

# *Leadership Tips*

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Compiled by Dr. Paul Leavenworth

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## QUOTES

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### Characteristics and Qualities of Christian Leadership

*“Here is a trustworthy saying: If anyone sets his heart on being an overseer [church leader], he desires a noble task. 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. He must manage his own family well and see that his children obey him with proper respect. (If anyone does not know how to manage his own family, how can he take care of God’s church?) He must not be a recent convert, or he may become conceited and fall under the same judgment as the devil. He must also have a good reputation with outsiders, so that he will not fall into disgrace, and into the devil’s trap.”*

I Timothy 3:1-7 (NIV)

*“Some leaders experience a loneliness of their own making. Out of arrogance or an innate insecurity they remain aloof from others. Such leaders do not want anyone to get too close to them because they fear that their weaknesses will be detected and perhaps exploited. In their minds, leaders must project an image of perfection or at least confident self-sufficiency. Saints don’t keep people at a distance; celebrities do. Sainly leaders are transparent because they know they are nothing apart from the grace of God, consequently, they have nothing to hide.”*

Eddie Gibbs, pastor, teacher and author

*“When we alter our leadership EGO and begin to Exalt God Only, our perspective changes. Edging God Out separates us from God, from others, and from ourselves; compares us with others; and distorts the truth into a false sense of security. When we Exalt God Only, we move toward community and transparent relationships rather than separation and isolation, from comparison to contentment with who we are and whose we are, and from distorting the truth to seeking the truth as a basis of decision making.”*

Ken Blanchard, leadership consultant and author

*“As a leader, I have lived out both flesh-controlled and Spirit-led ministry. The difference is as dramatic as the distinction between rowing and sailing. A rower gets to a destination by personal strain, struggle and effort. A sailor arrives under the wind’s power.”*

Brian Dodd, church planter and author

*“A leader’s first task is hearing. Leaders don’t ‘see’ a vision. Leaders ‘hear’ a vision. Sound becomes sight... Leaders hear life. They hear [God and] other people. Yet so much of our time in the church context is spent talking, as if we can talk our way into leadership.”*

Leonard Sweet, Seminary professor and author

*“One thing is clear to me: the temptation of power is greatest when intimacy is a threat. Much Christian leadership is exercised by people who do not know how to develop healthy, intimate relationships and have opted for power and control instead. Many Christ empire-builders have been people unable to give and receive love.”*

Henri Nouwen, monk, teacher and author

*“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 might be built up until we all reach unity in the faith and the knowledge of the Son of God and become mature, attaining to the whole measure of the fullness of Christ.”*

Ephesians 4:11-13 (NIV)

The content of this *Leadership Tips* is the work of Terry Walling, long time VP with Church Renewal Ministries (CRM), and fellow "Clintonite." We first meet in the mid 90's when I participated in one of Terry's early ReFocus Facilitator training events in Portland, Oregon.

Over the past twenty years Terry has contextualized J. Robert (Bobby) Clinton's leadership development research for ministry leaders, laity, and recently market place leaders in his capacity with CRM.

Recently Terry has transitioned from his role at CRM to start Leader/Breakthru and the Clinton Leadership Institute. If you want to find out more about Leader/Breakthru and Terry's resources for helping leaders start, stay, and finish well, check out Terry's website at [www.leaderbreakthru.com](http://www.leaderbreakthru.com).

## ***Leadership Development***

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The need for godly, Christian leadership is evident today, but few truly understand the essence of godly leadership. Fewer still have taken the time to discern the important components of a godly leader:

**Leadership development** is the study of a leader's ever-changing ability to influence God's people toward God's purposes. Leadership today is all about influence. Godly influence is the result of a growing spiritual authority in the life of a leader.

Dr. J. Robert Clinton's research and writings in the area of leadership development have uncovered principles and key concepts of effective, godly, leadership. His research reveals that God shapes the character of a leader by guiding him through a series of growth stages or **development phases**. Each phase represents significant ministry or character growth in a leader's life.

Development begins in the **sovereign foundations** and **inner-life growth** phases, as God shapes early faith. During **ministry maturing**, leaders begin to grasp their unique role in the kingdom of God. Years later, God fashions **life maturing** character lessons. If leaders remain faithful through hard lessons, God allows a **convergence**, a special part in furthering God's kingdom. Some leaders enjoy an **afterglow** as they reflect on their life in Christ.

