

# Spiritual Visionary Leadership

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### Contents

<b>1</b>	<b>Introduction.....</b>	<b>5</b>
1.1	Definition of concepts.....	6
1.2	Leadership is fun! .....	7
1.3	Team Leadership.....	7
1.4	What will be on the agenda?.....	8
<b>2</b>	<b>Personal qualities of a leader .....</b>	<b>9</b>
2.1	Discipleship.....	9
2.1.1	What is your image of God? .....	10
2.1.2	Commitment .....	12
2.1.3	Armed against threats .....	12
2.1.4	Soaked in prayer.....	15
2.2	Behaviour.....	16
2.2.1	Taking initiative .....	16
2.2.2	Behaviour above reproach, integrity .....	16
2.3	Equipped by learning.....	18
2.3.1	Sharing your life.....	18
2.3.2	Being a worker.....	19
2.3.3	Insight in God's work, plan and people.....	21
2.4	Equipped by what God gives you .....	22
2.4.1	Core Qualities .....	22
2.4.2	Gifts and Talents .....	24
2.4.3	Balance.....	26
2.4.4	Use of the gifts.....	26
2.4.5	Test.....	26
2.5	Progressing Development.....	27
2.5.1	Evaluating your own life .....	27
2.5.2	Motivation .....	28
2.5.3	Personal development plan .....	30
2.5.4	Choosing and quality .....	32
2.5.5	Deliberately positioning yourself .....	33
<b>3</b>	<b>Responsibilities and skills.....</b>	<b>34</b>
3.1	Communication .....	35
3.1.1	How to communicate? .....	35
3.1.2	The communication process in a diagram.....	37
3.1.3	Summary .....	39

3.2	Creating an atmosphere of trust and openness.....	40
3.2.1	Giving space .....	40
3.2.2	Acceptance .....	40
3.2.3	Respect.....	41
3.2.4	Giving trust.....	43
<b>4</b>	<b>The task and the team .....</b>	<b>44</b>
4.1	Caring, being a shepherd.....	45
4.2	Spiritual focus, direction .....	46
4.2.1	Motivation.....	46
4.2.2	Imposing limits on leadership and serving.....	46
4.2.3	Admonition .....	47
4.3	Training Timothy.....	47

# 1 INTRODUCTION

Much is written about the conditions of leadership in the epistles to Timothy. It appears that it relates for 68% to your personality, for 26% to your private life and for 6% to your abilities. So, whether you are a suitable leader, is primarily determined by who you are, for even your private life is strongly coloured by your personality.

Therefore, the theme of the fourth course day and the material is: Allow yourself to be used by God as you are and with all you can do. Be realistic about your own possibilities and remain dependent upon God.

Regarding this course, it is important that the participants have realistic expectations. It is unrealistic to expect that you can be Mozes after a two-year course. Yet, you are equipped to start with a task and to learn while you are performing it. Possibly you may want to check the reference material. Moses spent 40 years at the court in Egypt, 40 years in the desert and he functions for 40 years in the position of being a 'leader of the people'.

## 1.1 Definition of concepts

Various concepts are utilised in a context of groups of people (teams) who are developing themselves and performing, for example in: coaching, leading, and managing.

The dictionary provides the following definitions:

- Coaching** – training (exercising a skill), training, assist by advising, coaching.
- Leading** – Go and make go, take along, directing, steering in a certain direction, going in front
- Managing** – leading, task of a director, controlling, managing, task of a chef, promoting interests

From these definitions and from what we see in everyday practice, the coach is quite person-oriented and group-oriented in relation to completing a task. This does not concern absolute limits but has to do with adding the proper accents. For instance, it is good for a manager to be 'people-oriented' since by doing so, he stimulates better cooperation and better performance.

The word 'leadership' in recent years has more and more been associated with the coaching of people. The association with the concept of leadership is mostly based on the principle that the leader tells the others what has to be done and that the team members carry it out.

Coaching, on the other hand, is considered to be a means of equipping people by helping them 'to learn to learn' and to discover. It is all based on the notion that people are autonomous beings, who possess the freedom to act within each situation, who have their own responsibility and who enjoy a relationship with God.

In the case of leaders, you may think of a varied range of possibilities: They vary from the loner heading the crowd to the co-working foreman (leader / coach).

A spiritual leader is able to apply the spiritual principles which God gives him via the Bible and he is someone with spiritual goals.

In the New Testament, spiritual leadership is usually plural (not a single individual): Elders, trustworthy men, apostles. This means that there are usually a number of spiritual leaders who operate depending on God and who can correct and stimulate each other. In principle, the situation with the only one spiritual leader is dangerous. Nobody can guarantee that the man will always be immune to deception. Who knows what may happen when he is deceived? Therefore, leaders must always give account of their actions. In the first place to God, but also to their peers, to their leaders and to the people they are leading.

The Great Commission to reach the world for Christ was not given to a single human being. Until now all the parts of that Great Commission are everyone's personal responsibility.

The Great Commission has been given to everyone, to carry it out together, making use of the talents which everyone received. So make sure you stay in touch with 'co-leaders' and make use of each others advice and help.

## 1.2 Leadership is fun!

*Leadership is making people do what they don't want to do, and liking it.*

*Harry S. Truman*

Jesus Himself is an example of this. He invited twelve men and taught them to do things that, initially, were outside their field of vision: To be fishers of men.

*As Jesus walked beside the Sea of Galilee, he saw Simon and his brother Andrew casting a net into the lake, for they were fishermen. "Come, follow me," Jesus said, "and I will make you fishers of men." ...*

*At once they left their nets and followed him.*

**Mark 1:16-18**

**1** Do you look at leadership like this? Or do you have a different view?

## 1.3 Team Leadership

Leadership may be exercised regarding individuals but also regarding a group or team. This can mean that different skills are required of a leader in various situations.

People's functioning in a team is particularly affected by the willingness to cooperate and personal characteristics making such support possible (character). The team leader may help his team to grow in this respect. A special manner of coaching is required to give the team members a realistic self-image and insight in themselves. This coaching wants to give attention to patterns of thought/behaviour of yourself and others, talk about these and create a possible change in behaviour. God's power and the person's own responsibility are at the centre. Specific skills are required in order to coach people through such a change. These skills will be discussed on this course day and the next and/or in the additional materials.

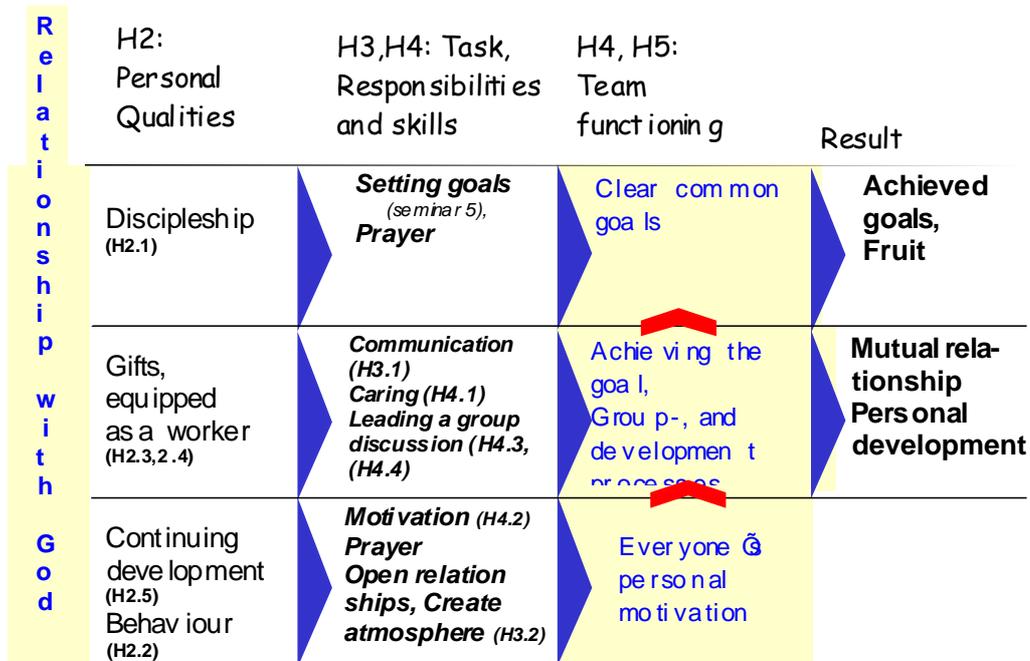
Some examples of this are:

Communication	Day 4
Creating an atmosphere of trust	Day 4
Motivation	Day 4
Setting limits	Day 4
Insight in team roles	Day 5
Influence on the functioning of the team	Day 5
Observation	Day 5
Choosing and assessing	Day 5
Handling conflicts	Day 5

## 1.4 What will be on the agenda?

The characteristics and skills of a spiritual leader cover a wide area. Only a selection of these will be touched upon within the framework of this course. The selection was made based on CBMC's ministry and objectives. However, it may also be utilised elsewhere.

In the following diagram, you will find an overview of the subjects for discussion and their mutual relationship. You should start to read the diagram at the column of 'personal qualities', from top to bottom. The arrows mean: "contributes to"



<b>Personal relationship with God</b>	This has to be the basis for everything else. Any spiritual leader works starting from this.
<b>Personal qualities</b>	The leader's qualities determine how he manages his responsibilities and skills. Discipleship (choice), being equipped to be a worker who wishes to share his life with others and who wants to gain insight into God's work and plan.
<b>Task, responsibilities and skills</b>	Clear common goals result from a clear formulation of goals relating to discipleship. The processes are kept going and are fed by communication and direction. Openness, motivation and the creation of a good atmosphere all contribute to the personal motivation of every team member. Setting the goals is extensively discussed in the material of course day 5.
<b>Team Functioning</b>	The motivation of the team members has a great influence on the processes of a functioning team. These processes are focussed on the abovementioned goals.
<b>Result</b>	The result of team processes is fruit. This is a consequence of properly developing team processes: Personal development and a mutual relationship.

