

All Scripture references are from the New King James Version of the Bible, unless otherwise stated.

Words in capitals, in bold or in Scripture quotations are the emphasis of the author.

The words "him", "his", "he", or "man" are sometimes used generically to describe people of both genders.

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Pax Trading Ministries Pty Ltd
Locked Bag No 8
Dee Why NSW 2099
Australia

YOU THE LEADER

Phil Pringle

ten thousand to fight; your enemies shall fall by the sword before you."

One thing I am clearly aware of is that without the incredible team of people I have around me, we could not achieve a minuscule portion of what we do. These people have proven themselves time and time again to be those who are prepared to lay down their agenda for the accomplishment and health of the dream God has given us.

In our early days we were faced with some tight financial pressures. My right hand man, part of the original small team that started our church, Simon McIntyre, offered to go off staff (not receive a wage) until we got through it. He has been called to serve alongside me and has played the most difficult instrument there is to play in the orchestra of any team: second fiddle. Often other ministers have asked him what his own vision is. His answer is, 'I don't have one of those. My vision is to help Phil fulfil what God has given him to do.' Today Simon flies all over the place preaching and teaching in a thousand and one different situations enjoying blessing of all kinds, because he decided to be a team player and a great friend to me. I've known men and women whom God has called to do the same in other teams, but they have failed to do so. Their ambitions have clouded their ability to perceive an honest opinion of their calling and abilities. They're not prepared to serve; failing to realise all leadership is based on servanthood. If we cannot serve a person who we can see, how can we serve a God whom we cannot see? Some just have to have their own

THE

LEADER

AND

HIS TEAM

Probably the most crucial task we have as leaders is building a team. It is well documented, plainly obvious and as sure as night follows day that a team accomplishes a thousand times more than we do on our own.

Moses recognises this fact, telling his people when they work together their capacity to defeat the enemy increases a hundredfold.

Lev 26:8 "Five of you shall chase a hundred, and a hundred of you shall put

thing and be the "boss". I grieve for these people who have become the King of their own tiny mound, when they could have been a Prince in a major organisation.

The secret to great teams is friendship.

John 15:15 "No longer do I call you servants, for a servant does not know what his master is doing; but I have called you friends, for all things that I have heard from My Father I have made known to you..."

Greg French oversees the pastoral area of our church providing for the nurturing of our people. He is involved in raising up all kinds of leaders throughout our congregation. He is also a great team player, servant, and friend. He often travels with me, carrying bags and making all kinds of arrangements for the trip. Beyond these things, it is just being there for each other is what a team is all about. He will simply wait with me before I'm due to speak, either praying or standing nearby. There is a strength in this for me, just knowing that there is someone else there. Playing an effective part in any team begins and ends with the fact that we care for one another.

These team relationships have not been developed in a classroom or in formal settings. These relationships take place when we "hang out" together, or go on vacation together or spend an evening out together with our wives. Basically we don't just do business together, we

live our lives with each other. That's how the team really gets it working.

Because these relationships exist at the top of our organisation, the sense of team, friendship and servanthood to one another travels right through the entire church.

A great leader never creates politicking or intrigue between people and departments. He isn't slandering others. He is bringing the

organisation together, not splitting it apart. He supports the whole. The team doesn't fragment - it works together. The overall goal is achieved.

In one of his Injoy Club audio tapes John Maxwell tells the story of a "horse pull", in a mid Western country town of the USA. The champion draught horse pulls 4,500 pounds. The runner up, pulls 4,400 pounds. As a novelty, they yoke the two horses together to see what they can do. Amazingly, they pull 12,500 pounds, nearly a third again of the sum of what they can pull individually.¹⁰⁶

Basically we don't just do business together; we live together; we live each other. That's how the team really gets it working.

The folly of attempting to accomplish our tasks alone is highlighted in the explanation for an insurance claim by one hapless fellow:

"I am writing in response to your request concerning Block No 1 on the insurance form, which, as you know asks for the cause of injuries. I had written 'Trying to do the job alone,' and you wrote saying that you needed more information. I trust that the following is sufficient:

I am a bricklayer by trade. On the day of the injuries, I was working alone. I had just completed laying bricks around the top of a four-storey building when I realised that I had about five hundred pounds of bricks left over.

Rather than carry the bricks down to ground level by hand, I decided to lower them in a barrel. So I attached a rope to the barrel, threw the rope over a pulley, which was fastened to the top of the building and then secured the end of the rope at ground level. Returning to the top of the building, I loaded the bricks into the barrel and flung the barrel out with the bricks in it.

Then I went back down and untied the rope, holding it securely to ensure the slow descent of the barrel. As you will note on Block 6 of the insurance form, I weigh 150 pounds. Due to the shock of being jerked off the ground so swiftly, I lost my presence of mind for a moment and forgot to let go

of the rope. Between the second and third floors, I unfortunately met the barrel coming down. This accounts for the bruises and lacerations on my head and upper body. Somehow regaining my presence of mind again, I held tightly to the rope and continued to proceed rapidly up the side of the building, stopping only when my right hand became jammed in the pulley. This accounts for my broken thumb.

Despite the pain, I retained my presence of mind and held tightly to the rope. At approximately the same time that my thumb was injured, however, the barrel of bricks hit the ground and the bottom fell out of the barrel. Devoid of the weight of the bricks, the barrel now weighed about fifty pounds. I refer you again to Block No 6 and the statement indicating my weight. As you would guess, I now weighed more than the barrel and so I began a rapid descent. In approximately the same vicinity of the second floor, I met the barrel coming up. (This misfortune explains the injuries to my legs and lower body.)

Slowed only slightly by the blow, I continued my descent, predictably landing on the pile of bricks. Fortunately, my back was only sprained and the internal injuries minimal.

I'm sorry to report, however, that at this point I did lose my presence of mind and (what was I

thinking?) I let go of the rope. As you can imagine, the empty barrel crashed down upon me.

While it appears to be an involved explanation (it all happened in a matter of a few seconds), I trust this answers your concern. Please be assured that I am finished with trying to do the job alone.

Regards Paddy."

Powerful dynamics happen when a team works together. Everyone achieves at higher levels. This means greater results for the team and the individuals themselves. A team achieves what is impossible to the solo player.

Paul the Apostle states,

1 Cor 12:21 "And the eye cannot say to the hand, 'I have no need of you,' nor again the head to the feet, 'I have no need of you.'"

The purpose of God for our lives does not lie totally within us. Much of it actually is in others. We don't have all the pieces for the jigsaw puzzle in our own lives. Many of the parts are in other people. This is why relationships are so important.

All of us have divine connections in our lives.