### **Eight Concepts**

The eight leadership concepts discussed in this module provide an introductory exposure to the study of leadership development and the formation of a leader. These concepts provide the philosophical basis for what will be discussed in the ensuing modules and *Focusing Leaders* process.

#### **The Eight Leadership Concepts are:**

1. Indicators of a Leader (Recognizing)
2. Traits of a Leader (Defining)
3. Functions of a Leader (Ministering)
4. Styles of a Leader (Distinguishing)
5. Character Formation of a Leader (Being)
6. Ministry Formation of Leader (Doing)
7. Strategic Formation of a Leader (Focusing)
8. Placement of a Leader (Mobilizing)

## Format

The brief discussions of each concept give only an overview of that topic. They are not designed to be an exhaustive discussion of each topic. Each of the eight concepts has been formatted into a brief explanation, a biblical example and an application to today's church.

## ▼ **Idea**

The eight concepts are applicable to both pastoral and congregational leaders. The concepts could serve as the basis for a leadership retreat or an "Introduction to Leadership Development" training program. They also could be used during church board sessions as a 20-minute discussion guide to introduce your leaders to various elements of leaders and leadership.

## ***Concept 1: The Indicators of a Leader*** \_\_\_\_\_

Leadership is influence. One of the keys to recognizing a leader is to recognize when the act of leadership (influence) is actually occurring.

A **leadership act** is the identifiable influence of a person or persons at a given time that changes the perception or behavior of a group towards a goal. A leadership act has the following four components:

An **influencer** –this may be one of several persons.

The **followers** – person or persons who are being influenced.

**Influence** – the behavior and perception which brings about change.

A **change** – the different way of perceiving and behaving by the group.

Leadership acts occur around us every day. In the *home setting*, different family members influence the behavior or actions of the family. In the *work place*, influence and leadership acts occur whether or not the individuals have a formal leadership position or responsibility. In the *church*, different members exercise acts of influence, as they knowingly, or unknowingly, influence those within the church to behave or perceive issues in a particular way.

A **leadership act** occurs when someone has *momentary* influence over the group or situation.

A **leader** is identified as one who *consistently* performs leadership acts. The emergence of a vision and the ongoing, consistent performance of leadership acts that help accomplish that vision are keys to distinguishing a leader from one who sometimes exercises influence over the group.

One of the keys, therefore, to recognizing leaders is learning to recognize those within the church who perform *consistent* leadership acts.

Once you identify those who are consistently influencing others, you can begin to evaluate the net result of their influence. Godly leaders perform consistent acts of servanthood, compassion and discernment. They build up the saints (Ephesians 4:11-16). They influence God's people to love Christ more deeply and serve him more passionately.

## **Biblical Example – Paul**

In Acts 9:26-30, Barnabas tells the early church leaders about the leadership acts of the rough unpolished, emerging leader named Paul. As Barnabas recounts Paul's actions, listeners recognize Paul's sincerity and leadership.

Acts 9 tells us that Paul's leadership acts: (1) were recognizable by others, (2) were a model for others, (3) influenced others' behavior, and (4) were able to bring about change within the group.

Some leadership acts are against God's purposes. They sow discord, produce confusion and often are at odds with the direction or the leadership of the church.

## **In Today's Church**

In the demands and pressures of ministry, many leadership acts go unnoticed. Existing leaders need to discipline themselves to recognize new places where leadership acts are occurring. New leaders especially need their leader to recognize, affirm, train and release them into ministry according to their giftedness. They also need consistent care and feeding.

One of the essential responsibilities of leaders is to recognize, prepare and encourage emerging new leaders.

## ***Concept 2: The Defining of a Leader***

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After studying more than 7y00 Christian leaders, from biblical times to our era, Dr. J. Robert Clinton developed this definition.

A **leader** is a person with:  
**God-given capacity**, and a  
**God-given responsibility**, who is  
**influencing a**  
**specific group of God's people**, toward  
**God's purposes** for that group.

At the heart of biblical leadership is the capacity to influence God's people toward God's purposes. The accomplishment of God's purposes in each generation is the very essence of leadership. Scripture says David lived to fulfill God's purposes in his generation (Acts 13:36). That which distinguishes Christian leadership from secular leadership or management is the capacity to influence men and women to live for God's ultimate purposes.

Notice from our definition that several components define a leader.