## 2 PERSONAL QUALITIES OF A LEADER

Spiritual leadership has many forms. You may be a pastor, director of an (inter-)church organisation, chairman of a prayer group, father, mother, teacher. So there is no standard model for a spiritual leader that you have to match. Yet, there are certain essential character traits that should not be lacking.

- Personal relationship with God, discipleship, attitude of a disciple.
- Being equipped, receiving insight in and being motivated by God's vision.
- Continuing own development.

There are many other things that may be useful. Yet, these can only be given shape according to everyone's character and received gifts and talents.

### 2.1 Discipleship

The first condition for a spiritual leader is discipleship

You become a disciple by a deliberate choice and commitment to following Jesus and to being like Him.

*The pattern for leadership in the years ahead is simple: leaders must be individuals whose burning passion is conformity to Jesus Christ. Is this not becoming the very passion of your heart, to possess the likeness of Christ? The issue with our churches is not merely one procedure over another; the issue is, will we become a people who are seeking hard after Christ!*

*From: "The House of the Lord" by Francis Frangipane.*

A spiritual leader is regularly in touch with God with the questions in mind which Paul uttered in Acts 22:

*Who are You, Lord?*

and:

*Lord, what must I do?*

Hereinafter we will discuss a number of aspects of discipleship that are important for a spiritual leader. These aspects are:

- What is your image of God?
- Commitment.
- Prayer.
- Armed against threats.

## 2.1.1 What is your image of God?

2

*Do you see God as a father, a school master, a friend, someone at a distance with wisdom, or what else?*

The following passages in scripture (look them up) reveal the qualities of God:

Part	Qualities of God	Meaning for a leader
John 1:12	Father	
Matthew 7:21	Lord	
1 John 4:16	Love	
James 1:5	Wisdom	
John 3:16 Romans 6:23	Grace and mercy	

3

*Which quality of God appeals most to you?*

4

*Why?*

In order to have faith, it is necessary that you are aware of who God is. Every Christian will agree that He is great. But, what exactly does it mean to you? Who God is and how you view Him will determine the meaning of the following topics for you.

5

*How great is your God?*

To what extent God is truly great and powerful is evident from your deeds.

The rich young ruler in the gospel of Matthew trusted more in money than in God:

*Jesus answered, "If you want to be perfect, go, sell your possessions and give to the poor, and you will have treasure in heaven. Then come, follow me."*

*When the young man heard this, he went away sad, because he had great wealth.*

**Matthew 19:21-22**

## Awareness of God's help

*Have I not commanded you? Be strong and courageous. Do not be terrified; do not be discouraged, for the LORD your God will be with you wherever you go."*

**Joshua 1:9**

*And surely I am with you always, to the very end of the age.*

**Matthew 28:20**

*Ask and it will be given to you; seek and you will find; knock and the door will be opened to you.*

**Matthew 7:7**

## Treating God as a friend

*The LORD would speak to Moses face to face, as a man speaks with his friend.*

**Exodus 33:11**

**6**

*Do you dare tell God your opinion? Do you dare to challenge Him based on His character? Do you dare to consult and negotiate?*

*The men turned away and went toward Sodom, but Abraham remained standing before the LORD. Then Abraham approached him and said: "Will you sweep away the righteous with the wicked?"*

**Genesis 18:22-23**

## Accept God's view on things

God sees more than we do. He looks at people differently from us. . . So we need his guidance.

*But the LORD said to Samuel, "Do not consider his appearance or his height, for I have rejected him. The LORD does not look at the things man looks at. Man looks at the outward appearance, but the LORD looks at the heart."*

**1 Samuel 16:7**

## 2.1.2 Commitment

*For where your treasure is, there your heart will be also.*

**Matthew 6:21**

Being committed to something means that it is 'your very life'; that for you it is most essential.

*Commitment is expressed in the way we spend our time, involvement, focus and availability.*

**7** How do you apply this?

For a spiritual leader, everything revolves around God and His work: Human beings.

### **With all of your heart**

*Jesus replied: "Love the Lord your God with all your heart and with all your soul and with all your mind."*

**Matthew 22:37**

### **Me and my house**

*But as for me and my household, we will serve the LORD.*

**Joshua 24:15b**

### **Everything is loss (compared to the life with Christ)**

*But whatever was to my profit I now consider loss for the sake of Christ.*

*What is more, I consider everything a loss compared to the surpassing greatness of knowing Christ Jesus my Lord, for whose sake I have lost all things. I consider them rubbish, that I may gain Christ*

**Philippians 3:7-8**

You may commit yourself to an ideal, a task or a person or a combination of these.

Commitment has to do with 'going for it', 'living for' one thing or person. For a spiritual leader this relates to Jesus Christ and His Kingdom.

## 2.1.3 Armed against threats

Threats may come both from within as well as from without. Threats from without are suffering and temptations. Various temptations may keep a leader from his goal. Yet we will not deal with them here. We do wish to mention and discuss the threats from within.

	<b>Threats from within man</b>	<b>Remedy</b>
1	Fear (core emotion)	God's faithfulness, trust
2	Pride	Humility, forgiveness (course block 3)

3	Inflated ego	Realistic self image (see 0), dependence
4	Working in your own strength	Dependence
5	Binding people to yourself instead of to God (making them dependent on you instead of on God).	Setting limits (see 4.1.2)'Binding' people to God (see 4.1.2)

### **Faithfulness and trust**

#### **God's faithfulness**

*Endure hardship with us like a good soldier of Christ Jesus.*

*No one serving as a soldier gets involved in civilian affairs—he wants to please his commanding officer.*

**2 Timothy 2:3,4**

#### **Trust in God, take steps in faith**

*Delight yourself in the LORD and he will give you the desires of your heart.*

*Commit your way to the LORD; trust in him and he will do this:*

**Psalm 37:4-5**

*Only he/she who submits to leadership is fit to exercise leadership.*

*But the Counsellor, the Holy Spirit, whom the Father will send in my name, will teach you all things and will remind you of everything I have said to you.*

**John 14:26**

*Jesus gave them this answer: "I tell you the truth, the Son can do nothing by himself; he can do only what he sees his Father doing, because whatever the Father does the Son also does."*

**John 5:19**

*For I did not speak of my own accord, but the Father who sent me commanded me what to say and how to say it. I know that his command leads to eternal life. So whatever I say is just what the Father has told me to say."*

**John 12:49-50**

### **Dependence**

Dependence on God. 'Walking with God' means: Not doing your own thing.

It means that you turn to God in all circumstances, you listen to Him, you trust Him, you follow Him and you receive your spiritual food from Him.

*No branch can bear fruit by itself; it must remain in the vine. Neither can you bear fruit unless you remain in me.*

*I am the vine; you are the branches. If a man remains in me and I in him, he will bear much fruit; apart from me you can do nothing.*

*If anyone does not remain in me, he is like a branch that is thrown away and withers; such branches are picked up, thrown into the fire and burned.*

*If you remain in me and my words remain in you, ask whatever you wish, and it will be given you. This is to my Father's glory, that you bear much fruit, showing yourselves to be my disciples.*

**John 15:4-8**

*Follow my example, as I follow the example of Christ.*

**1 Corinthians 11:1**

Life in dependence on God means, among other things, that we 'receive guidance' so we are not tempted to make efforts in our 'own strength'.

*The LORD said to Moses,*

*"Take the staff, and you and your brother Aaron gather the assembly together. Speak to that rock before their eyes and it will pour out its water. You will bring water out of the rock for the community so they and their livestock can drink."*

*So Moses took the staff from the LORD's presence, just as he commanded him.*

*He and Aaron gathered the assembly together in front of the rock and Moses said to them, "Listen, you rebels, must we bring you water out of this rock?"*

*Then Moses raised his arm and struck the rock twice with his staff. Water gushed out, and the community and their livestock drank.*

*But the LORD said to Moses and Aaron, "Because you did not trust in me enough to honour me as holy in the sight of the Israelites, you will not bring this community into the land I give them."*

**Numbers 20:7-12**

In order to receive God's guidance, it is important to ask him for much advice (see Course Day 3, material). Do not act as a soloist but consult with the other leaders. A spiritual leader may be tempted to act in his own strength, but also to elevate himself above his fellow Christians. A Christian should only follow one leader, appointed by God: Jesus Christ.

*Nor are you to be called 'teacher,' for you have one Teacher, the Christ.*

**Matthew 23:10**

*Spiritual leaders lead by means of their vision and values, not by means of the position which they have obtained.*

*Not that we lord it over your faith, but we work with you for your joy, because it is by faith you stand firm.*

**2 Corinthians 1:24**

An example of 'not lording it over', but serving, is how you deal with the division into discussion groups. 'Not lording it over' here means: consulting all the parties involved; you do not move people around as furniture without making an inventory of their needs and desires\* beforehand. Even if you are convinced that it is good. And even if you have prayed about it!

\*)This does not mean that you give everyone what they want. It means that you take the needs and desires into consideration and that you respect peoples' wishes.

If you are truly dependent upon God you are able to speak and act with authority.

The first base of your authority is, namely, the position which God gives to you through desire, prayer, being asked, His provision/blocking of opportunities.

