the church's most abundant asset
- People bring many gifts and skills to the church

“Now to each one the manifestation of the Spirit is given for the common good.” – 1 Corinthians 12:7

 - Spiritual gifts for ministry
 - Skills for service
- Investing in people provides for the greatest return

3. Ministry is accomplished through people
“There are different kinds of working, but the same God works all of them in all men.” – 1 Corinthians 12:6
 - People do ministry and are ministered to
 - Other assets (things) are tools to assist people
 - Jesus’ ministry was to the hearts of people
4. Church members are volunteers, not employees
 - Volunteer people need inspiration
 - They must feel led by God
 - No passion means no purpose means no people
 - Volunteer people need encouragement
 - Volunteers need reassurance about what they are doing
 - Volunteers need to work past difficulties
 - Volunteer people need motivation
 - They are not paid, so they need something to keep them going
 - They need to be motivated by the gospel
5. To avoid conflict
 - Conflicts within a church usually occur between people
 - Learning how to handle people in conflict is therefore important

II. Principles of Managing People

1. People are Unique
“For you created my inmost being; you knit me together in my mother’s womb.” – Psalm 139:13
 - They have unique skills
 - They have unique experiences
 - They have unique ideas
 - They have unique personalities
2. People Want To Belong
 - People like to feel a part of something
 - People generally dislike being lonely or alone
“The Lord God said, it is not good for the man to be alone. I will make a helper suitable for him.” – Genesis 2:18
 - Jesus recognized our need for fellowship

3. People Want To Participate
 - People desire to be involved rather than being a spectator
 - People desire to make a contribution
 - People desire to use their gifts and skills where needed
4. People Want to Be Valued
 - People need to feel useful

“I appeal to you for my son Onesimus, who became my son while I was in chains. Formerly he was useless to you, but now he has become useful both to you and to me.” – Philemon 1:10-11
 - If people are valued, they’ll volunteer
5. People Want Respect

“Show proper respect to everyone.” – 1 Peter 2:17

 - People want to be treated with dignity
 - People matter to God, so they should matter to us
6. People Want Recognition

“I was glad when Stephanas, Fortunatus and Achaicus arrived, because they have supplied what was lacking from you. For they have refreshed my spirit and yours also. Such men deserve recognition.”
– 1 Corinthians 16:17-18

 - People need to be appreciated
 - Recognition builds confidence
7. People Want Direction
 - Share the vision
 - As a leader, you must inspire and motivate others
 - Keep everyone focused on the overall goals

“Where there is no revelation, the people cast off restraint.”
– Proverbs 29:18
 - Coordinate efforts
 - Ensure that everyone is working together
 - Don’t permit activities that you are not aware of or do not fit the church vision or goals
 - Use the most effective leadership style
 - Apply different styles as needed for different situations
 - Delegate responsibilities and tasks as needed

8. People Want Information

- Communicate your objectives and expectations
 - Make sure everyone understands their role
 - Don't assume people know something, tell them
- Share all pertinent information

III. How To Manage People

Here are some basic steps you can follow to better manage people:

Step #1: Include them

- Invite them to participate
- Encourage them to use their spiritual gifts

Step #2: Respect them

- Value their input
- Ask for their ideas

Step #3: Train them

- Help to develop their skills and abilities
- Send them to training or train them yourself

Step #4: Recognize them

- Acknowledge their contributions
- Give them credit for their accomplishments

Step #5: Reward them

- Show your appreciation with a little gift
- Treat them to lunch or a cup of coffee

IV. Managing Different Types of Church Workers

1. Managing Paid Church Workers

- They are part of your ministry team, so treat them well & support them
- You will need to delegate responsibilities to them, not activities
- Team work is a priority, so you will need to all work together
- Each one will require clear areas of responsibility and authority

2. Managing Church Leaders

- Assign them to specific areas of focus or ministry
- Maintain your authority and overall control
- Provide guidance and assistance
- Provide on-going training
- Beware of people who disrupt your ministry
 - People who want to act on their own
 - People who won't submit to your authority

3. Managing Volunteers

- Be an encourager and motivator
- Set specific objectives for them
- Assign tasks with due dates & follow up to ensure completion
- Provide mentoring to develop future leaders
- Encourage innovation or new ideas
- Assign them to a leader or staff person for direct management

Managing People Exercise

Instructions: For each situation listed in the left column, write down the appropriate Principle of Managing People that applies:

Situation	Managing People Principle
1. A church member comes to you and says that they would like to serve on the worship team.	
2. One of your ministry leaders ask you for a list of all church members and their spiritual gifts.	
3. A family leaves your church and tells you that they hardly knew anybody there.	
4. The youth in your church are upset because no one takes their requests for resources seriously.	
5. Your children's ministry leader comes to you and wants to know how their ministry fits into the overall church plan.	
6. The people in your church are reluctant to volunteer to help with a major project.	
7. Two of your church ministry leaders are having a disagreement over how to achieve a church goal.	
8. A long time volunteer in your children's ministry suddenly stops serving in that ministry.	