**God-given capacity** refers to one's spiritual giftedness, natural abilities and acquired skills.

**God-given responsibility** refers to a sense of accountability to God for the burden (call) He gives a leader for influencing others, and how and where the leader leads the people of God.

**Influence** refers to the capacity to affect others and alter or change their thoughts or behavior. It is persuasion backed by credibility. In our information society, leadership is influence. Whoever has the influence has the leadership, regardless of his official position.

**God's people** remind the leader that the church and its people belong to the Lord. He is the Great Shepherd. Scripture clearly warns those who abuse the people who have been entrusted to a leader's care (Ezekiel 34:1-10).

**God's purposes** refer to those unique callings and biblical mandates that God gives His people. They are the commands of Scripture, are ageless in their call, but have been uniquely applied to each generation (Acts 13:36).

## **Biblical Example – Joshua**

Joshua was a leader. He had been uniquely prepared to lead God's people into the promised land. He had been trained in the crucible of experience by Moses. His God-given capacity to lead was acknowledged in a public ceremony. He was given the responsibility to take the people of God into the promised land. His character was tried many times. He learned to wait on the Lord, to meditate and not turn from the Word. His ministry focused on helping the people fulfill the purpose of God.

But even well-prepared leaders who seem born to lead still need courage and strength (Joshua 1:8).

## **In Today's Church**

Leaders do the right things. They inspire, unite and motivate God's people. They cast a vision that others want to follow.

Pastors are sometimes confronted with the inadequacies of their leadership skills. Leadership skill enhancement is very necessary in an age where very few pastors have been trained to actually lead. At the core of a godly leader is not simply skill enhancement, but rather the call and giftedness of God. Leadership is a God-given capacity to influence God's people (Romans 12:8).

### ***Concept 3: The Functions of a Leader***

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**Leadership functions** describe what all leaders must do or be responsible for as they influence their followers toward God's purposes. Leadership functions help you recognize and identify the essentials of a leader. A leader's actions and ministry include:

1. **Relational functions** – related to the specific group of people God has given a leader to lead. They include teams, ministry environment, conflict, care, feeding and development.
2. **Task functions** – related to a leader's ministry assignment and group goals. These include organization, structures, decisions, finances and administration.
3. **Visionary function** – related to hearing God and setting ministry direction. Included are issues of motivation, ownership, priorities and change.

Leaders often carry out these three functions simultaneously. The functions can vary, depending on the demands of a leader's current ministry assignment. The specific leadership functions below help further identify the characteristics and responsibilities of a leader.

- Model – They live out the vision in actions and life-style.
- Motivate – They inspire so others follow.
- Encourage – They come alongside to exhort and admonish.
- Facilitate – They empower others, helping them excel.
- Coordinate – They bring people together.
- Responsible – They are willing to be accountable.
- Develop – They are conscious of the need for personal growth.
- Problem Solving – They can recognize and solve critical issues.
- Decision Making – They can make necessary decisions.
- Crisis Resolution – They acquire resources for emergency needs.
- Apprentice – They constantly seek to train new leaders.

Reviewing leadership functions is important for existing leaders, because it reminds them of the multifunctional responsibility of leadership. Most leaders gravitate to those functions they feel they do well, but leaders are called to minister both in areas of their strengths and weaknesses. Leaders must be learners.

Reviewing the leadership functions reminds new leaders that there are many aspects to being a leader. Therefore, there are always new skills and insights they can learn from others in leadership. New leaders must be learners.

#### **One Final Insight on Functions**

Leaders who are in *direct (hands-on)* ministry – pastors of churches under 200, planters, ministry leaders – often take on functions of modeling, coordinating, taking responsibility for ministry, problem solving and decision making.

Those who are serving in a more *indirect ministry* – larger church pastors, denominational leaders, parachurch leaders – often find themselves seeking to motivate, encourage, facilitate, develop leaders and help facilitate ministry effectiveness.

## **Biblical Example – Paul and Timothy**

Paul's exhortations to Timothy in both of his letters are examples of rehearsing the various functions of a leader. Paul admonished Timothy to model a life of purity (1 Timothy 1:18-19; 4:12), to be responsible (1 Timothy 4:11-15) and to apprentice (2 Timothy 2:1-2).

Timothy, like all leaders from time to time, needed to be reminded of the various functions of leading. Leadership is more than just an up-front affair. Effective leadership is allowing yourself to constantly see the bigger picture and a diversity of issues.