The second base for authority results from the fact that your life is in agreement with who you claim to be.

*When Jesus had finished saying these things, the crowds were amazed at his teaching, because he taught as one who had authority, and not as their teachers of the law.*

**Matthew 7:28-29**

Knowledge alone causes you to be inflated. Experience-based knowledge gives authority. It is clear that you know what you are talking about. You are speaking from experience and your behaviour is consistent: So your life is proof of what you talk about with your mouth.

Be open about your own questions. Jesus was. As a twelve-year old in the temple he did not impress the bystanders by what He knew but by what He asked.

*A leader does not have to know everything, so he does not have to act as if he knows everything!*

#### **2.1.4 Soaked in prayer**

The binding factor of every ministry is prayer. Prayer gives body and support to your share in God's work.

Some aspects of prayer that are important to leading other Christians are:

##### Focus on God

Take time to be impressed by how great and powerful He is before you act. (See Course Day 3: 'Sit')

##### Intercession for:

People:

- Their development
- Their relationships
- Their problems

##### Commitment

Expression of your dependence, trust, involvement and commitment

##### Pray for insight

In people  
In situations  
In new ways  
In solutions  
In God's will

## 2.2 Behaviour

### 2.2.1 Taking initiative

Nehemiah was told that Jerusalem was in ruins and the temple had been destroyed. His commitment to God forced him to take initiative.

*When I heard these things, I sat down and wept. For some days I mourned... and fasted and prayed before the God of heaven. Then I said: O LORD, God of heaven, the great and awesome God, who keeps his covenant of love with those who love him and obey his commands, 6 let your ear be attentive and your eyes open to hear the prayer your servant is praying before you day and night for your servants, the people of Israel. I confess the sins we Israelites, including myself and my father's house, have committed against you.*

**Nehemiah 1:4-6**

*O Lord, let your ear be attentive to the prayer of this your servant and to the prayer of your servants who delight in revering your name. Give your servant success today by granting him favour in the presence of this man." I was cupbearer to the king.*

*In the month of Nisan in the twentieth year of King Artaxerxes, when wine was brought for him, I took the wine and gave it to the king. I had not been sad in his presence before;*

*so the king asked me, "Why does your face look so sad when you are not ill? This can be nothing but sadness of heart." I was very much afraid, 3 but I said to the king, "May the king live forever! Why should my face not look sad when the city where my fathers are buried lies in ruins, and its gates have been destroyed by fire?" The king said to me, "What is it you want?" Then I prayed to the God of heaven,*

**Nehemiah 1:11-2:4**

### 2.2.2 Behaviour above reproach, integrity

You cannot demand trust, respect and submission of people. It must be given to you. It is only given to you if you have integrity and a life that is above reproach.

The dictionary defines integrity as follows: Integrity = uprightness, incorruptibility, intact condition

The essence of this is described in the first epistle of Paul to Timothy: *1 Here is a trustworthy saying: If anyone sets his heart on being an overseer, he desires a noble task.*

- 2 Now the overseer must be above reproach, the husband of but one wife, temperate, self-controlled, respectable, hospitable, able to teach,*
- 3 not given to drunkenness, not violent but gentle, not quarrelsome, not a lover of money.*
- 4 He must manage his own family well and see that his children obey him with proper respect.*
- 5 (If anyone does not know how to manage his own family, how can he take care of God's church?)*
- 6 He must not be a recent convert, or he may become conceited and fall under the same judgment as the devil.*
- 7 He must also have a good reputation with outsiders, so that he will not fall into disgrace and into the devil's trap..*
- 8 Deacons, likewise, are to be men worthy of respect, sincere, not indulging in much wine, and not pursuing dishonest gain.*
- 9 They must keep hold of the deep truths of the faith with a clear conscience.*
- 10 They must first be tested; and then if there is nothing against them, let them serve as deacons.*

- 11 *In the same way, their wives are to be women worthy of respect, not malicious talkers but temperate and trustworthy in everything.*
- 12 *A deacon must be the husband of but one wife and must manage his children and his household well.*
- 13 *Those who have served well gain an excellent standing and great assurance in their faith in Christ Jesus.*

**1 Timothy 3:1-13**

*Make a list of conditions for leadership based on the bible verses above.*

<b>Verse</b>	<b>It says . . (few words)</b>	<b>Presented in modern English (if necessary)</b>
<b>1</b>		
<b>2</b>		
<b>3</b>		
<b>4</b>		
<b>5</b>		
<b>6</b>	Not a recent convert	
<b>7</b>		
<b>8</b>		
<b>9</b>		
<b>10</b>		
<b>11</b>		
<b>12</b>		
<b>13</b>		

**8** *Comment on verse 6: Is it a matter of time or of development?*

## 2.3 Equipped by learning

Being equipped is determined by who you are and what you have learnt. The last aspect will be dealt with first. Chapter 2.4 will deal with who you are.

Be prepared to 'share' your life with others. Being a worker in God's Kingdom and some insight in it are the characteristics of a spiritual leader which you may acquire through education and experience. We will go into this in greater detail.

### 2.3.1 Sharing your life

Allowing others to share in your life means that you are willing to be transparent and you show people how you live (at home, in the business, with others). It supports what you say since others recognize in your life what you say. Aspects of sharing your life are:

- Be teachable, open to correction regarding your behaviour.
- Examples are:
  - Showing how you live (people come to you and share your life in various ways, you do activities together with them).
  - Being open about how you live (you tell them what moves you and how you are dealing with it).
  - Being open about your weaknesses and about what you find difficult.

In this context it is important that you do as you say, that the practice of your life agrees with your convictions.

*In the same way, let your light shine before men, that they may see your good deeds and praise your Father in heaven.*

**Matthew 5:16**

*For the appeal we make does not spring from error or impure motives, nor are we trying to trick you. On the contrary, we speak as men approved by God to be entrusted with the gospel. We are not trying to please men but God, who tests our hearts. You know we never used flattery, nor did we put on a mask to cover up greed—God is our witness. We were not looking for praise from men, not from you or anyone else. As apostles of Christ we could have been a burden to you, but we were gentle among you, like a mother caring for her little children. We loved you so much that we were delighted to share with you not only the gospel of God but our lives as well, because you had become so dear to us. Surely you remember, brothers, our toil and hardship; we worked night and day in order not to be a burden to anyone while we preached the gospel of God to you. You are witnesses, and so is God, of how holy, righteous and blameless we were among you who believed. For you know that we dealt with each of you as a father deals with his own children, encouraging, comforting and urging you to live lives worthy of God, who calls you into his kingdom and glory. And we also thank God continually because, when you received the word of God, which you heard from us, you accepted it not as the word of men, but as it actually is, the word of God, which is at work in you who believe.*

**1 Thessalonians 2:3-13**

Sharing your life occurs in various levels (see also communication). How far you go, depends on different factors. For instance, it depends on how well you know the other

person, on whether you feel safe, on whether you know that your story is in safe hands, whether you experience a spiritual unity, or whether you know that the other person is able to understand you, etc.

### **A leader is an example**

Sharing your life also means that you are an example to others.

*Don't let anyone look down on you because you are young, but set an example for the believers in speech, in life, in love, in faith and in purity.*

**1 Timothy 4:12**

*And we, who with unveiled faces all reflect the Lord's glory, are being transformed into his likeness with ever-increasing glory, which comes from the Lord, who is the Spirit.*

**2 Corinthians 3:18**

### **A leader is open to correction**

You are open to criticism, you listen, you discuss various aspects, you refute it or you accept it. Yet you allow it!

*Now we ask you, brothers, to respect those who work hard among you, who are over you in the Lord and who admonish you.*

**1 Thessalonians 5:12**

For a spiritual leader it is important that he/she dares to be vulnerable—always under peers, sometimes also with others.

**9** *Are you open to correction?*

**10** *How does it become evident?*

## **2.3.2 Being a worker**

God wants to involve people in His plan to build His Kingdom or to 'bring in the harvest' as the Bible puts it. This requires people who are willing not only to follow Christ but who also want to commit to doing a certain task.

*When he saw the crowds, he had compassion on them, because they were harassed and helpless, like sheep without a shepherd. Then he said to his disciples, "The harvest is plentiful but the workers are few. Ask the Lord of the harvest, therefore, to send out workers into his harvest field."*

**Matthew 9:36-29**

*"Come, follow me," Jesus said, "and I will make you fishers of men." ...*

**Matthew 4:19**

**11** *For which two positions are the vacancies?*

Questions to reflect about yourself:

**12** *Do have insight and vision in the area of God's Kingdom and His work?*

**13** *Do I want to be involved in it?*

**14** *Am I ready for it? (Spiritual knowledge and fitness)*

**15** *To what extent am I 100% committed to it? (What am I willing to forfeit?)*

. . . . . *Christ Jesus took hold of me.*

**Philippians 3:12**

**16** *Did Christ Jesus take hold of me? Did God's plan take hold of me?*

When Christ has taken hold of you, it does not mean that you will do something at random in the Kingdom of God:

*Therefore I do not run like a man running aimlessly; I do not fight like a man beating the air. No, I beat my body and make it my slave so that after I have preached to others, I myself will not be disqualified for the prize.*

**1 Corinthians 9:26-27**

*"The master commended the dishonest manager because he had acted shrewdly. For the people of this world are more shrewd in dealing with their own kind than are the people of the light.*

**Luke 16:8**

**17** *To what extent do you act shrewdly when you consider your task as a Christian?*

### 2.3.3 Insight in God's work, plan and people

God does not want people to be lost because they live without Him. He wants to have a restored relationship with every human being. From His side He has done everything to make it possible and He will continue to do so.