The devil attempts to divide us so that the plan of God remains unfulfilled. All of us have divine connections in our lives. Nurturing those relationships is important. We may not always find it easy relating with these people, but God connects

us together because there is a divine recipe in the mixture of certain personalities that achieves the plan of God.

Jonathan, the son of King Saul of Israel, knew that a major piece of the destiny for his life lay in his relationship with David. He prophesies;

1 Sam 23:17 "...You shall be king over Israel, and I shall be next to you. Even my father Saul knows that."

But this cost him his relationship with his father. It was a choice he found too hard to make. He eventually dies, headless, on a Philistine wall next to his father, never fulfilling the plan God had for his life (1 Sam 31:10-12).

Jesus applies this principle, "And He called the twelve to Himself, and began to send them out two by two, and gave them power over unclean spirits" (Mark 6:7).

He knows his disciples will achieve much more working together, than alone. Solomon lists the advantages of a team:

Ecl 4:9-12 "Two are better than one, because they have a good reward for their labour. For if they fall, one will lift up his companion. But woe to him who is alone when he falls, for he has no one to help him up. Again, if two lie down together, they will keep warm; But how can one be warm alone? Though one may be overpowered by another, two

can withstand him. And a threefold cord
is not quickly broken."

1. They have a greater reward for their work.

2. They are able to support one another when they
encounter trouble or if one actually falls. Two
working together encourage one another.

3. They are able to "warm" each other in times that are
cold.

4. Two are more effective in battle than one and far more
likely to succeed.

5. Three is even better in defeating the enemy.

RELATIONAL SKILLS

No matter what the goal is about, relational skills are at a
premium in maximizing the potential of the team's
achievement of that goal.

This is especially so in the Church, where we are relying
on volunteers more than anyone or anything else for the
work we do.

Why will people work for nothing to fulfill the mission?

Why will they do an excellent job?

Why will they go the extra mile, give more time and give
greater personal resources?

They will do this because their leaders understand
relationships, the needs of the individual and what the
prime motivators and reasons for being are. Their leaders
understand what the primary call of Christ upon His
church is and direct the workers to fulfill that call. This
resonates in the spirit of the believer, that the organisation
is seeking to achieve God's desires. This draws all of the
team into the highest of devotions to the task at hand, if
we have a fire in our belly to serve the Lord.

ACCEPTANCE

Rejection is one of the worst experiences in life. Think through your own reactions to rejection: revenge, feelings of intense dislike, attitudes that dismiss "those people" as unimportant. Many people do not understand the power of acceptance or rejection. Rejection at its worst is found in racism and prejudice. Yet, in everyday life, in small as well as large contexts, acceptance or rejection still play their part.

Recently I was about to board a flight out of Sydney...

I go to the airline lounge of which I'm a member. I'm waiting until the plane is ready for boarding. The receptionist asks what flight I'm on. It isn't one of theirs, but that has happened before and has never been an issue. However, this person is determined to not let me in because I'm on a different carrier. I'm with my wife. I'm embarrassed. Though this is only a small issue, I am amazed at how quickly my attitude changes towards that person and the lounge, the entire airline. Soon I'm saying, 'This whole airline needs to get its act together.' Soon it's the whole country; 'What's this country coming to, fussing about what flights we're on.' And on and on...

Acceptance on the other hand is equally as powerful a force for the positive. We love those who accept us when they could reject us. If that attendant had said, 'Well the policy is such and such, but I'll let you in,' I would have been immediately impressed and I wouldn't even begin thinking of flying with another airline. We

Whatever we have, we have so we can give it away. If we have position, we don't have it so we can exclude others. We have it so we can give it to others, by including them in our world.

They, and what they speak well of people who accept us. This brings people into our world they feel acceptance. This brings out the greatest qualities in those people.

Whatever we have, we have so we can give it away. If we have position, we don't have it so we can exclude others. We have it so we can give it to others, by including them in our world. How many times do we see people get introduced into the "inner circle" or the "higher air", only to keep out anybody else trying to get in. Position has the potential to render people useless in terms of developing others. The very act of inclusion gives people something to live up to.

D ELEGATION

You can't do it all. We're not called to do it all. In fact there is holiness about remaining within the calling we have. At least twice in the Bible we come across men who imagine they can simply carry out the task of another without any repercussions. Uzziah, an immensely successful King has no difficulty in believing he can not only be the King of the nation but also carry out priestly duties as well. The brave priests attempt to warn the presumptuous man of the consequences. He ignores them to his peril. He is smitten with leprosy, and remains with it to the end of his days.

2 Chr 26:19 "Then Uzziah became furious; and he had a censer in his hand to burn incense. And while he was angry with the priests, leprosy broke out on his forehead, before the priests in the house of the LORD, beside the incense altar."

Saul also falls into the same trap of failing to remain within the calling upon his life. The man ordained for the job of priest, Samuel, is taking too long (according to Saul) to come and make the sacrifice, and so he takes the responsibility upon himself. He wants to get on with the business of war. They always make an offering to God before they engage in warfare. The priests are the ones that God has appointed for the presenting of sacrifices. Saul however has grown impatient. God does not treat

this matter lightly. Saul eventually loses his Kingdom. This brazen act contributes heavily to his downfall (1 Sam 13:8-10).

THE TEAM

Teams begin with "discipling". This is delegation in management terminology.

The leader has a wonderful ability to give people a job, and they love to do it. The leader's greatest achievement is to get thousands of people doing something they would never have done otherwise, have them enjoy doing it, and succeed in the effort.

There are reasons we fail to delegate:

1. We don't believe anyone else can do it as well as we can.
2. We don't want anyone else to do it. We enjoy doing it too much.
3. We don't trust anyone else to do it. Our emotional ceiling prevents us delegating responsibilities. We are too anxious to let go areas critical to the life of the church. It involves too much trust in others and produces too much anxiety in us. Increasing our own faith, training others, and requiring higher levels lifts the ceiling.
4. We fear another may do it better and thus make us look bad.

I have had associates who find it almost impossible to "let go" areas of their churches that others could easily be taking care of, such as new Christian classes, new members classes, Bible College oversight, and so on. For

the church to grow, these areas have to be delegated to others. If not, the church is stunted in its growth. Why? No minister can cope with doing it all.

The incredible thing is that others will not only do the job well, they will often do it better...

We are holding one of our regular baptism services down at the beach in a large rock pool. I'm tired and trying to get through the list of people to be baptised reasonably quickly. I have already preached a couple of times this morning, and have another service shortly. As I am standing here I realise my mind isn't really on the job. I haven't the enthusiasm I should have, so I ask a couple of the small group leaders standing by to come and finish baptising. They can't believe it. 'Us?' They baptise these people with prophecy, fiery prayers and pray the power of God over them. They conduct one of the best baptismal services I've ever seen.