## **In Today's Church**

People today are busy. Therefore, more than ever, leaders need to understand and experience the functions of a leader through the modeling and apprenticing of other leaders. Leaders need clearly defined role and function expectations. Many churches are providing ministry job descriptions to help leaders better understand their contribution to the overall ministry and vision of the church.

## ***Concept 4: The Styles of a Leader***

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**Leadership style** refers to the blend of a leader's personality, temperament and shaping. Style reflects the preferences and roles leaders are most equipped to fulfill.

By identifying leadership style, leaders can better understand their unique fit in the ministry, and they can learn to value others' roles and contributions. Ministry conflicts often occur because leaders do not understand or value other styles of leadership.

Many tests – Personality Profile, DISC, Myers-Briggs, MMPI, 16 PF – help define leadership styles. Most tests reveal four basic leadership styles. Though no one style perfectly describes anyone, the groupings are helpful. Most leaders are a combination of these four styles.

### **Style 1 – Creator**

They enjoy beginning new works. They are “idea” people, catalysts and visionaries. They have a passion for pioneering and innovating. Often, they are very task-oriented people.

Creators are idealists, directing or influencing others. They may be jack-of-all-trades generalists. They are good at starting new ministries, churches and mission projects. Founders or pastors of larger churches are often creators. They get bored when a project or vision is completed. They become impatient if they stay with anything too long. Sometimes they resist structure and organization.

### **Style 2 – Developer**

They find fulfillment in taking good ideas and making them work on a larger scale. They see the need for effective infrastructure and systems. They are better working with something already in existence.

They improve ideas and are usually patient enough to see these ideas reach fruition. They often specialize in particular organizational skills. They can be effective existing-church pastors or associate pastors in a specialist area. Developers like to follow or team up with creators.

### **Style 3 – Maximizer**

They bring ministry to a peak performance level for any group of people. They are pragmatists, but still can “dream the dream” with the visionaries. They grow existing ministries into effective places for service.

They often bring together the visionaries and team players and get the most out of both styles. They have learned the art of delegating. They seek to balance creativity and management. They excel in running programs. They can be both long-term pastors or leaders at peak times in the effectiveness of an organization.

## Style 4 – Redeveloper

They are part creator and part maximizer. They love to recreate and breathe new life into situations that were once seen as hopeless.

On the surface they appear to be warm “people” persons, but underneath they can be ruthlessly pragmatic. They can make the tough decisions needed to turn an organization around. They help ministries rediscover purpose and vision and inspire them to change. They are often called to be a replanter of a church, an interim minister, church renewal specialist or denominational leader.

## The Church and the Leader

It helps to match leadership style to church life cycle. Certain styles are most effective at specific points.

Birth Period	Creator
Growth Period	Creator-Developer
Peak Period	Developer-Maximizer
Plateau Period	Maximizer-Redeveloper
Decline Period	Redeveloper-Creator

## In Today’s Church

Leadership style is key clue to whether someone is suited to a particular ministry. Pastors and church leaders should accept ministries based on who they are, not because of the “need of the moment.”

## *Concept 5: The Character Formation of a Leader* \_\_\_\_\_

**Character formation** is concerned with “being.” It helps a leader reflect greater Christ-like characteristics in his personality and everyday actions. Character formation sustains greater levels of influence.

Character formation means developing greater intimacy with Christ, experiencing more of his presence and power for ministry.

Four kinds of checks, or tests, help from character:

- **Integrity checks** test inner convictions against outward actions. Early in their development, leaders face personal inconsistencies. Resolving them forces leaders to grow deeper in their walk with Christ.
- **Obedience checks** test a leader’s desire and willingness to respond to the truth God has revealed. It is a call for action. These checks build greater character depth.
- **Spiritual authority** is the source of true credibility in leadership. While there are other legitimate means of authority, spiritual authority is foundational to accomplishing vision. Spiritual authority is the direct result of God doing a greater work in the deeper areas of a leader’s life.
- **Word checks** test a leader’s ability to hear from God through His Word and through prayer, fellowship and divine intervention. Leaders must learn to hear from God, especially in their personal growth and development.

Effective leaders minister out of who they are in Christ. As a leader grows in character, God grants a greater ability to lead (spiritual authority). Followers recognize this growth in spiritual authority and grow in their capacity to trust and follow a leader.