*"For God so loved the world that he gave his one and only Son, that whoever believes in him shall not perish but have eternal life.*

*For God did not send his Son into the world to condemn the world, but to save the world through him.*

*Whoever believes in him is not condemned, but whoever does not believe stands condemned already because he has not believed in the name of God's one and only Son.*

**John 3:16-18**

*Then Jesus came to them and said, All authority in heaven and on earth has been given to me.*

*Therefore go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything I have commanded you.*

*And surely I am with you always, to the very end of the age.*

**Matthew 28:18-20**

*[For the Son of man came to save what was lost] "What do you think? If a man owns a hundred sheep, and one of them wanders away, will he not leave the ninety-nine on the hills and go to look for the one that wandered off? if he finds it, I tell you the truth, he is happier about that one sheep than about the ninety-nine that did not wander off.*

*In the same way your Father in heaven is not willing that any of these little ones should be lost.*

**Matthew 18:11-14**

*The Lord is not slow in keeping his promise, as some understand slowness. He is patient with you, not wanting anyone to perish, but everyone to come to repentance.*

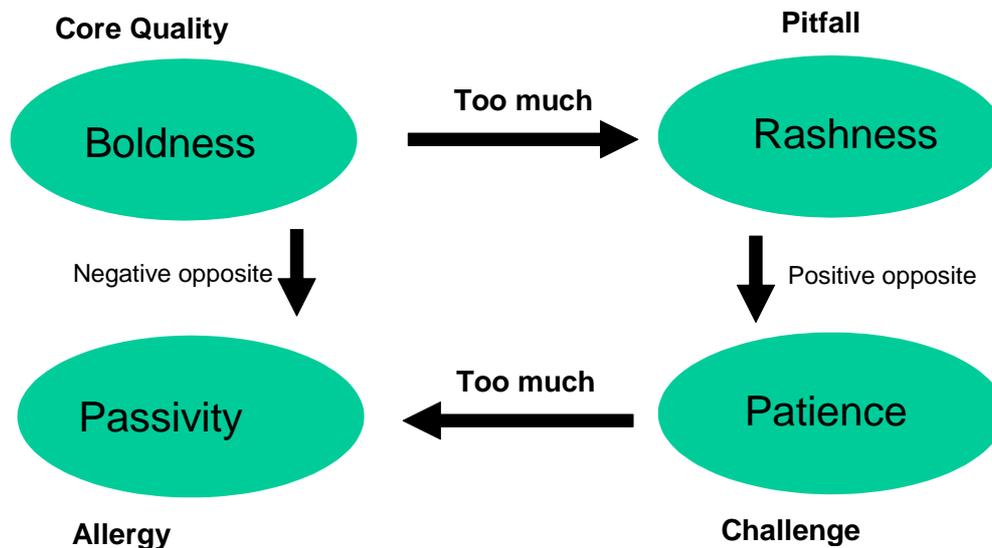
**2 Peter 3:9**

**18** Summarize God's goal for the world.

## 2.4 Equipped by what God gives you

Aside from the above-mentioned issues there are also characteristics which equip a human being for his task.

There are various models and theories in psychology which attempt to describe how a human being is organized, what determines his character and his personality. Although many of these models and theories are quite useful, they are only an attempt to provide a picture of the truth and not the truth itself. However, we will mention a few below in view of their usefulness to this course. They are the so-called 'core qualities' and 'gifts and talents'.



### 2.4.1 Core Qualities

Core qualities are qualities belonging to a person and making him unique. They typify the whole human being and shed a certain light on his characteristics. The core quality 'colours' the human being. It is a specific strength that we immediately consider when thinking of him. A core quality is always potentially present. You may keep it hidden. Core qualities are, for example: Boldness, being considerate, courage, orderliness. It comes from within, contrary to the skills that were acquired. Skills may be acquired. Qualities (such as gifts and talents) may be discovered and you have to develop them. The better you recognize your own core qualities, the better you may allow these to penetrate in what you do. Skills are coloured by a person's core quality. Someone with the considerate core quality will have a different style of leadership than someone with the core quality of boldness.

#### *The pitfall*

Every core quality has its advantages and disadvantages. The disadvantageous side is referred to as the distortion; this results if the core quality at a given time exceeds the useful boundaries. Then someone's strength turns into his weakness. It goes over the top. Someone who is meticulous runs the risk of splitting hairs. This distortion of someone's core quality is also his pitfall. Consequently, the respective person is labelled by others as such; a bold person will be labelled as being rash. The core quality and the pitfall go together and are inseparably linked. The distortion, which usually bothers someone else, masks a positive core quality. So the comments of others regarding your behaviour, such as: "Do not be so rash!", may help you find your core quality of 'boldness'.

## The challenge

The core quality goes together with a related challenge. The challenge is the positive opposite quality of the pitfall. A core quality and a challenge are complementary qualities; for example, the core quality of 'boldness' and the challenge 'patience'. It depends on finding a balance between the core quality and the challenge; boldness - patience. When the balance swings beyond boldness then the person is rash.

Bringing about balance is not or-or but and-and. It is an art to be bold as well as patient, simultaneously. The issue is not to be less bold since you run the risk of being passive. What it is all about is patient boldness. Both qualities complement one another rather than being opposites.

## The allergy

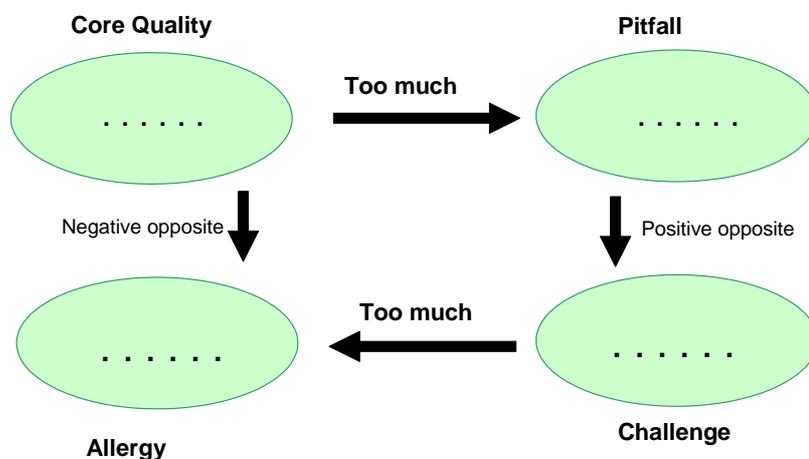
Others often turn out to be overly allergic for too much challenge. A bold person is irritated by someone else's passivity, or patience in excess.

The more people are confronted with their own allergy, the greater the chance of ending up in their own pitfall. The person with the core quality of 'boldness' runs the risk to be rash while he is blaming others that they are passive.

People are often most allergic to the quality in another person that may be in excess of something good that they themselves need.

Examples:

Perfectionism / Nitpicking / Phlegmatic / Indifferent  
Full of initiative / Reckless / Thoughtful / Passive



19

*In the empty diagram above, please indicate what is a core quality, pitfall, challenge and allergy for you.*

## 2.4.2 Gifts and Talents

With all deeds, forming of an opinion and dealing with others, it is important to base ourselves on reality and not on our idea of reality. Base your opinion on the facts. Yet it is not so simple! How do we come to objective observations? How do we form a realistic image of ourselves? Or of others? This chapter is an attempt to contribute to this.

Everyone has been created by God with unique strong points:

*For you created my inmost being; you knit me together in my mother's womb. I praise you because I am fearfully and wonderfully made; your works are wonderful, I know that full well.*

**Psalm 139:13-14**

Everyone (even Paul) has his (unique) weak points:

*But he said to me, "My grace is sufficient for you, for my power is made perfect in weakness." Therefore I will boast all the more gladly about my weaknesses, so that Christ's power may rest on me.*

**2 Corinthians 12:9,10**

Gifts and talents are terms that are often used interchangeably. In order to prevent confusion, it is good to provide a definition here at any rate what is meant by these terms within the framework of this course. The definitions are taken from the book "Talenten & Gaven" of Drs. D. van der Schaaf.

### Talent

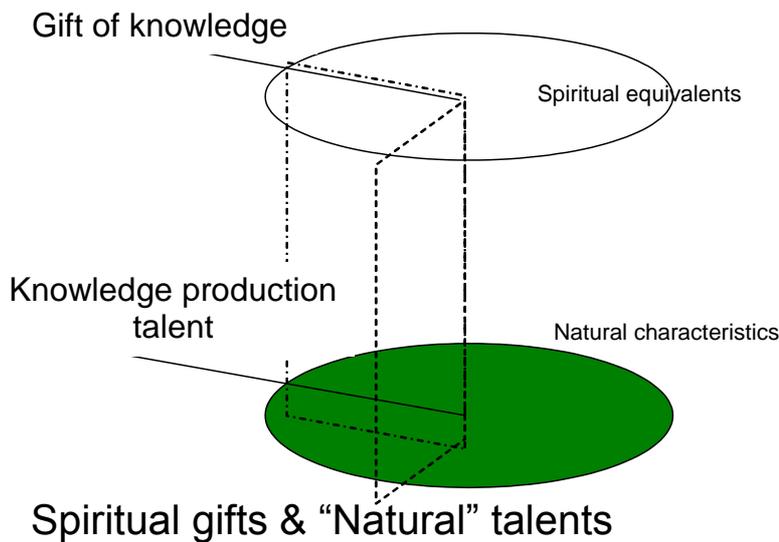
A natural talent is a natural (inborn) aptitude to meet a natural need by means of a natural means (natural source).