FIVE GREAT MOMENTS OF DELEGATION

1. FOR PASTORING

The following passage is an extraordinary insight in to the development of the leadership of Moses over the newly formed Israelite nation.

Ex 18:13-19 "And so it was, on the next day, that Moses sat to judge the people; and the people stood before Moses from morning until evening. So when Moses' father-in-law saw all that he did for the people, he said, 'What is this thing that you are doing for the people? Why do you alone sit, and all the people stand before you from morning until evening?' And Moses said to his father-in-law, 'Because the people come to me to inquire of God. When they have a difficulty, they come to me, and I judge between one and another; and I make known the statutes of God and His laws.' So Moses' father-in-law said to him, 'the thing that you do is not good. Both you and these people who are with you will surely wear yourselves out. For this thing is too much for you; you are not able to perform it by yourself. Listen now to my voice; I will give you counsel, and God will be with you: Stand before God for the people, so that you may bring the difficulties to God.

And you shall teach them the statutes and the laws, and show them the way in which they must walk and the work they must do. Moreover you shall select from all the people able men, such as fear God, men of truth, hating covetousness; and place such over them to be rulers of thousands, rulers of hundreds, rulers of fifties, and rulers of tens. And let them judge the people at all times. Then it will be that every great matter they shall bring to you, but every small matter they themselves shall judge. So it will be easier for you, for they will bear the burden with you. If you do this thing, and God so commands you, then you will be able to endure, and all this people will also go to their place in peace.' So Moses heeded the voice of his father-in-law and did all that he had said."

There are some poignant points we need to glean from this passage which paints a background for the counsel of Jethro.

- It may be flattering to have people stand before you from morning until evening, however, that is neither the will of God nor the way God wants ministry to be organised.

- Moses thinks he's the only one who can hear from God.

- Some things we do, and consider good; actually may not be. If we assume more responsibility than we are called to, we will not last. The work in itself may be good, but the fact that we're doing it, is not.

- If we're wearing out and our people are too, we're doing something wrong. When burnout is common in a church something is wrong.

- Listening to wise counsel brings God's presence on our life. The reverse is also true. When we refuse wise counsel, God will not be with us. Moses has every reason to not listen. The man has split the Red Sea. He has destroyed the economy, agriculture and health of one of the most powerful nations on Earth. He has destroyed the entire Egyptian army. All this he has done single handedly, but he is still meek enough to hear the counsel of Jethro. The man is just a farmer, running a little village. He lives a godly life. His accomplishments certainly don't match those of Moses, yet he has the respect of Moses, plus the wisdom to guide the new leader.

- Jethro establishes the first priority in Moses' life: to stand before God for the people, with their problems and pray for them. Prayer is his first calling. The next is to teach the Word.

- He is called and gifted to teach the people the ways of God. How to walk and how to work. People

People who sit; sour. People who work; grow.

are in our churches to work; not just spectate. We imagine people know instinctively how to walk but we all need instruction teaching us how to live. We need inspiration and instruction to live for God.

- From day one our people should be given a task. People who sit; sour. People who work; grow. Sometimes people may complain, but that is no reason for them to stop working. The complaint of a working person is far preferable to the criticism of the idle.

- Moses delegates according to capacity. We must know our people. Some can lead ten; some, a hundred and so on.

One reason the Pastor of a church resists delegating the work of shepherding to others is because of the traditional notion that the Pastor of a church is the boss. If we ask, 'Who's the Pastor around here?' we generally mean, 'Who's the boss?' However, that's not always the case. The original leader of the church at Ephesus is Paul the Apostle, who is succeeded by Priscilla and Aquilla (Acts 18:19), succeeded by Timothy (1 Tim 1:3) the Pastor. Tradition has it that the Apostle John cared for the church in the later years of his life.

The leader of a church need not necessarily be a Pastor. Many of those called to lead churches today attempt to be Pastors when in fact that is not their primary call. Traditional expectations bind a person to a life of frustration while they try to be someone that they are not. This does not mean the leader has no concern for the

flock. The leader will always carry a shepherd's heart, but they must be able to give the pastoral responsibilities of the church away to another person gifted for that task, and devote themselves to what they're obviously called to.

2. FOR WAR

The second great moment of delegation in Scripture is when war breaks out against Israel on her journey from Egypt to the Promised Land. Under attack from Amalek, Moses tells Joshua to select men who will go out, and fight for them.

Exo 17:9 "And Moses said to Joshua, 'Choose us some men and go out, fight with Amalek. Tomorrow I will stand on the top of the hill with the rod of God in my hand.' "

Moses trusts Joshua to select a team responsible for victory on behalf of the entire nation. A key man like Joshua selects others without much reference to the leader. Moses chooses for himself the position of prayer. This is a difficult choice. Moses has been trained in the Egyptian courts in the art of war (Acts 7:22). Josephus tells of his military successes and exploits, especially against the Ethiopians. 'Moses then achieved his march and defeated the Ethiopians in a surprise attack. They fled Egypt, and were pursued by Moses into their own country and defeated again, to the extent they were in danger of being reduced to slavery.'¹⁰⁷ Moses knows how to wage war, and wage it successfully, yet this is not his calling at this time. His part is to stand before God for the people. Joshua is the man for the war.

Similarly the apostles are asked to solve a prejudice problem in the Early Church. They refuse, saying the

need for them rather is prayer and the Word (Acts 6:2-4). They hold priority over their lives. They begin team building. They appoint men held in respect by the people. The problem is solved.

Delegating these tasks to others requires greater levels of trust than we have placed in people before. However, without crossing that barrier we remain severely limited. For our churches to grow we also must personally grow. Handing over conflict for others to resolve requires greater trust, both in God and in the people handling it.

The first church Chris and I pastored was in Lyttelton, New Zealand....

It's a small church in a very small town. In the three years we are there the church grows astronomically, from 15 people to 35! God works in me, developing, changing and hammering my life into some useable form for the future. I've often wondered since, what terrible sin that small town committed for God to afflict them with someone like me for those three years. While I'm there, I'm learning some tough lessons in a very limited environment. Thankfully, the damage to others and my embarrassment are both contained by the smallness of our world during this time.

One of the most powerful lessons I am learning in our little church in Lyttelton is in delegation. When we start the church I'm doing everything. On Sundays I set the chairs out, greet the people, play the guitar, lead the singing, take the offering, give the announcements,

preach the message, pray for the people, shake their hands as they leave, put away the chairs, and go home. The Lord tells me very clearly one day to ask a young girl in the church to play the guitar. I've heard her play the instrument and am not that impressed. I resist. Yet, the anointing for worship leading is not on me anymore, and I know it. I give the guitar to her for one song and the people are worshipping. I don't think the music is that great, but the people are lost in worship. She doesn't know the next song so well, so I take the guitar back. The anointing lifts again. I can hear myself singing. I'm completely self-conscious. Nobody is worshipping. Amazing! I ask Melva to lead again and the anointing comes. Slowly I begin learning to give things away.