Chapter 7

Managing Conflict

“Blessed are the peacemakers, for they will be called sons of God.”
Matthew 5:9

Every church or ministry leader should know that conflict is inevitable in any organization that deals with people. As was said earlier, the church is a people business and is based on relationships. Conflict with God is called sin. Conflict with each other can also lead to sin, and so we must take care not to get caught in the sin ***“that so easily entangles us”*** as it says in **Hebrews 12:1**. In Jesus’ sermon on the mount, in **Matthew 5:9**, He said, ***“blessed are the peacemakers, for they will be called sons of God.”*** Jesus calls us all to be peacemakers, and since conflict is going to occur, we need to be prepared for it and have a Biblical way of dealing with it. In this chapter, we will discuss the importance of handling conflict, what its sources and reasons are, and how to recognize and resolve it Biblically.

I. Why is learning to manage conflict so important?

1. Conflicts exist in the church all the time
 - Whenever you deal with people, there is conflict
 - There is absolute truth, but relative understanding
2. Most church problems are related to conflicts
 - They can grip a church and prevent growth
 - Tiny conflicts can become big problems
3. Conflict can easily split or divide a church

“If a house is divided against itself, that house cannot stand.”
– Mark 3:25

 - By creating opposing camps or viewpoints
 - By undermining your authority
4. Managing conflict effectively enables a church to move forward
 - Removes obstacles to growth
 - Creates a framework for understanding and future conflict resolution

II. Sources of conflict

1. Between members
 - Different perspectives
 - Different experiences
 - Different goals & agendas
2. Between pastor and members
 - Different objectives
 - Different motivations
 - Different styles
3. Between traditional and modern views
 - Form versus freedom
 - Comfort versus relevance
 - Consistency versus flexibility
4. Between generations
 - Now versus then
 - Young versus old
 - Loud versus soft
5. Between ministries
 - Competition for resources
 - Competition for people
 - Competition for publicity

III. Causes of Conflict

There is an underlying cause for all conflict, and it comes from 3 sources:

1. Satan
 - He is always around tempting us to sin

“Be self-controlled and alert. Your enemy the devil prowls around like a roaring lion looking for someone to devour.” - 1 Peter 5:8

2. Our sinful nature
 - We are born sinful. It is our nature.

“For the sinful nature desires what is contrary to the Spirit, and the Spirit what is contrary to the sinful nature. They are in conflict with each other, so that you do not do what you want.” - Galatians 5:17

3. The sinful world
 - Our world is corrupt and will try to corrupt us

“For everything in the world-the cravings of sinful man, the lust of his eyes and the boasting of what he has and does - comes not from the Father but from the world.” - 1 John 2:16

IV. Reasons for conflict

1. Unclear vision or goals, set after a process of prayer and meditation and discussion.
 - Groups or people have different visions or goals that clash
 - There is no central vision at all

“Where there is no revelation, the people cast off restraint.”
- Proverbs 29:18
2. Lack of a strategic plan
 - There is no plan in place that allocates or prioritizes resources
 - People compete for resources based on personal, not corporate need
 - People compete for resources based on current, not future need
 - There is no organization of church resources
3. Inadequate discipleship
 - People have not been taught Christian principles
 - Christian values have not been exhibited by church leadership
 - Biblical conflict resolution has not been taught
4. Poor communication
 - People are unaware of other church needs
 - People don't communicate with one another on a regular basis
 - Communication is reactive rather than pro-active
5. Not dealing with problems
 - Past conflicts never resolved
 - Current conflicts are ignored
 - Potential conflicts are not anticipated

IV. Recognizing conflict

1. Obvious signs
 - Emotional outbursts
 - Written complaints
 - Gossip & rumor mills

2. Less Obvious (warning) signs
 - Withdrawal from church activities
 - Project delays or stagnation
 - No communication

V. Resolving conflict

“If your brother sins against you, go and show him his fault, just between the two of you. If he listens to you, you have won your brother over. But if he will not listen, take one or two others along, so that every matter may be established by two or three witnesses. If he refuses to listen to them, tell it to the church; if he refuses to listen to the church, treat him as you would a pagan or tax collector.”

Matthew 18: 15-17

1. When you are in conflict with someone else:

“How can you say to your brother, “Brother, let me take the speck out of your eye.” When you yourself fail to see the plank in your own eye? You hypocrite, first take the plank out of your eye, and then you will see clearly to remove the speck from your brothers eye.” Luke 6:42

1. Identify how much of the conflict is your fault
 - Be honest with yourself and identify the areas of the conflict you are responsible for. (E.g. harsh words, foul language, gossip, impatient etc.)
2. First admit and confess the part of the conflict you are responsible for.
 - When you approach the person you are in conflict with, do it with this intention.
3. Seek forgiveness for your wrongdoing.
 - Once you have asked for forgiveness from the other person for the wrong you have done to them, and received it, you can now speak to them about what they did to you.
4. If forgiveness is given, your conflict is resolved.
5. If the other person will not forgive you, then get 1 or more people as per **Matthew 18:15-17**

2. You are called upon to mediate a conflict:

1. Identify the conflict
 - Identify the problem, not the symptom
 - Make sure everyone involved agrees on what the problem is and who is responsible for what. If necessary write down the sins committed so that they can be forgiven one by one.