### Gift

A spiritual gift is an aptitude given by God to meet natural and spiritual needs of people by means of a spiritual source (the Holy Spirit) in order to point people to Jesus.

**20**

*What are your talents and how do you know?*



Source: Van der Schaaf

Natural talents each have a spiritual equivalent: The spiritual gifts.

*Leaders help their people to utilize their gifts and talents and to develop these*

The combination of strengths and weaknesses determines everyone’s qualities, gifts and talents.

When you learn to recognize your own characteristics and those of others and you learn to take them into consideration, there will be more harmony in your (spiritual) relationships and in the teams in which you participate. It may also bring about a completely different attitude towards the weaknesses of yourself and others. It enables us to form a more realistic self image. A better dealing with ourselves and other people demands:

- Good insight in yourself, your qualities, gifts and talents;
- Proper understanding of others by insight in their qualities, gifts, talents and limitations;
- Development of the capacity to deal with the qualities, gifts and talents of yourself and others;
- Exercise.

*Skills may be acquired. Gifts and talents may be discovered and you have to develop them.*

**21** Write down your talents and make use of what you have learnt during this course day.

### 2.4.3 Balance

Gifts and talents may be hindered by a lack of balance, by too much attention for a single aspect or a single gift. Overly strong qualities lead to pitfalls and allergies. Balance is just as important as our characteristics themselves.

*Do all have gifts of healing? Do all speak in tongues? Do all interpret?*

*But eagerly desire the greater gifts. And now I will show you the most excellent way.*

**1 Corinthians 12:30-31**

*Therefore, I urge you, brothers, in view of God's mercy, to offer your bodies as living sacrifices, holy and pleasing to God— this is your spiritual act of worship. Do not conform any longer to the pattern of this world, but be transformed by the renewing of your mind. Then you will be able to test and approve what God's will is—his good, pleasing and perfect will.*

*For by the grace given me I say to every one of you: Do not think of yourself more highly than you ought, but rather think of yourself with sober judgment, in accordance with the measure of faith God has given you.*

*Just as each of us has one body with many members, and these members do not all have the same function, in Christ we who are many form one body, and each member belongs to all the others. We have different gifts, according to the grace given us.*

**Romans 12:1-6**

So there are two guidelines which we must balance:

- Striving for the highest gifts
- Not to think more highly [of yourself] than you ought

### 2.4.4 Use of the gifts

It is essential to a healthy development and a sound working and training relationship that you see the importance of your role as a teacher/trainer/coach towards the people you are leading. Aspects of the role depend on the gifts that you have received. Perhaps, you do not have any teaching abilities. Then check among the team members to see whether there is anyone in your immediate surroundings who might handle the teaching part. If you do not see someone who can do it then you might consider taking a 'gifts test inventory' with the group.

It may also be that you have some kind of aptitude for something (latent gift) but it has not really come to its full development. Then you need to have the willingness and a desire to develop your gifts. Your desire to learn will stimulate others.

### 2.4.5 Test

Now that you have become curious, it time to do a test!. Because talent and gifts tests are available in several tastes and are still developing, it is advised to look around and choose one together with your fellow SVL students.

## 2.5 Progressing Development

Still water usually contains little life since it lacks oxygen. Jesus provides Christians with 'living water'. A property of living water is that it is constantly in motion, searching for new ways. If you apply this image to someone's life as a healthy Christian, then a Christian is someone who ought to be changing all the time. A standstill is unknown to him since he is constantly on the move and developing himself further. This means that he is always listening to God with an open heart. That he reflects about himself, that he makes plans for development.

**22** *What does God want to teach you at this moment?*

It is a question which you cannot always immediately answer. Sometimes you must be patient and wait for God to act, or until you perceive what God wants to do.

### 2.5.1 Evaluating your own life

*Keep watch over yourselves and all the flock of which the Holy Spirit has made you overseers! Be shepherds of the church of God, which he bought with his own blood.*

**Acts 20:28**

(See also 2 Corinthians 13:5, Luke 21:34)

*Watch your life and doctrine closely. Persevere in them, because if you do, you will save both yourself and your hearers.*

**1 Timothy 4:16**

Evaluation should be a recurring activity of every Christian. You make a start and you repeat it on a regular basis.

*Jesus said to his disciples: "Things that cause people to sin are bound to come, but woe to that person through whom they come.*

*It would be better for him to be thrown into the sea with a millstone tied around his neck than for him to cause one of these little ones to sin.*

*Watch yourselves! "If your brother sins, rebuke him, and if he repents, forgive him.*

*If he sins against you seven times in a day, and seven times comes back to you and says, 'I repent,' forgive him."*

**Luke 17:1-4**

### Questions for regular evaluation:

**23** *How personal is my relationship with God on the scale ranging from 'formal to intimate'?*

**24** *What does God address in my life in the recent past (think of quiet time, Bible study, sermon, prayer group)?*

**25** *Did other criticize or advise me regarding my functioning?*

**26** *What did I do with it?*

**27** *What can I do with it now?*

**28** *Who am I as a (potential) spiritual leader and what would I like to improve?*

**29** *How would I describe my character?*

**30** *Which core qualities characterize me?*

**31** *Which gifts and talents do I have?*

**32** *What do I need to learn about leadership?*

**33** *For which issue would I like to receive some help?*

**34** *With whom can I talk about it?*

**35** *What motivates me to commit myself for God?*

**36** *What motivates me to develop further?*

### **2.5.2 Motivation**

In the beginning, but also after you have been committed to God's business, it may be good to make a list of what motivates you. Describe your motives. If the motives are unclear, you may have a hard time taking decisions. Perhaps you will even drop out when things become more difficult.

Quite often our motives are clear. If someone asks about them we can mention them immediately. Sometimes, it is already quite some time ago that new behaviour developed due to clear motives. In the course of time the behaviour remained. Yet, the motives were forgotten.

That is why it may be good to occasionally try to rediscover the old motives. This may then lead to a renewed commitment or to a decision to go new ways.

Motives may result from culture, tradition, fear, good experiences, an urge to self-fulfilment, love of God, etc.

<b>37</b>	<i>To what extent are your actions determined by:</i>	
	Culture:	Why do you eat with a fork instead of chop sticks?
	Fear	Why don't you expand your business?
	Good experiences	Why do you still trust in God?
	Desire for attention, self-fulfilment	Why do you so urgently want to become a spiritual leader?
	Love of God and/or people	Why do you spend so much time on others?

If your motives are unclear then you may end up doing totally different things without notice! Strong motives provide stability.

When should you think about motives?

- When you do not have peace.
- When motives are unclear.
- In case of changed circumstances.
- Before you start something new.
- Or . . . . .

Are you depending on motives that you really do not want, which have been imposed on you (which you accepted without considering them, having been able to consider them, and deliberately adopting them)? Sometimes people do things because they have always done them out of habit or tradition.

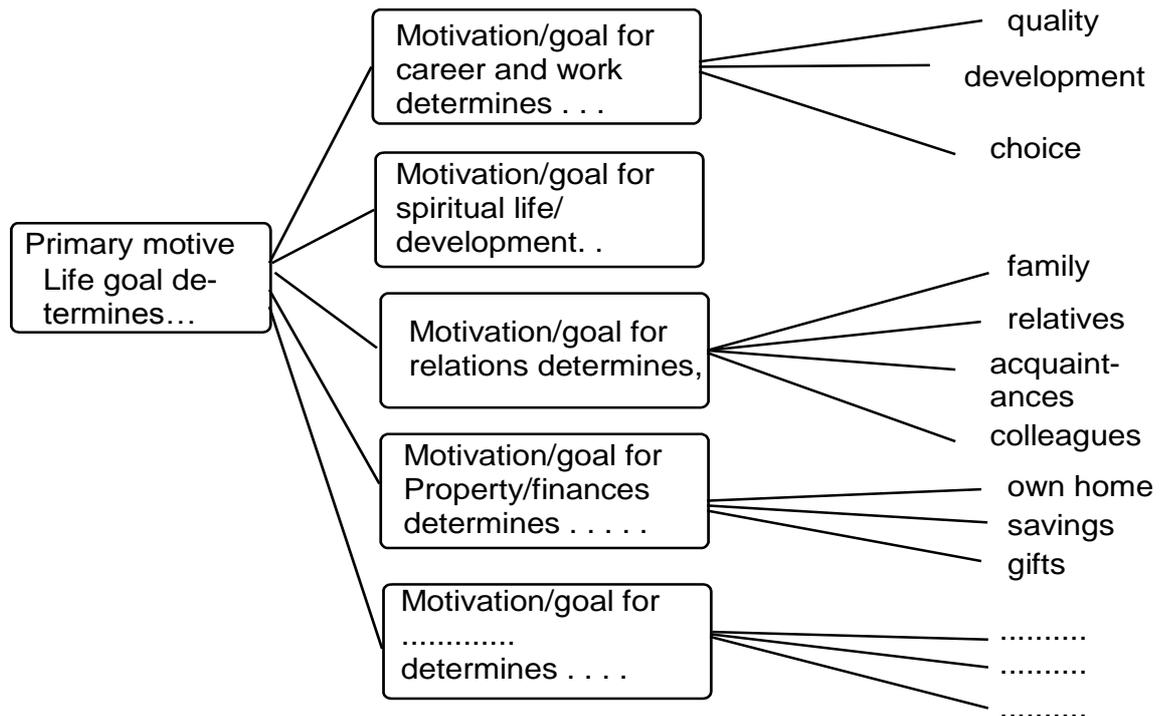
**38** *Is tradition in and of itself a motive?*

Where do motives come from?