The years pass and we have arrived in Sydney and this time we have genuinely seen incredible growth in our church. I'm feeling that I've learnt the art of delegation reasonably well. Until, that is, one day I'm faced with several serious conflicts the likes of which I've not encountered before.

As a general principle in my life, I make lists of everything, problems, faults, tasks, everything. During this time I have a list of 32 of these problems. Five of them are within our own church. The others are outside our own church. They all range from "quite serious" to "really serious."

The worst is that a terrible tragedy has taken place where a woman has died. As a missionary to the Philippines she has been raped and murdered while attempting to

minister to inmates in a prison. She had attended one of our churches at one time and the parents are upset thinking we have sent her out inadequately prepared, even though in fact she had gone of her own volition, sometime after having left the church. It is obviously a very grievous time for the family as they try to understand why this has happened. Anyway, it makes national television news and I'm on talk shows and various other news media trying to "handle" the situation. I have four other situations of this level of intensity happening all at once. I feel I'm drowning, trying to handle them all.

I'm feeling completely besieged. The Lord speaks to me clearly. He tells me to delegate conflict. I'm thinking I've given away just about everything. However, I honestly feel there's no one else who can take on these highly sensitive situations and get satisfactory answers, especially when it comes to dealing with the media. The future perception of our church in the community hangs on the outcome. It seems to me that any one of these disasters could bury us. So, gingerly I ask my two right hand men to handle one of the situations. They go to work and to my amazement, resolve it. With the situation settled, I realise my faith in those around me needs to grow.

Moses delegates the conflict with the Amalekites into the hands of Joshua. He ascends the mountain with the clear realisation that everyone has a particular calling and place in God. We must know what our particular calling is and do it. We cannot play every part on the field. The

church acts as a body. Every member is called to a particular function. When everyone is active in their calling the church grows.

Eph 4:16 "...according to the effective working by which every part does its share, causes growth of the body for the edifying of itself in love."

The people we choose are to "fight for us." The people we choose must have the ability to fight and win. They have proven themselves in spiritual battles and triumphed. They are overcomers. They display consistently positive attitudes. These people do not just attend, support or watch, but they fight. For us! They do not just fight for their own victories. They fight for the church. They defend the Pastor when he's criticised. They fight for the church's reputation, health and her finances. They are genuine soldiers for God.

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the right
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Within this program are eight initiatives that are designed to reach the unchurched for Christ. One of those initiatives is contacting people who were previously members of our church and have slipped away. I so admire the people involved in this because they hear all the worst criticisms about the Pastor, about the church and about what we do, yet they keep reaching

out to these people and eventually win them back to the Lord. These people have to be soldiers. They can't be involved in the conversation, listening to all the disaffections of these people, (which often sound very plausible), and get swung over to the negative. There is a war with perceptions that are deposited in these people's minds by the devil. Those involved in dismantling them must be tough enough to "fight for us."

When we're in the trenches being fired at, I don't want soldiers at my side wondering why their leader is being fired upon. People like this can eventually turn their guns on their leader. They imagine the enemy must have good reason for shooting at him and so begin firing at him also. Once we've been in the trenches a few times we realise who can be trusted under fire. Even if the leader does make a mistake it's still no reason for those around him to attack. I want to know that my guys will be loyal to me when the attacks are unjustified, and when they are justified. I don't expect to live my life without making a few mistakes. I want them to help me get through whatever the mistake is, so we can get to the end of this calling together. The church for too long has shot its wounded. We've got to heal fallen soldiers. Hopefully I have learned that if I give mercy, my people will return it when I need it. I've seen pastors who are hard and merciless on their people. When they make their mistake (which everyone does), mercy simply isn't there. It has never been modelled. It's not a part of their culture.

The selection of the right people is paramount to enjoying great fruitfulness as a team.

The most common challenge for leaders is finding assistants. All the ministries in our churches, from Youth Leaders through to Music Directors and Associate Pastors are best "home-grown". Abraham trained those who were born "in his own house," to be an extremely effective band of soldiers (Gen 14:14). Church growth and development depends on the continual development and release of new ministry into the Church. Those people God gives us are rarely trained when they come. This is so that we can place our particular anointing and culture into their lives. They come unready, so that we can go to work at making them ready.

Most often however, the people we seek are right under our noses. Our problem is actually not a lack of people. People can become anything under the right conditions. Anything is possible. It is not dependent upon how we have been raised, what star we are born under, what sort of events made up our childhood and whether we're gifted or not.

If a person has a right attitude, everything is possible and nothing is impossible. Our problem, in not having the right kind of people, is within us. We will only fail to develop people within our own ranks if we fail to believe that those we have are up to the task. The simple act of believing in a person yields an amazing amount of accomplishment. All that most people need is for someone to believe in them. This releases a river of potential. As we trust people with assignments they rise to levels of accomplishment that surprise even the cynics. We think that it's a matter of education, experience,

contacts or talent. All these are obviously valuable, but ultimately it's a matter of faith. The faith of someone that is believing in us. This is how people are developed - not in a classroom but on the job.

Apprentice style training reaps the greatest rewards. Peter Wagner notes that men who have not had formal training but have been developed in "apprenticeship" situations lead all the fastest growing and largest churches of South America. They have been in harness with another man of God; doing the business, not just learning about it.

We may think that the tasks are beyond the people we have around us. However, unless people are stretched they will never rise to their full potential. Just the act of giving someone a task more demanding than what they've attempted before reveals that you believe that they are capable. This, in itself, motivates a person to higher levels. Nancy Dornan says, *"When you believe in people they do the impossible."*¹⁰⁸ We think that someone else from somewhere else will do better than anyone we have in our own ranks.

Abraham's method is far preferable to getting someone from elsewhere. If people do come from outside, give them time to be "baptised" into the church, so they "own" the vision like everybody else. To become true sons and daughters of the church they need to drink the milk (accept the teaching), imbibe the spirit (accept the attitude of the church), and accept the name (be proud of belonging to your congregation).

People must have certain character traits before they are commissioned. Competency shouldn't be at the top of the list. No, that's not a typing mistake. Competency is not at the top of the list. If people are already competent at what they do then they are not challenged to grow. It's simply a job both you and they know they can do.

Discipleship is delegation, plus teaching, plus training, plus deploying. The process of delegation is discipleship. Jesus has called us to **make** disciples (Matthew 28:19). This is not only teaching others, but also causing them to actually do what Jesus taught. Without delegation, Churches cannot grow.