2. Identify the participants
 - Identify who is really involved
 - Identify how they are involved (what are their sins?)
 - Determine why are they involved
3. Solve it Biblically
 - Glorify God in all you do!
 - Have each party admit and confess their faults (**Luke 6:42**)
 - Have each party ask for forgiveness
 - If forgiveness is given, the conflict is resolved
 - If forgiveness is not given, then proceed with witnesses (as per **Matthew 18:15-17**)
4. Solve it Peacefully
 - Conflicts provide opportunities
 - Do not sin in your attempt to resolve a conflict
 - Don't make matters worse by guessing. Get the facts.
 - Remember the greatest commandments
 - Love God

“Jesus replied, love the Lord your God with all your heart and with all your soul and with all your mind.” - Matthew 22:37
 - Love one another

“And the second is like it: Love your neighbor as yourself.” - Matthew 22:39

VI. Getting beyond conflict

1. We are only responsible for our own actions
 - Live wisely

“Be very careful then how you live – not as unwise but as wise...”
– **Ephesians 5:15**
 - God is the only one who can change hearts

“The Spirit of the Lord will come upon you in power, and you will prophesy with them; and you will be changed into a different person.”
– **1 Samuel 10:6**
2. Forgiveness is power
 - Put conflicts behind you
 - In Jesus' words, “go and sin no more”

“Then neither do I condemn you, Jesus declared. Go now and leave your life of sin.”– John 8:11

3. Be a peacemaker

“Blessed are the peacemakers, for they will be called sons of God.”
– Matthew 5:9

VII. Conflict is not always bad.

1. It is possible to have conflict without sin.
(i.e. two different opinions as to how to solve the same problem, both working together to achieve the best result for a common good.)
2. Conflict can identify something that needs to be addressed.
(i.e. a process that needs to be fine tuned or procedure that needs further definition.)

Handling Conflict Exercise

Examples of church conflicts	Potential solutions
<i>1. Your youth ministry leadership is unhappy with the resources and space that they have been allocated and say they need more.</i>	
<i>2. Your Board of Elders is in disagreement with the pastor over a new direction for the church.</i>	
<i>3. Some of the older members of your congregation have started to complain about the new worship music you are using and want to do more of the “older” songs.</i>	
<i>4. Two families in your congregation are in a bitter legal dispute over some land and you see members starting to take sides.</i>	
<i>5. There are rumors about your worship leader having an immoral sexual relationship.</i>	

Chapter 8

Making Disciples

“Therefore go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit.”

Matthew 28:19

The church on earth was created to draw people into a relationship with God through the person of Jesus Christ. ***“For God did not send his Son into the world to condemn the world, but to save the world through Him.” (John 3:17)*** As church leaders, our main priority is not to manage the church, but rather to *lead* others to Christ. We call that discipleship. Whether we are preaching, teaching, evangelizing or worshipping, it is imperative that our motive be to see “Christ formed in others” (ref. **Galatians 4:19**). In this chapter, we will discuss discipleship, its purpose, principles and process, and the importance of ongoing evaluation.

What is the difference between teaching and discipleship?

- Teaching is passing along knowledge or information. It is about *knowing*.
- Discipleship is about applying that knowledge or information. It is about *doing*.

I. The Purpose of Discipleship

1. To see Christ formed in others
“My dear children, for whom I am in the pangs of childbirth until Christ is formed in you.” – Galatians 4:19
 - This is **THE** goal of the church
 - All heaven rejoices when one lost child is found!
“In the same way, I tell you, there is rejoicing in the presence of angels of God over one sinner who repents.” - Luke 15:10
2. To develop the Spiritual Gifts of others
“Now to each one the manifestation of the Spirit is given for the common good.” - 1 Corinthians 12:7
 - To bring out the gifts already within your membership
 - To utilize the gifts your members already possess

3. To train and equip others for ministry
“All Scripture is God-breathed and is useful for teaching, rebuking, correcting and training in righteousness, so that the man of God may be thoroughly equipped for every good work.” - 2 Timothy 3:16-17
 - For ministry to church members
 - For ministry to those outside the church
4. To produce church growth
 - Disciples make other disciples
“Therefore go and make disciples of all nations...”- Matthew 28:19
 - To extend your ministry to more people
5. It is a prerequisite to developing other leaders
 - Potential leaders must be discipled first
 - A strong faith is a critical criteria for leaders

III. Principles of Discipleship

1. Discipleship never ends
“Therefore let us leave the elementary teachings about Christ and go on to maturity.” – Hebrews 6:1
 - No one ever graduates
 - The journey is as important as the destination
2. It is the #1 priority of the church
“Therefore go and make disciples of all nations.” – Matthew 28:19
 - The church was created for this purpose
 - Everything in the church benefits from it
 - As people are discipled they will serve more
 - As people are discipled they will get involved in ministry
 - As people are discipled they will give more to the church
3. Discipleship takes time
 - It doesn't happen overnight or quickly
 - How do you climb a mountain? - One step at a time.
4. Discipleship takes effort
 - People need assistance
 - People need encouragement
 - People need accountability

5. Discipleship takes people
 - Enlist others in helping disciple your members
 - Testimonies are very effective tools
 - Every Christian needs a brother or sister to walk with them
“If one falls down, his friend can help him up. But pity the man who has no one to help him up!” – Ecclesiastes 4:10
6. Discipleship takes desire
 - You must want to *“see Christ formed in others”* - Galatians 4:19
 - All of us must desire to grow in our faith
“Come near to God and He will come near to you.” – James 4:8

IV. Process of Discipleship

A. What are the Signs of Discipleship?

1. Faith

“We live by faith, not by sight.” - 2 Corinthians 5:7

- A disciple walks in faith
- A disciple trusts God
- A disciple holds onto faith in times of trouble

2. Worship

“Jesus replied, love the Lord your God with all your heart and with all your soul and with all your mind.” - Matthew 22:37