Motives for deeds or activities are usually based on larger, deeper motives. For example, you want to enjoy things, you want to reach the top, you want to prove yourself, you want to see your own desires fulfilled, you primarily want to serve God. Particularly in regards to the last-mentioned issue, it is good to once in your life reflect upon it and consider whether you want to decide for or against.

You have a basic motive for your whole life. Every other detail of your life may be built upon it and you will have to recommit to it if you are still willing to adhere to it.

We have been given a freedom of choice!



A motive causes you to **want** something, a goal describes **what** you want. What do I want to do with my life? What do I want to achieve? What do I find important?

*Be careful not to do your 'acts of righteousness' before men, to be seen by them. If you do, you will have no reward from your Father in heaven.*

**Matthew 6:1**

*So, if you think you are standing firm, be careful that you don't fall!*

*No temptation has seized you except what is common to man. And God is faithful; he will not let you be tempted beyond what you can bear. But when you are tempted, he will also provide a way out so that you can stand up under it.*

*Therefore, my dear friends, flee from idolatry.*

*I speak to sensible people; judge for yourselves what I say.*

**1 Corinthians 10:12-15**

### 2.5.3 Personal development plan

We do not fully control personal spiritual development, yet we may contribute to it by consciously devoting our attention and efforts to a part of our life for a certain time. Which part it is, is determined by the insight and guidance granted by God, among other things.

Working on the development starts by asking God what He wants.

*Show me your ways, O LORD, teach me your paths;*

*Guide me in your truth and teach me, for you are God my Saviour, and my hope is in you all day long.*

**Psalms 25:4-5**

Secondly, attentive daily reading of the Bible is important, (quiet time, reading, study) in order to find God's reply to you. (See also Course Day 3: God's will).

Thirdly you might ask yourself questions:

**39** *Which gifts and talents that I received make me suitable as a leader?*

**40** *Are any gifts needed that should/could be developed any further?*

**41** *Which of my skills make me a suitable leader?*

**42** *Are any aptitudes (see Chapter 3) that should/could be developed any further?*

**43** *Which new aspects do I want to learn about my relationship with God?*

**44** *Are there any other things I would like to learn/that I would want God to develop in me?*

Once you have answered the questions, you can make a plan for your own development based on the results.

If you start everything at the same time it will certainly result in failure and disappointment. That is why you have to determine the priorities of each learning area. After this you set yourself an objective that is feasible and measurable. (See the material of Course Day 5 for more extensive information on setting goals.)

Allow prayer and requesting advice to be the main activities of your plan. You may also:

- Read up on the subject.
- Do a Bible study on the subject.
- Think of applications and carrying these out.

## 2.5.4 Choosing and quality

Quality is a property that indicates whether something meets the expectations or fulfils its goal. Spending time of good quality is effective and efficient. Yet living in a haphazard way does not produce quality.

Quality in your life is obtained by choosing. Yet, everything has its price. You cannot have everything, enjoy everything, be part of everything. We are too limited for that and life is too short. (Yet, eternity offers opportunities. . .)

One of the major causes for a lack of quality in the life of a Christian is not being able to choose between various activities or ministries. Consequently, you do both yet at half strength, with a divided attention and energy. Doing it half.

Yet, God does not appreciate half-heartedness.

*To the angel of the church in Laodicea write: These are the words of the Amen, the faithful and true witness, the ruler of God's creation:*

*I know your deeds, that you are neither cold nor hot. I wish you were either one or the other! So, because you are lukewarm—neither hot nor cold—I am about to spit you out of my mouth.*

**Revelation 3:14-16**

Jesus says:

*He who is not with me is against me, and he who does not gather with me scatters.*

**Matthew 12:30**

Our choices will not always be appreciated by everyone. Not everyone will agree with you. And that may sometimes be fairly difficult for you and for them.

*If everyone likes you then you are someone who does not choose.*

Even as a spiritual leader you will have to ask people to make choices, “for or against”, “together or apart”. Not everyone will like this. However in order to achieve the set goal and to serve others in a team, it is unavoidable.

*A well-considered “No” is better than a half-hearted “Yes”!*

*And anyone who does not carry his cross and follow me cannot be my disciple. Suppose one of you wants to build a tower. Will he not first sit down and estimate the cost to see if he has enough money to complete it?*

*For if he lays the foundation and is not able to finish it, everyone who sees it will ridicule him, saying, 'This fellow began to build and was not able to finish.'*

**Luke 14:27-30**

For the purpose of the team and the team goals you require of the participants to faithfully come and in this way to serve one another. You have to discuss this prior to or during the start of the team. You cannot impose it.

People often have to learn to make choices. They have to stop trying to participate in everything or to seek all the enjoyment they can find. For quality it is necessary that choices are made.

Address people's behaviour if they do not do as they have promised. Possible agreements are: Regular attendance, choosing 100% for the team activities.

### 2.5.5 Deliberately positioning yourself

When you list your gifts, talents and other characteristics, you may ask God the following question: "Lord, what do you want me to do? Where do you want to deploy me in Your Kingdom?".

"What is the best spot for me?" "What is the spot in God's work /Kingdom where I belong?"

**45** *How will you find out what is your position?*

Being a spiritual leader, does not mean that you are at the top of a large hierarchy. Your spot is somewhere in the middle or at the bottom, next to all other Christians. God is above everything. He alone stands 'above' us. Yet, if we want to function properly as a leader, we will have to be functionally accountable to someone else whenever necessary.

**46** *Which position is yours in your church or organisation?*

**47** *Are you allowing others to lead you in this?*

**48** *Are you accountable to God or to other Christians about your task, office?*

### 3 RESPONSIBILITIES AND SKILLS

The responsibilities of a spiritual leader may be divided as follows:

#### General

- Prayer for people and goals
- Being led by God.

#### Regarding tasks

- Determining goals in prayer and conversation.
- Setting priorities, discerning of the good / better / best.
- Plan, organise (see Course Day/material 5) and carry out.
- Evaluate.

#### Regarding people

- Setting limits.
- Directing the team. Dividing the tasks and the roles.
- Coaching, working with and by people.
- Assisting, supporting.
- Taking care of others.
- Maintaining and developing relationships.
- Stimulating the development of others.

## 3.1 Communication

There is no good leadership without clear communication. It requires a number of things:

- Insight in the use and functioning of communication.
- Active listening.
- Pitfalls.

Communication with one person entails the following matters:

According to the Dutch Van Dale dictionary, communication is: making announcements, notification, spiritual traffic. Communication is described as: 'Being connected with one another'.

*Communication is more than just saying something, one-way traffic. It is a process that requires attention and even practice.*

Communication is making sure that:

- The other person knows your thoughts.
- You know what the other thinks.

Communication is the basis of each relationship and it is the foundation of every team:

*A team is more than the sum of all members with the condition that there is sufficient, proper, mutual communication.*

Communication as a means to maintain relationships is particularly important in a situation in which you do not express to the other person what you want, or what you find hard. In such a situation you should not blame the other person but yourself if the other person fails to be kind or considerate to you.

- Not telling the other person what you want, is robbing the other person of the possibility to be considerate to you.

Clear and sufficient communication is essential if you want people to understand and know you.

- The less they know about you, the more they will fantasize about it.

### 3.1.1 How to communicate?

There are two main lines of communication:

Direct (conscious) communication by:

- Verbally (telephone) conversation, meeting.
- Written Letter, memo, book.
- Visually Graphs, photos, film, paintings, sculptures.

Indirect (sometimes unconscious) communication by behaviour and body language:

- Silence.

- Doing something else during conversation (little or no attention).
- Saying A, doing B.
- Sitting straight / slumping in chair, looking out of the window: Interested / uninterested.

Depending on your purpose of communication and/or the situation or relationship, you may communicate superficially or at a deeper level.

There are five levels to be distinguished:

1. Superficial, 'small talk'.
2. Informative, (general) facts.
3. Exchange of personal facts, opinions and interests.
4. Consultation.
5. Exchange of emotions, secrets.

Each word corresponds to something in reality. It is not the reality itself.

The relationship between a word and the related reality is more dependent upon context and personal interpretation as the level of abstraction becomes higher.

So you can only communicate at a higher level of abstraction if you are certain that another minimally has the same background information as you do.

Good communication begins by:

- Being aware of who the other person is.

There may be differences in backgrounds, possibilities and motives involved.

We must discover these, accept them, learn to handle and use them, if we want to get our message across. So sometimes you must first pay attention to discovering who the other person is before you can communicate your ideas. (Evangelism).

- Being aware of what the other person knows.