Hindrances to delegation are emotional, psychological and spiritual. Ministers are often unable to let go of their leadership. It is challenging to let go of contact with our people and trust others with that. We also have been doing. Often we simply don't impart the mantle that equips the person with supernatural abilities for the job.

3. OVERSIGHT

Num. 11:11-14 "So Moses said to the LORD, 'Why have You afflicted Your servant? And why have I not found favour in Your sight, that You have laid the burden of all these people on me? Did I conceive all these people? Did I beget them that You should say to me, carry them in your bosom, as a guardian carries a nursing child, to the land, which You swore to their fathers? Where am I to get meat to give to all these people? For they weep all over me, saying, give us meat that we may eat. I am not able to bear all these people alone, because the burden is too heavy for me.' "

Moses finds bearing the burden of the newly set free Israelites too much to bear. They are weeping and complaining because they have no meat, only the manna they collect each morning.

Moses loves them, but that's the problem. They're a painful people to lead. Carrying a love for them in his heart is the burden. Yet they are grieving both him and God. Moses feels completely inadequate for the task. God's answer is delegation. He responds to Moses, not by telling that it is too much for him then he no longer has the job; rather He directs him to distribute the burden amongst seventy other leaders.

Moses is told to gather the seventy elders at the Tabernacle so the Lord can anoint them.

Num 11:17 " 'Then I will come down and talk with you there. I will take of the Spirit that is upon you and will put the same upon them; and they shall bear the burden of the people with you, that you may not bear it yourself alone.' "

This clearly shows that the capacity to guide God's people is a gift from God. It is not just about leadership skills. It's about anointing. Moses has received an anointing for the task of delivering and leading the nation God has formed. However, the stress this places on the man proves to be too great. The only answer is to share the load.

Too often, too many ministers feel this high stress level yet fail to delegate resulting in breakdowns of all kinds. Dr. David Yonggi Cho tells of the early days in his church when he basically was doing everything. He ran his church like this for a number of years until he learned the lesson of delegation in a painful way. On one particular Sunday after preaching in two services he then took a baptismal service for around three hundred people on his own. After that he interpreted for another preacher and towards the end of the message he suffered a complete nervous breakdown. It took ten years to recover. 'For the next ten years, from 1964 to 1974 I felt as though I was dying every minute.'¹⁰⁹ For a few years he could only preach for around 10 minutes before he would begin collapsing again.

While he was hospitalised, he felt the Lord leading him to delegate the responsibility of pastoring the church out to the people in small groups. He then developed the cell group system that has proved so successful in his church. At first he was very concerned whether or not it would work. One of the main challenges was that most of the available leaders were women, because the men worked for such long hours. The status of women as leaders was not highly regarded in the church culture. This was a revolutionary move. However, he persisted and found the women doing just as effective work as the men.

Small groups have proven to be one of the most successful building blocks for church growth in the history of Christendom. But what a drastic way to discover delegation.

Many of us could prevent disasters to our health, families and ministry if we would simply be prepared to share the burden of the call with others.

4. FOR MINISTRY EMPOWERMENT

Matt 10:1 "And when He had called His twelve disciples to Him, He gave them power over unclean spirits, to cast them out, and to heal all kinds of sickness and all kinds of disease."

This is an amazing moment in the life of the disciples. Immediately prior to this Scripture, Jesus is lamenting the fact that there is a vast harvest ready to be reaped, but the reapers are few. He sees hungry and thirsty people everywhere, yet the capacity to meet the need is too small when it is limited to just one person, even when that person is Jesus Himself.

In verse 36 we are told Jesus has compassion on the great multitude of people flocking to Him. They are weary and scattered, like sheep without a shepherd. This is the reason the compassion of Jesus is aroused.

There could not be a better description of the state of the people of the world today. Stress is at an all time high. Once upon a time all the advertisements for a vacation described the big parties and long nights we could anticipate; the tours here, there and everywhere we could hope for. Nowadays it's the long deserted beach where no one else will bother us, filled with quiet, do-nothing days. People are weary and scattered.

We possibly have one of the most transient societies in history. Instead of living in the family home for our whole life, we live in a string of different homes. Instead

of just one marriage partner, it is estimated that throughout the average person's lifetime they will have two to three marriage partners. Instead of living in just one town or country, people move around from place to place at an ever-increasing rate. Although this certainly increases career opportunities and expands the life experience, it also develops an uneasy sense of rootlessness and a lack of belonging.

The other aspect of this scatteredness is the desperate need people have to understand where they are meant to be going and what they are meant to be doing with their lives. We have become enmeshed in a psychic society trying to decipher the mysteries of guidance for our lives.

All of this draws the compassion of Jesus. His answer is to empower His disciples to do exactly what He is doing.

He calls His disciples to Himself. He doesn't call the multitude; hopeful of the miracles for this task. He doesn't call the seventy to whom he has given the work of preparation. He calls the disciples. Those more interested in Him than anything else. He calls those who are considered disciples. People living by principle, not just emotion. Those ready to go all the way with the Lord. Those who are potential friends of God.

The first step in empowerment from Christ is to respond to this call. It is the call to Himself. The primary call upon every believer and minister is not to the ministry but to Jesus Christ. We have nothing to offer people if we do not have the Lord.

Psalms 23 speaks of the journey into relationship with the Lord. It begins with David speaking of "the Lord" as his shepherd. This is a statement about Jehovah. A theological statement about God's role in our lives.

However, David progresses to addressing the Lord as "He", when he speaks of God leading him, feeding him, bringing him to rest, and restoring his soul.

Yet David's hunger for closeness is still not satisfied. We read of him moving on from the recognition of God as a person rather than just an impersonal force. He continues to move closer to the Lord, regarding Him as a person he is in direct face to face relationship with. As David travels through the valley he draws the closest to the Lord. It's as if he turns his head and faces the Almighty God as his friend and says, "Though I walk through the valley of the shadow of death, You are with me."

We come to the Lord as disciples. He empowers us to cast out demons and to heal all kinds of diseases. I have no doubt that Jesus laid hands on the disciples to impart this power. This is the normal mode of impartation throughout Scripture. Moses laid hands upon Joshua, giving him the same anointing of wisdom that he had.

Deu 34:9 "Now Joshua the son of Nun was full of the spirit of wisdom, for Moses had laid his hands on him; so the children of Israel heeded him, and did as the LORD had commanded Moses."

Jacob used the laying on of hands to impart blessing on his children (Gen 48:14). The apostles employed the laying on of hands in the early church (Acts 6:6), as did Paul in praying for Timothy (1Tim 4:14 & 5:22).

The interesting point here is that after Jesus has given them this power, the Scripture says, "Now, the names of the twelve apostles are..." They come as disciples and are empowered. They leave as apostles. These men turn the world upside down.

As we welcome men and women who have been called of God to work with us, we are able to impart to them power for serving God in the same manner as ourselves.