- A disciple acknowledges God as sovereign
- A disciple always gives God the glory!
- A disciple attends worship regularly

3. Bible Study

“All Scripture is God-breathed and is useful for teaching, rebuking, correcting and training in righteousness, so that the man of God may be thoroughly equipped for every good work.” - 2 Timothy 3:16-17

- A disciple is always learning God’s ways
- A disciple desires God’s wisdom
- A disciple looks to God’s Word for answers

4. **Prayer**

“Pray continually.” - 1 Thessalonians 5:17

- A disciple talks to God daily
- A disciple lives in the Spirit
- A disciple discovers God’s will for their life

5. **Service**

“Therefore, my dear brothers, stand firm. Let nothing move you. Always give yourselves fully to the work of the Lord, because you know that your labor in the Lord is not in vain.”

- 1 Corinthians 15:58

- A disciple serves the Body of Christ
- A disciple serves other people first
- A disciple follows Jesus’ example

6. **Mission & Witness**

“But you will receive power when the Holy Spirit comes on you; and you will be my witnesses in Jerusalem, and in all Judea and Samaria, and to the ends of the earth.” - Acts 1:8

- A disciple tells others what God has done
- A disciple goes where God leads them
- A disciple makes other disciples

B. Formulating a Discipleship Plan

1. Develop a set of goals for discipleship
2. Identify potential leaders and teachers
3. Be intentional and proactive.
4. Develop a strategy for discipleship, like the one below:

Step 1: Invitation to **Worship**

- It all starts with an invitation to come to worship
- Let them experience the presence of the Holy Spirit
- Pray for the Holy Spirit to touch them in a special way
- As they become touched, encourage them to receive Christ
- Encourage them to make a public profession of their faith

Step 2: Enroll them in a **Bible Study**

- Get them into a Formal Bible Study
 - Teach Christian basics
 - Teach Living by Faith
 - Teach a Biblical worldview
- Encourage Personal Daily Bible reading

Step 3: Encourage **Prayer** Life

- Provide prayer training
- Involve them in prayer ministry

Step 4: Involve them in **Service**

- They need to serve in their church
 - As a member of the church they need to support it
 - As a member of the Body of Christ it is mandated
- Have them serve according to their abilities
 - Based upon the spiritual gift(s) they have
 - Other talents and skills they possess

Step 5: Move members into **Ministry**

- Offer mission opportunities
 - Local
 - National
 - International
- Provide evangelism training
 - Preparing a testimony
 - Preparing a list of people for them to witness to
- Train them for church or ministry leadership

Step 6: Move members from being disciples to **Discipling Others**

- Encourage them to help others grow
- Train them to train others

C. Ongoing Evaluation

- Annually assess your discipleship progress & ask these questions:
 1. How many members are actively involved in the discipleship process?
 2. Where are we having successes?
 3. Are our members growing in faith individually?
 4. Is it bearing fruit for the church? For the individual?
 5. What is the impact on our church? Our community?
- Make adjustments as needed
 - Encourage participation in successful classes or courses
 - Use testimonies to encourage others

Making Disciples Exercise

Instructions: Complete the chart below with your ideas or suggestions as to what topics to include in each level of training in a church discipleship program:

- **New Believer:** Level 1 (*Faith Beginnings*)

1. Who is God?	5.	9.
2. Baptism	6.	10.
3. Communion	7.	11.
4. Bible overview (OT & NT)	8.	12.

- **Basic Believer:** Level 2 (*Faith Foundations*)

1. Creation- Genesis	5.	9.
2. Spiritual Gifts	6.	10.
3. The Christian Life- NT	7.	11.
4. The Trinity	8.	12.

- **Stable Believer:** Level 3 (*Faith Growth*)

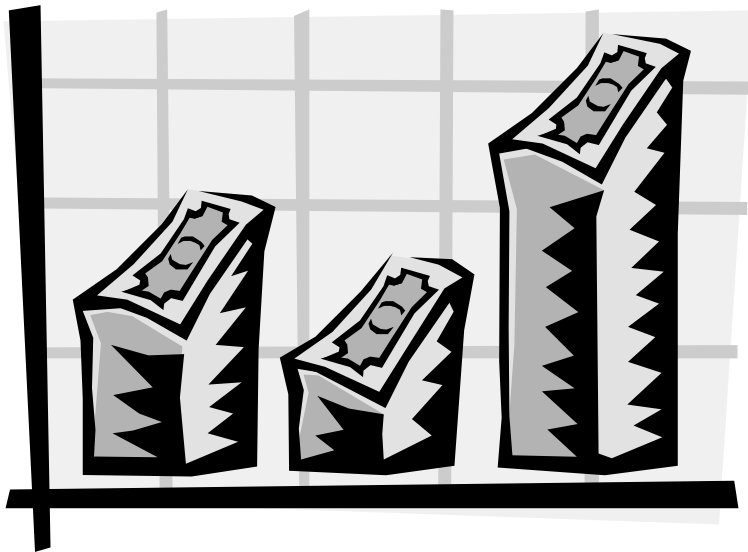
1. OT History	5.	9.
2. Satan & Evil	6.	10.
3. Faith – Hebrews	7.	11.
4. Spiritual Growth	8.	12.