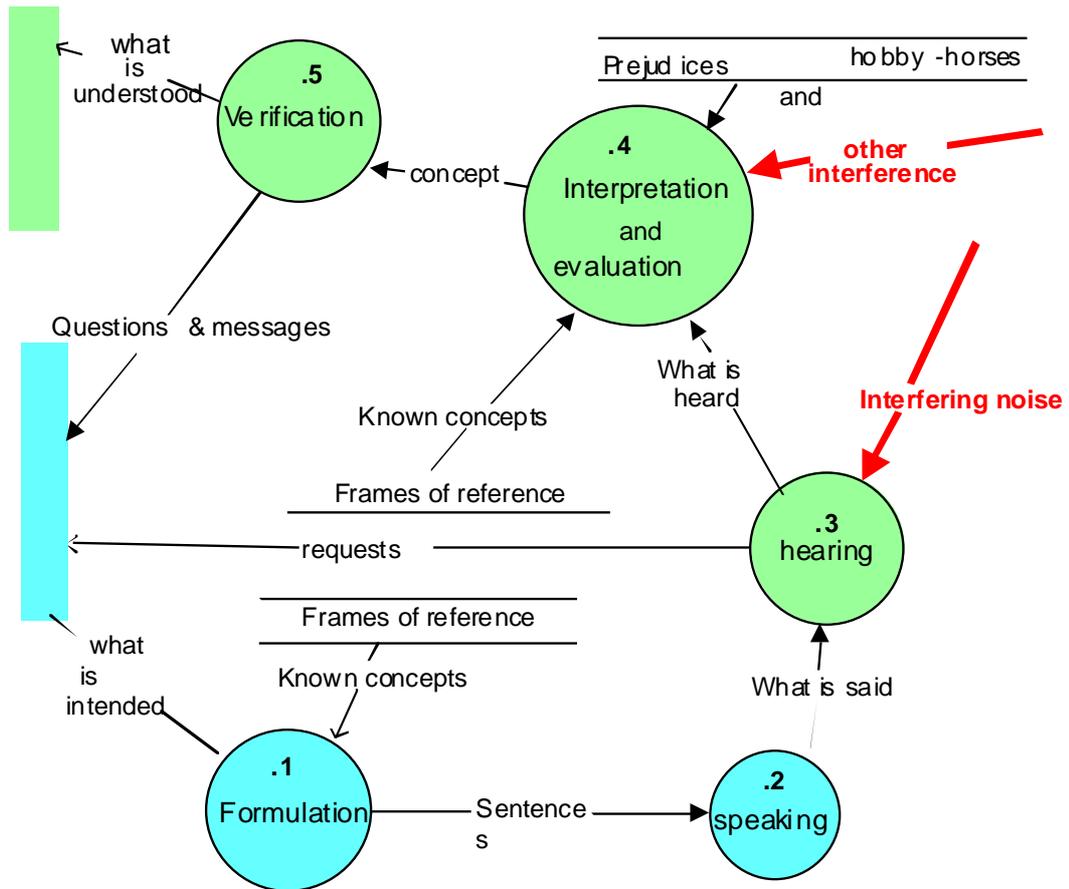
It is not self-evident that another person knows what I know, understands what I understand, let alone that he/she wants what I want.

- Being aware of our responsibility: Making certain that a message is communicated the way we intend it.

If we want to achieve our purpose (making something clear) then it is our responsibility not only to express a message but also to make certain that it comes across as we intend it.

Communication is improved by: Being aware of how another person thinks. And if you do not know how he/she thinks, you should make every possible effort to find out about it.

### 3.1.2 The communication process in a diagram



Every circle represents a process. Arrows represent information transfer. Two parallel lines, one above the other, represent data: Facts, or knowledge/experience. A speaker communicates a message by formulating it, by expressing it and by the hearer hearing, interpreting and evaluating it, upon which he also may verify it.

**Verification** is a communication process in itself since it also results in a series of questions and answers.

We formulate a thought by making use of the frames of reference and concepts that are known to us. Communication becomes simpler, if someone else has the same frames of reference, since you only need to use the concept name and people know what you are talking about.

#### Example

*A moped is a bicycle with a motor.*

Two concepts are used here: Bicycle and motor. If someone does not know one or both concepts you cannot tell him that you just purchased a moped.

In the figure the communication processes are represented in one direction, from speaker to hearer. Yet, the other way round, it works just like this, of course. At a certain moment, the hearer himself becomes the speaker, when he replies or asks a question for verification.

Formulating and speaking are the responsibilities of the 'speaker'. Hearing, interpreting, evaluation and particularly, verification is the task of the 'hearer'.

### Formulation

- Make certain that your formulation is not ambiguous.
- Be aware of who you are talking to. Does he understand the frames of reference I am using?
- Ask for it, probe for it, if necessary.

*"Are you familiar with the gospel? With the Why and How?"*

- Unfamiliar use of language may provide a hindrance for understanding.  
e.g. dialect, turbo talk, evangelical jargon.
- Explain the reason of your message (see interpretation).
- When you have to tell a long story, please give first an overview of what you want to say before the responses (discussion) of the other can interfere with it.

*"Prior to starting our discussion, I want to tell you first what I discovered about. . . . ."*

- Difference in mutual concepts, notions.

Sender/receiver is unfamiliar with receiver/sender's familiar concepts, notions.

- Formulation unclear.

Formulation: Ambiguous, too general, vague, too much information at once, sentences are too long.

### Speaking

- Do not mumble.
- Use illustrations to show what you mean. Is the other person interested?
- Give opportunity for response. Invite him/her to respond, or ask him/her to let you finish your story prior to responding.
- Make sure your non-verbal communication is in line with what you say, e.g:

Do not smile when you do not say funny things.

Do not act in an apathetic/yawning manner if you want to convey how important something is.

There is a danger that you will not be taken seriously.

### Hearing

- Avoid interfering noises.

This creates the possibility that something is overheard or misunderstood.  
Possible causes: Hearing damage, deafness, interfering signals, volume.

- Avoid interference or distraction from the direct environment.

View, own thoughts, pain, tiredness, sleep, other conversations, sounds, images. Shield any sources of interference (telephone, open door).

- Ask the people in the group to not talk all at once.

## Listening

- Allow someone to finish what they say

*'Most people do not listen with the intention of understanding but with the intention of responding.'*

## Interpretation and evaluation

Interpretation occurs by means of the frames of reference and concepts that are familiar to the listener. If he knows what is a bicycle and a motor then he understands what it means that the speaker has purchased a moped.

Moreover, the interpretation is often done on the basis of certain preconceptions, prejudices and characteristics.

Example of a family doctor:

doctor	message	patient	Presupposition / fear (core emotion)
Concerned, communicates succinctly	You may better go and see a specialist	He wants to get rid of me. I must be a nuisance	Not nice, feeling like a nuisance
Concerned, communicates more clearly	I am concerned. You may better go and see a specialist.	He is concerned and does every-thing to help me.	He takes his task seriously.

## Verification

- State that it does not make sense to you. Ask if he can repeat it for you. Verify whether you have properly understood it: "I do not understand it...", "So you mean that...." / "Do you mean that....", "So you are thinking...."
- Have patience!

Concluding too quickly; you think that you know what the other person wants to say and you respond before the other party finished what he is saying. It causes you to miss the message.

### 3.1.3 Summary

Good communication is something to which you must seriously dedicate yourself. Do not assume anything to be self-evident. Take responsibility up to and including confirmation of reception. Have patience and practice.

When communicating with a team there are a number of other issues:

- First, you should have peoples' attention. Make sure you have their attention (ask, wait, proper moment).
- Overview: Provide an overview of what you want to explain.
- Tell your story.
- Provide another overview and add a conclusion.
- Provide an opportunity to ask questions.
- Be clear in everything (see communication). Don't assume that everything is clear after you have explained it. Verify it and tell it again if necessary.

## 3.2 Creating an atmosphere of trust and openness

Mutual trust and openness are not matters that come naturally and that happen automatically. They occur due to prayer, patience and due to certain, sometimes simple activities and ways of acting. There are a number of ways of acting that may contribute to the creation and preservation of an atmosphere of trust.

- Giving space.
- Acceptance.
- Respect.
- Giving trust.

### 3.2.1 Giving space

*Knowledge puffs up, but love builds up.*

**1 Corinthians 8:1b**

Quite often we know so well how we have to do it that we forget the interests of others. The verse above provides the motivation for a number of special issues:

Do not always correct people (even though there may be a reason for it).

- Give people the space to be not (yet) perfect.

Allow room for someone to not tell something.

- Do not keep on asking about something if you notice that someone does not want to tell something, or if he finds it difficult to talk about it. (You might want to ask about it during a quiet moment.)
- Make room available for others.
- Allow people to express their emotions. Impose limits on time and usefulness for the others.

*Give another person the room to be who he or she is, including the shortcomings and bad manners, but do impose limits.*

### 3.2.2 Acceptance

Acceptance is a kind of love. It means that you accept everyone the way he or she is, without attempting to change him or her (which is God's work). Taking everyone seriously and being patient with them is part of it. Be mild about mistakes and weaknesses. Emphasize that which is good and which is strong.

*A bruised reed he will not break, and a smoldering wick he will not snuff out. In faithfulness he will bring forth justice;*

**Isaiah 42:3**

### 3.2.3 Respect

There is much to be said about respect. In short, it means that you recognise the other person's position and value. An example:

A father of four children visits the doctor. After the visit they make small talk at the door:

*"How are the kids?" asks the doctor. He continues by saying "Your kids are quite a bit older than ours. How are you dealing with the fact that they are discovering what it is like to go out?"*

Suddenly, the doctor is no longer in the role of the expert, who might act like an authority due to his knowledge and experience. Instead, he recognizes a different kind of expertise and experience. He shows respect for the patient.

*Be devoted to one another in brotherly love. Honour one another above yourselves.*

**Romans 12:10**

Respecting someone goes beyond accepting him/her. It means that you find them truly valuable. Respecting is acknowledging someone's position (place in society) and the role belonging to the position. Acknowledging God as the Almighty Creator and admitting Him to all areas in your life is also showing respect. Practically you may show respect by:

#### **Not interrupting someone often**

- Do not create the impression that you are not really interested in the other person and in what he or she has to say by regularly interrupting him/her.

#### **Listening attentively**

- Do not constantly contrast your own opinion or experiences to those of the other person.
- Remember what he/she told you and ask for it another time.

(How is it now? How did you do?).