Some of us have attempted to impart the power for the work of the ministry to others, yet not found it to be effective. Our capacity to impart rests in the fact that we want impartation to happen, and in our **determination** to impart to these people. If we are fearful of others having what we have, we will never really impart that same power and anointing God has placed upon us.

5. FOR PROBLEM SOLVING

In the first five chapters of the Book of Acts, it's obvious that the early church enjoys amazing success. People are being added to the church daily. There is enormous joy, powerful praying, and there are amazing miracles taking place every day. There is a high level of reaction also. Some of the best leaders are thrown into prison, and a tide of persecution has begun rising.

The church, in a progressive revelation of its identity moves from being "them" to "the church", to "the Lord". On a commensurate level they steadily increase in their understanding of who they are as followers of Jesus; going from "souls", to "believers", to "disciples". This also corresponds with an ever-increasing growth process in the church. At first, when the new Christians are referred to as "souls", and the church as "them", we are told people are added to the Lord (Acts 2:41). However, as they grow in the knowledge of who they are individually, and as the Christians are referred to as "believers", and "the church", they are "added increasingly" to the Kingdom (Acts 5:14). Yet as they enter into a lifestyle of discipleship and are referred to as "disciples", we are told they began to "multiply" (Acts 6:1). Any of us with even the slightest sprinkling of mathematics understands that multiplying increases numbers a lot quicker than simply adding.

In Acts 6 a situation emerges that the church had never encountered before. Suddenly they are faced not with

problems from without but from within. And it is not a small problem. Complaints are brought to the Apostles that the Hellenistic speaking Jewish widows are being discriminated against. Part of the mission of the early church is to care for its widows. Every day distribution is made to these needy women. However, the purist Hebrews are keeping the provisions back from those women they consider impure as Hebrews. This has all the potential to escalate into a terrible division in the young fledgling church. The problem is brought to the Apostles. However, their response is far from anxious. They declare that their priority is to attend to the Word of God and prayer, not the managing or solving of these sorts of problems. I find this an amazing decision. They could be accused of being uncaring and disinterested in the social justice of even their own church. Widows are amongst the most vulnerable group of people on Earth. People with no means of support. The Apostles tell the church to select seven men of good report, filled with the Holy Ghost and wisdom. Once these men are chosen, the Apostles lay hands on them and they then sort out the problem, but also become powerfully used by God in the whole purposes of revival in the early church.

The most amazing thing about this is that we are told directly after the apostles had delegated authority and ministry to these men, the church did not just multiply, but it "multiplied greatly."

This is the optimum growth level for the church. It is too often missed because pastors are more involved in management than they are in their primary calling, which

is the Word of God and prayer. Whilst we are distracted from doing what only we can do, we are most often doing things others could do. And while we are doing those things, nobody else is exercising their ministry in that area or at least learning to. For the church to even begin to move into a greater growth mode we must begin delegating the thousands of tasks that steal us from our primary calling for God.

Paul's instruction to Timothy is the wise Master Builder's wisdom for the management of the House of God: "Give the ministry away to others."

2 Tim 2:2 "And the things that you have heard from me among many witnesses, commit these to faithful men who will be able to teach others also."

REASON'S PEOPLE SHOULD NOT BE SELECTED

There are factors that disqualify people from being part of our dream and therefore part of our teams. Many people want to be in ministry but not all will be. The standard should always be kept high, so that a precedent exists for others to emulate. We are tempted to compromise our standards for the sake of getting someone who "at least can do the job."

Training a person for a job is easy compared to changing a person's character and attitude. These are far deeper areas that take time and testing to develop. Good leaders don't become so desperate that they compromise on these areas. Many times we have selected people more talented than others who could be part of the team, but their immaturity in Christ eclipses their competency.

The funny thing about only settling for the best is that you will usually get it. God enables people with abilities beyond their training if their heart is right towards Him. Moses and David both become architects and designers because of visions that God gives them. Neither of them are trained in this area yet they design some of the greatest buildings in history.

1. Being given a position on the team will not help problem people. To think that this will heal a bad

attitude is folly - it only reinforces their problem. Once a person holds a position, it is almost impossible to adjust their attitude. This point is incredibly important. Too many times pastors are emotionally coerced by someone's attitude, into using them against their better judgment. I'm aware of three distinct times when I've done this. The lesson takes time to learn. I believe in people. I am always convinced that I can fix a person up. There are none so blind as a visionary. However, we've got to get people well before they get the job, rather than attempting to do that after they're in position.

2. If a person is sending the vibe that they will cause trouble, sulk, or leave the church if you don't give them a job, they will only cause deeper trouble for you once they have the job. This emotional blackmail only continues throughout their time with you on all kinds of other matters. People find it harder to change once they hold a position than when they are not carrying responsibility.

3. Don't give people a task to hold them in the church. They should have a prior commitment to the House of God that exceeds titles and responsibilities.

RIGHT SELECTION

1. FAITHFULNESS

Faithfulness encompasses three primary character qualities:

- I. **Regularity.** People must be predictable and regular. "Thereness" is essential. People with unstable living patterns can't be relied upon to be there when you need them.

- II. **Trueness of spirit.** They must be privately honourable, not just publicly upright. Authenticity rings clear in their expressions.

- III. **Loyalty to you and the church.** Loyalty is under challenge when the opportunities for criticism are high. Loyalty is not only expressed in passive non-criticism or in just "support" of the church and its leadership. Those people who are part of the team must fight for us. Their concern for us and the church manifests in practical, self-sacrificing ways. Proven faithfulness requires time. Time reveals people as they are. Jesus identifies faithfulness in three areas:

A) FAITHFULNESS IN LITTLE THINGS

Luke 16:10 "He who is faithful in what is least is faithful also in much; and he who is unjust in what is least is unjust also in much."

Attention to detail is vital. Overlooking "least" issues, because they are small and insignificant, reveal motives that are not true. Faithfulness is being concerned with the "little" things. Large doors swing on little hinges.

In September 1620 the Pilgrims left Plymouth, England, for America on board The Mayflower. In November they reached Provincetown Harbour, near Cape Cod, Massachusetts. Pilgrim leaders wrote and signed "The Mayflower Compact", forming the first American constitutional democracy. They settled on the site of what is now Plymouth, Massachusetts. The Plymouth settlers held a dream for an America under God. This vast vision began with the smallest group of people arriving on the shores of the new land.

"Thus out of small beginnings greater things have been produced by His hand that made all things of nothing, and gives being to all things that are; and, as one small candle may light a thousand, so the light here kindled hath shone unto many, yea in some sort to our whole nation."¹¹⁰

Zechariah the Prophet tells us not to despise the day of small beginnings (Zec 4:10).