- **Strong Believer:** Level 4 (*Faith in Action*)

1. Teaching the Word	5.	9.
2. Ministry Leadership	6.	10.
3. Missions	7.	11.
4. End Times - Revelation	8.	12.

Section 3

Resource Management



Chapter 9

Strategic Planning

“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? For if he lays the foundation and is not able to finish it, everyone who sees it will ridicule him.”

Luke 14:28-29

Planning is an important element in church leadership. Robert Schuller, author and Pastor of the Crystal Cathedral in California, says, *“those who fail to plan, plan to fail.”* Having a clearly defined plan helps a church organize its resources and apply them in such a way as to best achieve their vision. Without a plan, churches waste limited resources and valuable time, and inevitably fall short of achieving what God has called them to do. Having a plan does not restrict a church to a prescribed course of action, but rather lays the foundation upon which the church can strategically deploy its assets for maximum effectiveness. In this chapter, we will discuss the elements of a strategic plan and how to develop one for your church.

I. What is strategic planning?

- Strategic planning is the art of organizing activities and goals to achieve a Vision
- A Strategic Plan tells you what resources you are going to use, when you are going to use them, and how you are going to apply them

II. Why does the church need a strategic plan?

- To chart a course for the future
 - To build a foundation for future growth and development

“Why do you call me, Lord, Lord, and do not do what I say? I will show you what he is like who comes to me and hears my words and puts them into practice. He is like a man building a house, who dug down deep and laid the foundation on rock. When a flood came, the torrent struck that house but could not shake it, because it was well built. But the one who hears my words and does not put them into practice is like a man who built a house on the ground without a foundation. The moment the torrent struck that house, it collapsed and its destruction was complete.”
– Luke 6:46-49

- To direct and guide the many activities and ministries of the church

- To avoid distractions
 - Help to keep the focus on the vision and mission

“Therefore, since we are surrounded by such a great cloud of witnesses, let us throw off everything that hinders and the sin that so easily entangles, and let us run with perseverance the race marked out for us.”
– Hebrews 12:1

- To prevent drifting off course
- To utilize its resources effectively and efficiently
 - To enable efficient resource deployment
 - To maximize output from the available resources
- To prevent future conflicts
 - Avoid conflicts about available resources
 - Avoid conflicting goals

III. What does a strategic plan involve?

There are 7 elements to a strategic plan. They are:

1. Statement of Vision

- Describes the desired outcome that you are attempting to accomplish
- What is your ultimate *goal*?

2. Statement of Needs

- Define what you need to accomplish the vision
- Focus on *what* you need, not how to obtain them

3. Activity Planning

- Identify what activities you are going to implement for each need
 - List *how* each need will be achieved
 - What you are specifically going to do
- Determine which activities have priority over others
- Specifies the order in which activities or projects must be completed
 - Some activities must precede others
 - Some activities may be critical to your ministry

4. Timing

- Specifies when you are going to do an activity
- Identifies how long each activity will take
- Identify when an activity must be completed

5. Resources

- What Existing Resources are needed?
 - Specifies what people are needed to do the work
 - Identifies the equipment that is needed
 - Determines what financial resources are required
- What New Resources are needed?
 - Facilities
 - Equipment
 - People
- What Training is needed?
 - People to lead the ministry
 - People to do the ministry

6. Tactics

- Identify specific opportunities that you have
- Determine how to best utilize the gifts of your members
- Determine how to take advantage of resources you already have

7. Organization

- Determine who will have what authority
 - For project decisions
 - For financial decisions
- Determine who is to be responsible
 - For meeting project goals
 - For getting tasks accomplished
- Determine what teams are needed and who will be on them

IV. How do we develop a strategic plan?

Here are some basic steps to use when developing a strategic plan:

1. Organize a strategic planning group

- Pick key people
- Choose those with appropriate skills or background
- Add those with a passion for the project

2. Outline your Plan

- Start out with a simple outline
- Define your vision and key needs

3. Add details to the Plan

- Determine the list of activities you are going to implement for each need
- Discuss the elements of each activity in detail
 - Timing
 - Resources
 - Tactics
 - Organization
- Consider all ideas and/or suggestions from the team
- Let the plan evolve

4. Gather input from others in the church

- To augment the plan or introduce new ideas
- To gain other perspectives which can be very helpful
- To help avoid getting stuck or hitting a roadblock

5. Prepare a written document

- Writing a plan down helps to clarify it
- It can be distributed for others to comment on
- It provides a base point for discussions and reference
- It is a tangible output from the planning process

6. Finalize the Plan

- Prepare the final written strategic plan
- Let the team members review the Plan
- Have each person on the planning team sign the document
 - To acknowledge their agreement
 - To avoid future conflicts

7. Communicate the Plan

- Provide written copies to key leaders
- Present your Plan to the congregation or ministry

Strategic Planning Exercise

Vision Statement _____

Goal #1: _____

Activities:

1. _____
2. _____
3. _____
4. _____
5. _____

Goal #2: _____

Activities:

1. _____
2. _____
3. _____
4. _____
5. _____

Goal #3: _____

Activities:

1. _____
2. _____
3. _____
4. _____
5. _____

Goal #4: _____

Activities:

1. _____
2. _____
3. _____
4. _____
5. _____

Chapter 10

Managing Money

“You cannot serve both God and money.” – Matthew 6:24

Virtually all ministries require some level of finances to operate. Typically, they rely on the donations and gifts that they receive from their members. As a church leader, you have the responsibility to make sure that all donations are recorded accurately and that all ministry expenses are legitimate and accounted for properly. This is typically a legal mandate, but, more importantly, it is a Biblical command as well! Managing your church or ministry finances well demonstrates to God, and your membership, that you are trustworthy. The Bible warns us that failure to maintain the highest level of integrity in your finances only leads to ruin and suffering. In this chapter, we will look at why managing money well is so important, what are its principles, how to practice financial integrity, and what are its benefits.