Effective ministry flows out of abiding in Christ (John 15:5).

## The Shaping of Character

God causes all things to work together for good (Romans 8:28). He uses every circumstance, person or event that comes our way to shape our character. He wants to conform us to the image of His

Son (Romans 8:29). Leaders often question God’s purpose in letting certain events happen. God always has a purpose. The Lord uses these events to call us into deeper intimacy with Him.

God develops character especially through ministry assignments. Ministry assignments refer to a particular role or responsibility a leader has undertaken. Ministry assignments provide the “hot house” for many important character lessons. No matter how difficult the circumstance, no assignment is a wasted venture in God’s economy.

### **Mentors and Accountability**

A trusted mentor or spiritual director can be very helpful in character formation. He or she can often pinpoint character weaknesses, help identify patterns of behavior and provide ongoing accountability and monitoring of character development. Mentors are also a great source of encouragement to a leader.

### **Biblical Example – David**

David and Saul were both called upon to serve the people of Israel. One significant difference is that David had a wilderness experience which taught him – no matter how great the failure or victory – to always return to the Lord.

Wilderness, testings, trials – all are used by God to shape the private, inner life of a leader (1 Samuel 22-23).

### **In Today’s Church**

True accountability is rare in the church today. Most leaders shy away from intentionally building character. Leadership training must address character formation. New accountability structures must be created to help challenge leaders to greater character depth.

## ***Concept 6: The Ministry Formation of a Leader***

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**Ministry formation** is concerned with “doing.” It means developing deeper spirituality while building leadership skills.

Ministry formation is often the result of growth in:

- Understanding and experiencing leadership concepts
- Sensitivity to God’s revelation of His purposes
- Identification and development of spiritual gifts and abilities
- Ability to motivate followers to make the necessary changes which better reflect the will of God

Ministry formation has to do with innate and acquired ministry skills. As a leader develops, he grows in understanding and use of leadership knowledge and skills. An effective leader maintains a learning posture.

Growth in **skill development** includes learning to better hear from God, discerning spiritual direction, handling people, organizing and delegating tasks, communicating vision and managing time and ministry priorities.

Growth in **knowledge development** centers on a greater understanding of essential Christian doctrines, applying deeper spiritual principles to everyday life, understanding leadership dynamics, motivating followers, understanding organizational structuring and goal setting or strategic planning.

Mentors can build **ministry formation** through coaching and mentoring. But leaders under mentorship must be clear about what they seek. Mentors need to know which skills or knowledge will unleash into greater effectiveness.

## The Big Picture

Leaders need a big picture of their growth and development. This overview shows them how each ministry assignment works together in forming a pattern. Creating a personal time-line is the best route to big-picture perspective.

## Biblical Example – Moses and Jethro

In Exodus 18, Moses' father-in-law, Jethro, introduced a new approach to leadership and ministry. Moses' approach to ministry was leading to burnout. Understanding the concept of delegation and implementing new pastoral care structures helped Moses and the Israelites move forward.

## In Today's Church

Adults learn best on-the-job, when they sense a need for training. New knowledge and skill insights should be presented in segments that address current needs for information.

Apprenticing and modeling particular ministry skills can accelerate adult training. Training should be in the context of a personal relationship.

Training in today's church should be more than just programmatic learning. Every leader has resources to give. Each person engaged in any ministry within the church should be challenged to identify an apprentice that he could be training in the context of ministry.

## *Concept 7: The Strategic Formation of a Leader* \_\_\_\_\_

God develops a leader over a lifetime. He intervenes throughout a leader's life in crucial ways, to shape that leader toward His purposes. Viewed from a life perspective, God's intervention is intentional and purposeful.

Ephesians 2:10 says that each of us is God's craftsmanship. He has made us and is shaping us for ministry which He prepared for us. When Christ calls leaders into ministry, He intends to develop them fully. Each of us is responsible to God for our own development and response to God's initiatives in our lives.

God shapes a leader's destiny through processing, time analysis and development phases.

**Processing** describes the people, events and circumstances that God uses to shape a leader's life. God checks a leader's heart and character, challenges his view of ministry and faith and leads him through incidents and experiences. These people and events are called **process items**. Identifying significant process items helps a leader understand how God is shaping his life.

**Time analysis** refers to a chronological analysis of a leader's processing. It helps a leader gain a big-picture overview and identify patterns in his development. The creation of a **personal time-line** clarifies the past development of a leader and helps identify life and ministry values for future ministry decisions.