The entire Kingdom of God is based on the seed principle, as is the entire natural kingdom. Everything begins from the smallest of beginnings. If we fail to give due attention to the seed we will never reap the harvest destined for our lives.

B) FAITHFULNESS WITH MONEY

Luke 16:11 "Therefore if you have not been faithful in the unrighteous mammon, who will commit to your trust the true riches?"

Faithfulness with money proves a person can handle spiritual riches. I find it easy to think this is the wrong way round. Surely if a person is first spiritually faithful, God will then entrust him with finances. Not so! God watches the way we pay our bills, spend our money, arrange priorities and how we generate and handle money. He figures whether or not we are faithful on this basis.

It amazes me how many Christians think they can skirt the law because they are believers. They approach business in a very shabby manner and expect to prosper. This will never happen. Witnessing to a wealthy young man recently, he told me most Christians he's dealt with have been crooked. He's a Real Estate agent. Christians hadn't paid their rent. They had told lies about their previous financial situations so they could gain approval to rent a house. They had taken too long to pay commissions, or tried to get out of that part of the sale of

their house. We're notorious for trying to get the freebies. This is a bad testimony. Christians must behave properly in the business world. Generosity, honesty and integrity, all should be the hallmark of believers' dealings in this world.

Much of this practice comes out of a poverty mentality. Because many Christians think it is more pious to be poor, they're left always having to expect some kind of charity to come their way.

I tell you, people serve money more out of the lack of it than out of an abundance of it. The way it influences people to act is wrong. I've known believers to justify not leaving a tip for waiters and waitresses. Instead they have left a tract about the Lord. This is terrible! A far better witness would be a generous tip. The fact that a tip isn't left, but a tract is, as far as the average unbeliever is concerned, just confirms their dismal view of stingy Christians, and certainly reinforces a poor impression of Christianity.

C) FAITHFULNESS WITH OTHER PEOPLE'S PROPERTY

Luke 16:12 "And if you have not been faithful in what is another man's, who will give you what is your own?"

This qualifies a person for selection in God's work. The real point is that the entire life of a minister is spent in caring for the lives of others. If he is caring for his own

life at the expense of others, this will show in the way he handles other people's money, dreams, family and so on.

King David returned from defeating the Amalekites who had burned David's stronghold, Ziklag. He had recovered all they had taken from their families and possessions. Certain men had remained and guarded the supplies. David rewarded them with exactly the same reward as those who went to the battle (1 Sam 30:24).

Caring for the property and interests of others is a high indication of faithfulness, as far as God is concerned.

People who work hard to fulfill the dreams of another find their own dreams coming to pass. Joseph spends his life interpreting the dreams of others. He interprets the baker's dreams and the butler's dream. He then interprets the King's dream. Because he does this, his own dream comes to pass. The overwhelming purpose of the servant of God is to interpret the dream of the Father in Heaven - "Thy will be done." Faithfulness is gauged by the way we handle the dreams and visions of our pastor, of our family, our children, our wives, husbands, our friends and our churches.

2. CONSECRATION TO GOD

A person must have sacrificed their life to God. This is displayed in devotion to the local Church. Jesus loves His church. Anyone wanting to serve Him in His house, must love the church as well.

Consecration to God is revealed by the fact that they keep their life clean and undefiled from the world. These people are separated to God and whatever He wants them to do.

If we are failing to produce at least some people like this under our ministry, something is wrong because these are the qualities of normal discipleship. We need to redefine our ministry, understand exactly what God has called us to do and apply ourselves fully to that end.

**No matter what we say,
we only ever reproduce what we are.**

3. TEACHABILITY

If a person is unable to be taught, to receive teaching and to implement counsel in their lives, they are basically useless for the work of God. Until this quality is in our lives we have no capacity to learn. This is the basis for growth and change. Without it we are unable to acquire the skills God gives for His work.

Prov 26:12 "There is more hope for a fool than for a man wise in his own eyes."

In today's world I have found it increasingly more and more difficult to actually speak into people's lives. The belief in individual independence is increasing in our culture. Yet those who are not just open to instruction, but are actually eager to be coached in life, these people receive guidance even when it is not being intentionally given. They create the environment where discipling people is simple. A wise person actually draws counsel out of mentors.

Prov 20:5 "Counsel in the heart of man is like deep water, but a man of understanding will draw it out."

4. TRUSTWORTHINESS

1 Tim 3:10 "But let these also first be tested; then let them serve as deacons, being found blameless."

Tested - proven - this means that we have given people small jobs and they have executed them well enough to be trusted with something larger.

It also means that they have overcome temptations and emerged victorious from difficult times in their personal world. This is the most general meaning of the word "tested" in Scripture. They have the basics of the Christian life well under control. Attending church is a number one priority for these people. They own a passion for the House of God. They have the disciplines of daily prayer and Bible reading. Their family life is in good order. Their morals, ethics and attitudes are unquestionable. Don't settle for less - talent is no substitute for the qualities of a committed Christian, filled with the Holy Spirit.

Proven people own a submissive, teachable, cooperative and non-critical attitude. Without these qualities people disqualify themselves from being chosen for effective service. Once people have dealt with these things, they become effective for God.

Character, integrity and ethics are intact and unquestionable. This is what the Church is built on. Not talent, style, personality, and skill which all take second place to the godliness of a person's life.

Some circumstances demand quick action. If we don't have the time to assess a person's character, we get references from people they have worked with before.

It is one mistake to not delegate. It is probably a more grievous mistake to delegate important tasks to the wrong people. Remember, you don't have to settle for second best. Wait for the best. Train for the best.

No-one is perfect when we first put them to work. That's not what we're saying here. They must however, possess the ability to learn and be teachable. They must also be willing. With these qualities anything is possible. Even the most unlikely kinds of people are able to become enormously successful.

5. ANOINTED

We look for the anointing on a person in the area that we're considering them for. David, Moses and Joshua are all **anointed** for leading the nation. The prophets throughout the Scripture are **anointed** to bring the Word of the Lord and display signs and wonders confirming the Word. The priests are **anointed** to bring offerings and sacrifices to the Lord and make atonement for the people. This also means these people may not be anointed for other things.

When Uzziah steps out of his anointing as King, attempting to carry out priestly functions, he is smitten with leprosy - judged by God. We are called to specific tasks and not others. We recognise what our people are anointed for. Some are anointed to lead prayer. When they pray, everyone else is stirred and prays along. Others kill the prayer meeting. Everyone stops praying and listens to the person at the front. Some are anointed to lead worship; others are not. Some are anointed for counselling, healing, organising, leading, helping and so on. We recognise, appoint, organise, develop and deploy people into those specific tasks that they are anointed for.