I. Why Is Managing Money Well So Important?

1. The Bible says that money can cause many problems
“the love of money is a root of all kinds of evil.” – 1 Timothy 6:10

- Poor money management leads to stress and other problems
 - Other sins (lying, stealing, coveting, gambling, etc.)
“Righteousness guards the man of integrity, but wickedness overthrows the sinner.” - Proverbs 13:6
 - It destroys relationships
“The man of integrity walks securely, but he who takes crooked paths will be found out.” Proverbs 10:9
- Money is not the goal, it’s a means to a goal
 - Money is a resource that you use to achieve a goal
 - God will provide the resources you need to do His work
- The power of money over people is well documented
 - It often results in bad decisions
 - It can result in imprisonment
- Money can become a god or idol of worship
“You cannot serve both God and money.” – Matthew 6:24
 - To pursue money is to pursue a false god
 - You lose your freedom in Christ by becoming a slave to money

2. Using money inappropriately is cheating God
 - Treasures given to the church are given to God
 - Everything we have is His, we are only His stewards (managers)
 - God has a plan for our treasures and what to do with them
 - Misuse of money is the same as stealing it
 - You rob from the church
 - You rob from God (**Malachi 3:8**)
 - Stealing does not demonstrate love
“Love does no harm to its neighbor.” – Romans 13:10
3. Poor money management is poor stewardship
 - Poor stewardship is not managing money (God’s resource) wisely
 - Using God’s gifts wisely produces fruit for the Kingdom
 - Managing God’s gifts well glorifies God
4. Good money management builds trust
 - If you can’t handle money, you can’t handle spiritual things
“So if you have not been trustworthy in handling worldly wealth, who will trust you with true riches? - Luke 16:11
 - People will trust you if you trust God
“Whoever can be trusted with very little can also be trusted with much, and whoever is dishonest with very little will also be dishonest with much.” – Luke 16:10

II. What Are the Principles of Managing Money?

“Don’t collect any more than you are required to. Don’t extort money and don’t accuse people falsely-be content with your pay.”

Luke 3:13-14

1. Be content with what God provides you
 - Ask Him only for what you need
 - Trust God to provide for your needs
2. Don’t use money for purposes it wasn’t intended for
 - Don’t ask for money for one thing then use it for another
 - Honor people’s giving
3. Don’t use church money for personal desires
 - Never take money from the church to satisfy a personal desire or want
 - Do not give church money to others for personal desires or wants

4. Account for all money received
 - Record ALL income and gifts received
 - Record requested purpose of all donations and honor them
 - Keep accurate and up-to-date records
5. Account for all money spent
 - Record ALL expenses
 - Keep receipts for all expenses
6. Establish procedures for large purchases
 - Do not allow one person the authority to make a large purchase
 - Establish a check and balance system for all major expenses
 - Require an approval form or other document to dispense money
7. Regularly publish a financial statement
 - Amount Received
 - Amount Spent
 - Balance on hand
8. Utilize independent people to periodically analyze church finances
 - Have someone from outside the church review your financial records
 - Do an annual financial audit

III. How Do You Practice Good Money Management?

1. Teach the Biblical mandate of tithing (10%)
 - ***“Be sure to set aside a tenth of all that your fields produce each year.”***
 - **- Deuteronomy 14:22**
 - Lead by example – be a tither
 - Encourage first fruits giving (**Proverbs 3:9**)
2. Demonstrate financial integrity
 - Record ALL income and expenses
 - Pay your debts first
 - Put procedures in place to audit and review church finances
3. Trust God to provide for your needs
 - He will give you what you need
 - God cares for His people
 - ***“Command those who are rich in this present world not to be arrogant nor to put their hope in wealth, which is so uncertain, but to put their hope in God, who richly provides us with everything for our enjoyment.”***
 - **- 1 Timothy 6:17**

4. Allow members to see church finances
 - Do not hide your finances from your church members
 - Be open and honest about all receipts and expenses

IV. What Are The Benefits Of Good Money Management?

1. You will build trust with your church members
 - If they trust you with money, they will trust you with other things
 - Your church members are more likely to trust you and thus follow you
 - Your church members will trust you to handle bigger financial issues
2. You will avoid potential serious problems
 - Satan will not be able to tempt you
 - Greed will not get the better of you
 - You will remain pure and righteous and a good example to your flock
3. You will learn what the power of God can do
 - You will see first-hand how God provides for your every need
 - You will develop trust in His promises
 - You will learn to seek Him first

“But seek first the Kingdom of God and His righteousness, and all these things will be given to you as well.”– Matthew 6:33

Managing Money Exercise

List the things you can do today to improve your management of money:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

Chapter 11

Managing Time

***“...and the wise heart will know the proper time and procedure.
For there is a proper time and procedure for every matter...”
Ecclesiastes 8:5-6***

No matter what profession or vocation that each of us chooses or is led to, we are all trying to accomplish many goals with the resources and time that we have at our disposal. And while many resources can be purchased or acquired, time is one resource that can never be bought or refilled. Once time is gone, it is gone forever. It cannot be re-used and it cannot be regained. Therefore, we must be very careful as to how we spend our time and what we use it for. We also do not know how much time we have in total to use. Since none of us knows when the Lord will call us home, it is very important that we make the most of the time we have been given and use it wisely. Many books have been written on time management, and we intend to give you a summary overview of some principles and methods that will help you manage your time more effectively. In this chapter, we will look at the importance of time management, some principles of time management, how to manage your time, and provide 2 tools for effective time management.