*He who answers before listening—that is his folly and his shame.*

**Proverbs 18:13**

If someone shares a problem or concern with the group then he will mostly benefit from it when the others first listen carefully. They should not immediately overwhelm him with ten solutions, perhaps even before he has finished his story. Allow the speaker to first complete his story (see 'Communication'). And let him formulate his questions first. Thereupon, invite one participant to reply to a question prior to asking the others for their opinion.

*A man of knowledge uses words with restraint, and a man of understanding is even-tempered.*

**Proverbs 17:27**

When you overwhelm people with solutions it causes the person with the problem to 'clam up'. However, it will also clam up other people who might like to say something since they do not want to run the risk of being inundated with advice.

Brainstorming may be a good way to go when dealing with a general, impersonal problem, or if someone asks about it.

### 3.2.4 Giving trust

Being open about personal matters, difficulties and blessings, may be an important contribution to an atmosphere of trust. Yet it is not to be recommended to share just everything. Whatever is shared has to serve the other person but also the one who is sharing his/her experiences. Whatever you tell the others, and whatever you withhold from them, is a personal choice.

Sharing in the area of personal matters has a great influence on the relationship that we have with people. Often we will receive a response of recognition or even relief when we tell something about ourselves. In turn, the other listeners will also become more open. If we merely shower our knowledge over someone ('preaching') in a personal relationship usually results in the opposite.

*'Preaching' creates distance,  
Sharing creates a bond.*

An atmosphere of trust does not originate as the simple result of applying the abovementioned tips. Depending on the group composition, it may take up to six months or even a year before people dare to open up to the other group members so that personal and business ideas are freely shared. So in this period the accent is on patience and on giving room to people. Yet this is not cast in iron. It may always develop differently.

*Jesus replied: " 'Love the Lord your God with all your heart and with all your soul and with all your mind.' This is the first and greatest commandment. And the second is like it: 'Love your neighbour as yourself.'*

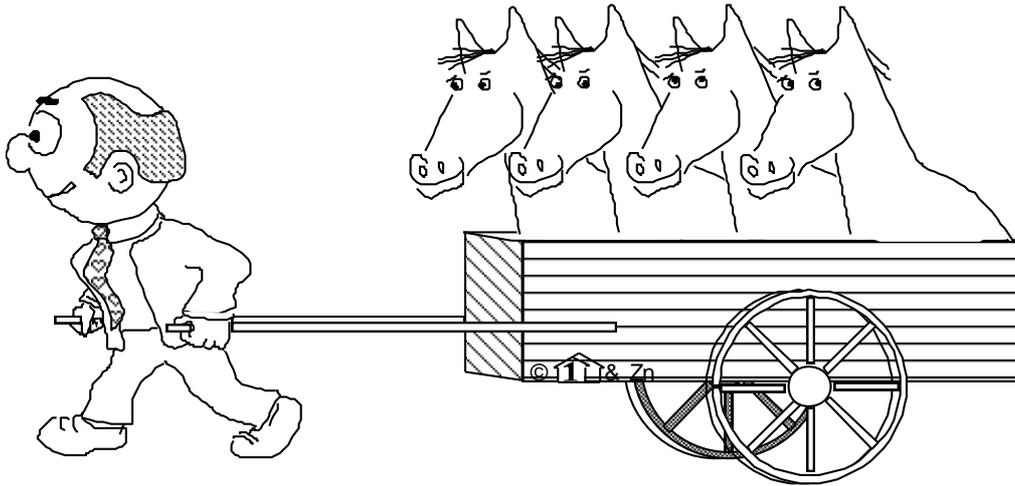
**Matthew 22:37-39**

"As yourself": We want to experience patience, understanding and respect. So in these areas we can also mean much for another person.

## 4 THE TASK AND THE TEAM

Give people responsibility. Delegate responsibility, do not delegate chores. And do it step by step so they may develop themselves. Possibly you could make a simple plan for this.

When you delegate responsibility, you cultivate involvement. It will give people more joy (Chapter 1.2) in their task. It also increases the possibility that the team members will continue even if you would not be able to go on yourself! Another aspect is that you cannot do everything yourself. Driven by the circumstances, you will have to call for others to help.



***You do not need to do everything yourself. . .***

*So the Twelve gathered all the disciples together and said, "It would not be right for us to neglect the ministry of the word of God in order to wait on tables. Brothers, choose seven men from among you who are known to be full of the Spirit and wisdom. We will turn this responsibility over to them.*

**Acts 6:2-3**

Leaders have skills to coach people through difficulties. They can develop an atmosphere of commonness and purpose. They can motivate others and challenge them to realise plans and to achieve goals.

*Keep watch over yourselves and all the flock of which the Holy Spirit has made you overseers<sup>1</sup> Be shepherds of the church of God, which he bought with his own blood.*

**Acts 20:28**

## 4.1 Caring, being a shepherd

A shepherd:

- Knows the way
- Knows the meadow (source of food).
- Knows the dangers (so he is armed).
- Knows the sheep.

Being a shepherd for people is a matter of following Jesus.

*"I am the good shepherd. The good shepherd lays down his life for the sheep. The hired hand is not the shepherd who owns the sheep. So when he sees the wolf coming, he abandons the sheep and runs away. Then the wolf attacks the flock and scatters it. The man runs away because he is a hired hand and cares nothing for the sheep.*

*"I am the good shepherd; I know my sheep and my sheep know me— just as the Father knows me and I know the Father—and I lay down my life for the sheep.*

**John 10:11-15**

The duty which every Christian has concerning his fellow Christians consists of:

- Intercession.
- Exhortation.
- Admonition.
- Comfort.
- Listening.

The pastoral task of a spiritual leader consists of:

- Nurturing, giving advice - passing on what you have received yourself (1 John 1:3).
- Stimulating, challenging

*A spiritual leader stimulates everyone to unanimously do God's will.*

Help with personal goals.

*A spiritual leader is focused on bringing people closer to God.*

## 4.2 Spiritual focus, direction

Sometimes you need to provide leadership to people who are in the midst of processes of change. This is really more a matter of providing coaching. God is involved with every human being. We, as fellow Christians, may sometimes extend a helping hand by listening, by being there at the right moment or by saying something.

### Being involved

Empathy is of great importance if you want to be involved in peoples' lives. It is the effort to understand how a person experiences the events and relationships with others and why he/she responds in a certain way.

#### 4.2.1 Motivation

Motivation is giving people a motive or a reason for doing something. It is a motive to activate people, something that puts them in motion. What puts someone in motion? What is the engine of your life?

There are various ways to motivate people:

- Ask.
- Order.
- Motivate and stimulate.

The first manner is polite. It is considerate to the other person. But it does not provide any assurance of the result.

The second manner is only possible based on your position regarding the other person. It usually evokes resistance due to which you cannot achieve your goal.

The third manner is somewhat like the first. The main difference being that if the motive is appealing, people will do it of their own accord.

#### 4.2.2 Imposing limits on leadership and serving

The limits of a leader are first of all determined by his assignment, the task that was assigned to him (by God). Secondly, his limits are determined by his possibilities (see qualities, gifts and talents).

The danger is, that you as a leader will take God's place for someone (in their experience) or that you may stand in between someone and God. Such a thing may occur before you know it and it requires great vigilance. Even in situations in which someone is blessed tremendously by the things that you give to him, to help him, the danger increases that the person's thankfulness is directed at you instead of at God.

*I am jealous for you with a godly jealousy. I promised you to one husband, to Christ, so that I might present you as a pure virgin to him.*

*But I am afraid that just as Eve was deceived by the serpent's cunning, your minds may somehow be led astray from your sincere and pure devotion to Christ.*

**2 Corinthians 11:2-3**

A way to prevent this from happening is to regularly emphasise your position and to say that every blessing comes from God. A second way is, to stimulate people to first seek God before they come to you for help.

A third thing is, to make sure that you are not the only leader in someone's life. This is not something that you can control but you may be able to stimulate it.

## Having more than one leader is good. Having many leaders is not.

*Not many of you should presume to be teachers, my brothers, because you know that we who teach will be judged more strictly.*

James 3:1

Aside from that, there may be different factors that impose a limit on how far you go in helping and caring. If you go too far in this then you prevent people to take care of themselves. The task of the leader is, therefore, just as the task of an elder; it is aimed to 'let people go', step by step. You will have to try and discover to what extent you can let people go. We cannot provide you with a sharp definition for this.

### 4.2.3 Admonition

If you see a need in someone's life then it may be good, and loving, to say something about it. Yet, it may also be good, and loving, not to say anything about it. What is the difference? Having insight in his or her possibilities to do something with what you say. If there are no possibilities then you only needlessly put a strain on someone. So this gives us a certain responsibility. If we do not accept this then before we know it, we will become 'know-it-all's or accusers.

### **In a number of steps, always giving opportunity to restoration.**

*If your brother sins against you, go and show him his fault, just between the two of you.*

*If he listens to you, you have won your brother over. But if he will not listen, take one or two others along, so that 'every matter may be established by the testimony of two or three witnesses.*

*If he refuses to listen to them, tell it to the church; and if he refuses to listen even to the church, treat him as you would a pagan or a tax collector.*

Matthew 18:15-17

## 4.3 Training Timothy

Parallel to your task as a leader you may train your own Timothy. Ask God to show you who that may be. Depending on the people in your group and your available time and energy, you could also train maybe two people. Yet it would be advisable to limit yourself to two persons since otherwise your attention might be scattered too much. (Of course, it is something that depends on everyone's personal capacity and circumstances).

Suggest to your team member to meet, e.g. once every two weeks, for the duration of one hour, to talk together about discipleship or leadership. Depending on someone's development phase you could make a goal and a plan (see Course Day/ material 5, Chapter 2.1).