The anointing enables the person to actually do the job they're called to do. This anointing rests on people's lives so that they find themselves achieving way beyond their ability. Sometimes those with experience hinder this supernatural element of power in their lives because they are not relying on God, but rather on themselves. As we

acknowledge our inadequacy for the job we put ourselves in that place where we can be empowered by the Lord.

6. FRUITFULNESS

Some have thought that failure in business is confirmation they should be in the ministry. This is foolishness. If a person has been successful in business this will help them in ministry. If they have been a failure, then they need to overcome their defeat and learn success. Charles Spurgeon refused applicants for ministry training who had failed at business. Position and title does not cause a person to be successful. A person may have the title of Pastor or Evangelist, but if the flock doesn't grow or people don't get saved, it reveals that they are missing it in their calling somewhere.

7. PRAYER

We pray over our choices and sense that God is guiding our selection. Jesus spends the entire night in prayer before He chooses His disciples, empowers them, defines their job description and deploys them (Luke 6:12). The early church spends much time in prayer before they send out missionaries (Acts 13:3). Prayer helps us choose correctly.

Prayer brings the anointing that is essential for a minister to fulfil their calling. Prayer brings blessing upon our efforts for the Lord.

8. AFFINITY AND UNITY

The people we choose must display a real unity and affinity with the vision of the Senior Minister and the Church. In the process of selecting people for a role in the Church we ask their opinion of the leadership, the rest of the team and the Church in general. We are not looking for gagged followers, but if a person has problems with the Senior Minister and the Church then obviously they will cause problems on the team and in the Church.

Many of the people around us will be from different backgrounds and cultures. This is not a problem though. It is the affinity of spirit that we need, not sameness of style. If Christ is at the centre of our fellowship, we are bonded together by that factor. Whoever buys into the vision God has for the congregation develops an affinity with all that is going on.

JOB DESCRIPTION

Once the job is delegated, the people are told what their title is (if any), what their responsibilities are and to whom they are accountable. Further, the job description identifies their subordinates and what is required of them. This is in hard copy.

Once the task is delegated, our people receive clear instructions and training on what to do. They are told how to do the job. Once they are carrying out the job we keep in regular contact to help, not just investigate. We are available to them at all times, helping them accomplish the job successfully.

They submit a regular report, perhaps weekly, monthly or otherwise on progress and problems. We go over the report with them.

BUILDING THE TEAM

A great leader never polarises the team on the basis of culture or personality. He does not create politicking or intrigue between people and departments. He actually places high value on the variety and the diversity of people in the team. He realises the vast benefits stemming from this patchwork of personalities. The potential for a far wider sphere of influence increases with an expanding diversity of team members. He doesn't slander others. He is continually bringing the organisation together, not splitting it apart. He supports the whole. The team doesn't fragment. The overall goal is achieved.

The difference between a boss and a leader:
a boss says "Go!" - a leader says "Let's go!"

1. We bring the team together regularly for input. The full time staff members meet together at least once weekly.

Great leaders don't live isolated from the team. A team will only give grudging service, if they feel cut off from their leader.

**Great teams thrive on attention from the top.
Leaders are feeders.**

Team building is not just about training and instruction, but also about giving hope, encouragement, recognition and appreciation. Giving the members these four

elements of reinforcement feeds the soul of the team. Team building comes simply from giving regular positive attention to the team.

People easily drift from the true north of any organisation. The Leader keeps reinforcing the dream, the faith that we can do it, and the strategy to achieve the goals, so that every member of the team is on board, feeling that everyone on the team is in it together.

Team building comes simply from giving regular positive attention to the team.

2. The Leader must constantly reinforce and restate the vision. Though the team may have heard it many times before, it keeps their focus on the right things. Whatever the Leader speaks on, the vision is woven into the topic so that the subject is always seen from the viewpoint of the philosophy and priority of ministry.

3. Each individual receives recognition and public honour. Recognition is absolutely essential with volunteer staff. One of the key skills leaders must have is not only the ability to get people to like them, but also the ability to get people to work for them.

Excellence is no accident.

Great leaders inspire people to go the second and the third mile, to get the results, and to enjoy the experience. In research carried out for their book "In Search of

Excellence", Peters and Waterman cite the finding that only 15% of workers are looking for higher wages. At the top of the list is recognition, and next a "better boss"¹¹² Leaders endear respect and loyalty through simply recognising and applauding the achievements of the individuals on the team. This can be as simple as announcing an achievement to everyone in the meeting. When hard work is rewarded, others on the team feel good about it also. One of their workmates has been recognised. The compact between fellows is strengthened. People enjoy applauding one another.

4. The leader must be able to teach in the following areas:

- KINGDOM PRINCIPLES
- PEOPLE SKILLS
- SUCCESS
- RELATIONSHIPS
- EXPECTATIONS

He should warn of things that damage a good team.

Clear direction comes regularly from the top.

5. We involve the team members in discussions about events that affect them all. They all contribute to the final plan with ideas and strategies. They buy into the project. Once their input is respected, their energy and talent flows easily into the plan. The weight of the event is removed from the leader's shoulders and shared by the team. Many leaders do not enjoy giving their dreams into the hands of others. But dreams are never achieved

without others. This is why many great aspirations die in the dust.

I often have an idea I'm feeling inspired about and when I share it with the team they knock it into a workable shape. I enjoy this experience because they all get to buy into what we're doing, rather than just being told what to do. Even if my idea doesn't look like I originally wanted it to, if I'm still getting the basic end result then I'm happy. I can sacrifice a few sacred cows of my own and make a few compromises to the idea so that the team all feel they are an integral part of what we're doing.

6. Trust the team. Problems affecting the congregation should be made known to the team prior to it reaching the church. Problems not needing to be made known to the church can be made known to the team. They must realise we trust them. They will rise to the occasion.

7. Any breaches between team members must be healed quickly before they infect others. A healed relationship is always stronger than it was before. We get the people concerned together and reconcile them.

8. Confession of failings and admission of mistakes handled in the right way wins respect from our team. If they feel we are being intimate with them they will trust and support us.

9. Our own personal integrity and uprightness is what the team builds on more than any thing else. Success is imperative for the morale of the team. Achieving goals is

also imperative but if, in the process, integrity is compromised then team players lose respect. When the team admires the leader, they are more than happy to give allegiance to that person.

10. Rebukes are carefully made and only reserved for anyone seriously stepping out of line. If their failure affects the rest of the group, everyone needs to be involved. If not, then the rebuke should be contained within the circle of offence. News of disciplinary action travels rapidly amongst a team. Everyone must know there are boundaries and if they are crossed there are consequences. The credibility of a leader rests as much on the fact that he can encourage and build on truth, as it does on his ability to rebuke, warn, correct and recognise falsehood. The power of positive encouragement rests on the fact that we are also capable of discouraging or disciplining a person as well.