**Development phases** are major groupings of people and events in a leader's life. Ministry assignments move each leader through development phases and into maturity. Faithful leaders discover their destined ministry or contribution. As leaders mature, they see how God has shaped process items into sovereign purpose.

Looking back, leaders see their development as a series of progressive phases.

Development generally flows from **sovereign foundations**, to **inner-life growth**, on to **ministry maturing**. Once a leader has learned a degree of ministry proficiency, he then discovers issues where **life maturing** becomes evident. Many leaders plateau in their development at this point because these issues are too painful to address. Those who continue on with Christ often experience a time of **convergence** where their skills and abilities are focused to make a special and unique contribution for the kingdom of God.

### **Life-Ministry Values**

The difference between followers and leaders is perspective. When did you last evaluate your development? The personal time-line can give you a big picture of what God has taught you in your ministry. Distilling these lessons – about the church, leadership, relationships, giftedness, personality – into life-ministry values forms you as a leader. These values help you strategically plan and focus your ministry.

### **Biblical Example – Hebrews 13:7-8**

The writer to the Hebrews admonishes us to *remember* those leaders who lived before us, to *consider* their way of life and to *imitate* their faith. Notice the encouragement is not to focus on how they did ministry, but how they lived their lives – their character development. Romans 8:28 reminds us that God works for our good through all of the events of our lives.

### **In Today's Church**

Too often attenders are pressed into service to fill a need. Effective leaders learn to recognize God's unique processing of potential leaders. By helping members understand their development and identify their values, a leader better aligns the individuals and a local church with God's ultimate plan.

## ***Concept 8: The Placement of a Leader*** \_\_\_\_\_

**Leadership placement** matches leaders' gifts with ministry roles. It is the key to empowering leaders, helping them discover their unique contribution in ministry.

More than ever, leaders today want to know they are making an important and unique contribution in ministry. They want to make a difference.

Potential leaders want to discover:

- A clear, concise vision for the church and its ministry
- Their unique role and part in that ministry
- A vision for what God could do through them
- A leader who is committed to developing them
- A clear and specific ministry assignment
- Basic orientation and ongoing training and care

A placement for leaders in a local church includes:

1. Assessing the tasks within the church according to spiritual gifts and calling and then determining new ministry needs in light of the vision.
  2. Helping leaders clarify their shaping by examining their:
    - Giftedness and calling
    - Temperament and personality
    - Abilities and skills
    - Past ministry experiences (processing)
    - Passion and heart
    - Leadership models and styles
  3. Matching the calling and giftedness of the leader to the ministry opportunities
  4. Providing feedback and fine-tuning to ensure a proper fit for the leader and the ministry
- Ministry in the '90s means empowerment. Ministry leaders and pastors must help a group clarify its vision. They help individuals understand their roles in realizing the group vision.

### **The Process of Placement**

This six-step process can be done formally or informally with new or existing leaders.

1. Meet with the leader, seeking to discern his calling, passion and vision for ministry.
2. Explain your and the church's commitment to him, your overall vision, and your desire to help him find his fit in ministry.
3. Spend some time assessing giftedness and calling. Discover areas of ministry that might best reflect the unique gifts and abilities.
4. Identify a ministry task (short-term activity role) that could be done in the possible area of ministry. This will allow the new leader and yourself to discern his best placement.
5. Schedule a follow-up interview to review placement. Was it a "fit"? Are there other options?
6. Integrate the new leader into your ongoing leadership training and care

**In Today's Church**

Helping leaders find their "fit" is a key to ministry in the '90s. A ministry placement system ensures that potential leaders are placed in ministries that match their gifts. (Pastors can use available resources to train spiritual gift placement advisors; these advisors help interview new leaders.)

***The Eight Concepts in Review*** \_\_\_\_\_

From your study of the eight concepts, list the key insight you received from each concept.

The Concepts

Personal Insight

*The Indicators of a Leader*

*The Defining of a Leader*

*The Functions of a Leader*

*The Styles of a Leader*

*Character Formation of a Leader*

*Ministry Formation of a Leader*

*Strategic Formation of a Leader*

*The Placement of a Leader*

Which of the concepts is most helpful in thinking through your current strengths and leadership needs?

List two ways you apply at least two insights received in your study?

1.

2.