I. The Importance of Managing your Time

1. It helps you get more ministry work accomplished
 - It helps you to accomplish what you set out to do
 - It helps you focus on the most important work
 - Your time is spent more effectively, which produces better results
2. It will avoid wasted time

“Be very careful, then, how you live – not as unwise but as wise, making the most of every opportunity, because the days are evil.”
– Ephesians 5:15-16

 - You won’t spend excessive time doing low priority activities
 - You will be conscious of non-productive time
 - You won’t waste time deciding what to do next
3. It will enable you to meet important deadlines and goals
 - It will make you aware of timetables and deadlines so you don’t miss them
 - It enables steady progress towards a goal
 - It will keep your activities organized & prioritized

4. It helps reduce the stress of the job
 - It reduces the worry of missing something important
 - It gives you more control over your activities and schedule
 - It lets you make time for leisure and rest
 - Let go and let God!
“Be still before the Lord and wait patiently for Him.” – Psalms 37:7
“Be still, and know that I am God.” – Psalms 46:10
5. It frees up time for you to be available when you are needed
 - It enables you to handle short-term crises
 - It ensures that priority issues are dealt with in a timely fashion

II. Principles of Time Management

*“Be diligent in these matters; give yourself wholly to them,
so that everyone may see your progress.”*
1 Timothy 4:15

1. Prioritize Your Activities
 - According to its importance
 - According to when it needs to be done
 - According to your commitments
2. Set Specific Goals
 - When a task needs to be done
 - How much time to give to an activity
 - Who needs to do the work or activity
3. Bundle similar activities together
 - Group activities together to build efficiency
 - Phone calls, mail
 - Counseling sessions
 - Sermon and teaching preparation
 - Meetings
 - Don’t jump from one type of activity to another
 - You can tend to lose focus
 - You can forget what you’ve already done
 - You will waste less time in changeovers
 - A lot of time gets lost when you switch from one activity to another
 - Once you have a process working, it is more efficient to keep going

4. Organize your decisions every day
 - **Delay** decisions that can be made later
 - **Delegate** decisions to others who may be better qualified to make them
 - **Decide** on issues that need your decision right away
5. Maintain flexibility in your daily schedule
 - Don't build a tight schedule that uses every minute
 - Expect the unexpected to come up and affect your schedule
 - Allow time for breaks and meals
 - Allow God the opportunity to change your priorities or schedule
 - Through a new ministry opportunity
 - Through a new perspective
6. Handle interruptions quickly
 - Don't solve an interruption that could be solved later
 - Listen to the problem and decide whether to delay, delegate or decide
 - If you can make a quick decision, do so, but then move on

III. How To Manage Your Time

1. Organize your day
 - Make list of to-do's
 - Identify what must be completed today
 - Identify what must be worked on today
 - Identify what must be decided today
 - Identify what else you would like to do today if time is available
 - Have well-established goals and priorities
 - Know what is most important
 - Know which goals you are working towards
 - Do important things first
 - Plan for short breaks – your body & mind need occasional rest
 - Determine your most productive time and do most important things then
 - Don't make real important decisions at the end of the day when you are tired
 - Schedule low priority activities at low energy times (after lunch, etc.)
2. Be efficient
 - Make calls together at one time
 - Have some uninterruptable time for study or sermon preparation
 - Avoid getting diverted into non-essential issues or conflicts
 - Do what ***has*** to be done today

3. Don't spend time on things others can do
 - Delegate to other responsible leaders, if possible
 - Avoid doing things others should do unless absolutely necessary
 - There's an old saying – "Do someone a favor and it becomes your job" (i.e.- Little things you do for others can become regular habits or commitments that are hard to stop)
4. Manage effective meetings
 - Include a devotion and prayer to guide you
 - Always prepare an agenda
 - Avoid discussion of items not on the agenda
 - Because people are not prepared to discuss the issue
 - Because they usually are not about the topic under discussion
 - Stick to the agenda and timeframe
 - Only discuss proposals and recommendations that can be decided on
 - Don't have discussion topics unless you want to gather input
 - Will help the meeting to stay focused on the key topics
 - Will enable discussions to lead to decisions
 - Give assignments
 - It builds ownership in the process and teamwork
 - It makes everyone at the meeting accountable
 - Document discussions, decisions, and agreements via Meeting Minutes
 - Document what was discussed
 - Document what was decided upon
 - Document assignments that people agreed to

IV. Two Tools For Effective Time Management

1. Make a Time Sheet (or use a daily or monthly calendar)
 - Use it to track your time during a week or schedule events
 - Helps you analyze where your time is spent
 - It can be used to plan your weekly schedule
2. Make a To-Do List
 - Will help you organize your day, week or month
 - You'll get the more important ministry work done first
 - It helps to avoid forgetting important activities and commitments

Managing Your Time Exercise

Use the weekly time planner below and block out the time you know of like days off, Bible study, sermon preparation, weekly worship, etc. for the next week. The remaining time is then able to be filled in according to the needs you have.

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
8:00 am							
8:30							
9:00							
9:30							
10:00							
10:30							
11:00							
11:30							
12:00 pm							
12:30							
1:00							
1:30							
2:00							
2:30							
3:00							
3:30							
4:00							
4:30							
5:00							
5:30							
6:00							
6:30							
7:00							
7:30							
8:00							
8:30							
9:00							
9:30							

Managing Your Time Sample

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
8:00 am		Phone calls		Bible study		Family	
8:30		Phone calls		Bible study		Family	
9:00		Office		Bible study	Counseling	Family	Worship
9:30		Office		Bible study	Counseling	Family	Worship
10:00		Office			Counseling	Family	Worship
10:30		Office			Counseling	Family	Worship
11:00							Worship
11:30							Worship
12:00 pm	Lunch	Lunch	Lunch	Lunch	Lunch		Lunch
12:30	Lunch	Lunch	Lunch	Lunch	Lunch		Lunch
1:00				Visits			
1:30				Visits			
2:00			Sermon prep	Visits			
2:30			Sermon prep	Visits			
3:00			Sermon prep				
3:30			Sermon prep				
4:00							
4:30							
5:00	Dinner	Dinner	Dinner	Dinner	Dinner		
5:30	Dinner	Dinner	Dinner	Dinner	Dinner		
6:00							
6:30							
7:00		Meeting				Sun. prep	
7:30		Meeting				Sun. prep	
8:00		Meeting				Sun. prep	
8:30						Sun. prep	
9:00							
9:30							

Chapter 12

Managing Information

“Wise men store up knowledge”
Proverbs 10:14

One of the most overlooked resources of the church is information. This may be information on church members, or information about its ministries, activities or available resources. There is a wealth of information available to help us do the ministry we are called to and it is important to know where that information is or how to access it. Some information must be collected and stored by the church, especially information on its members and their activities or giftedness, etc. Other information is now available on the internet or at a library or bookstore. In order to access the information we need in a timely fashion, we must have it readily available or know where it is to get it. This is the process of managing information. A computer comes in very handy for doing this, but you don't need a computer to store information. You can use other methods that can be just as effective. In this chapter we will look at the importance of managing information, some principles of information management, and how to collect and store information for future ministry use.

I. The Importance of Managing Information

“Every prudent man acts out of knowledge”
Proverbs 13:16

1. It increases your knowledge of the resources you have at your disposal
 - Information on your members spiritual gift(s) and skills
 - Information on other church resources (books, videos, Bibles studies, etc.)
 - Information on church activities and ministries (who, what, and where)
2. It will avoid wasting time looking for information
 - You won't spend excessive time searching for documents
 - You will know who to go to for specific needs
 - You won't have to contact people to get the information you seek
3. It will enable you to make better decisions
 - Decisions are only as good as the information they are based upon
 - Having information available when it is needed is often critical
 - Knowing is always better than guessing

4. It is essential to good planning
 - A plan is only as good as the information it is based on
 - Poor information leads to poor results
 - You can't plan what you don't know
5. It enables you to see opportunities for ministry
 - Knowing what you have available enables you to be creative
 - It enables you to pursue ministry possibilities
 - Based on knowledge of members gifts and passions
 - Based on knowledge of community needs

II. Principles of Information Management

“He who walks with the wise grows wise.”
Proverbs 13:20

1. Collect & store only information you want or need
 - Information needed for decisions
 - Information needed for running the church
 - Information needed to help members find their role in the church
2. Update information on a regular basis
 - Information ages rapidly and sometimes gets out of date
 - Develop processes to capture information
 - Class attendance sheets
 - New member information forms
 - Use church leaders to gather information
 - Ministry participants
 - Ministry results, activities
 - Use an annual update form for church members
 - Change of address
 - New phone numbers, email addresses
3. Protect personal information
 - Do not publish or print personal information unless member agrees
 - Store in locked cabinet
 - Maintain confidentiality
4. Store the information so it can be accessed easily
 - By function (topic, purpose, use, etc.)
 - By ministry
 - By member name

5. Have a plan for using the information
 - Don't just collect information without a plan for using it
 - Know the purpose for each type of information being collected
 - If you don't need it, don't collect or store it
6. Manage the information
 - Don't assume it is being collected or stored
 - Keep it up to date
 - Regularly review your data needs

III. How to Manage Information

1. Determine the information you want or need
 - Church members
 - Church activities
 - Church resources (books, rooms, equipment, etc.)
 - Community resources (hotels, conference rooms, local suppliers, etc.)
2. Collect and store information on church members
 - Their names, address & contact information (phone, email)
 - Their spiritual gifts
 - Their skills and experience
 - Their church activities & connections
3. Collect and store information on church activities
 - Worship attendance
 - Bible Class attendance
 - Small group attendance
4. Develop a system for organizing and locating specific information
 - Where information is stored (computer or paper file)
 - Useful internet sites
 - Who has the information
5. Develop a plan for using the information
 - What information will be collected
 - What the purpose is for each type of information
 - Who is responsible for collecting the information
6. Assign someone the responsibility for managing the information
 - Information collection is ongoing
 - Provides a central resource for all information
 - Enables proper planning and maintenance

Information Management Plan Exercise

Use the following to develop an information plan for you church or ministry:

Information to collect	Purpose	Who will collect?	How to collect?