Spiritual Leadership Course – Mbeya December '21
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I Exploring leadership styles – Thinking about ourselves - the image of God and our identity

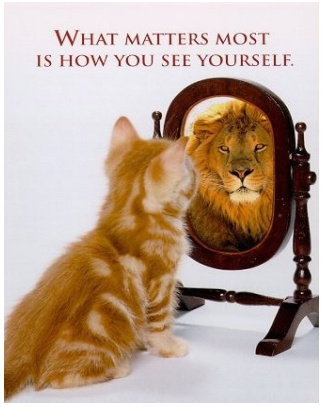


1. The wonder of our existence

2. The image of God (Genesis 1: 26 – 28)

- Characteristics:
  - memory
  - creativity
  - understanding – intelligence
- Responsibility – being God's steward in creation
- Relationality – created for encounter, communication and love.
- The image of God in man broken, but not destroyed by the fall into sin.

3. Looking into the mirror



- True and false mirrors in the people around us
- Consequences, e.g.:
  - Self-image: too small (self – denial) or too big (pride)
  - Laziness at one hand or perfectionism at another hand
  - Not able to forget oneself in serving God and serving others.

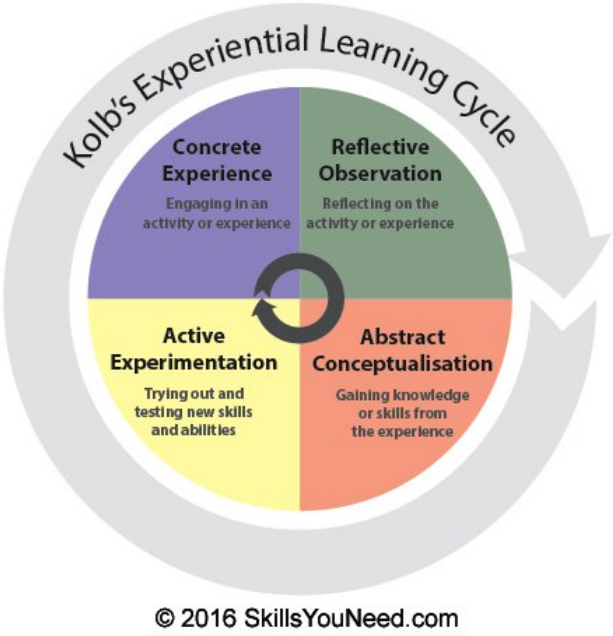
4. Christ, the true mirror (Hebr. 1:3 and 2 Cor. 4:6)

Hebrews 1: 3 *'The Son is the radiance of God's glory and the exact representation of his being, sustaining all things by his powerful word.'*
2 Cor. 4:6 *'For God, who said, "Let light shine out of darkness," made his light shine in our hearts to give us the light of the knowledge of God's glory displayed in the face of Christ.'*

The Gospel of Christ:

- Unconditional love – He loved us while we were enemies
- Our ultimate identity is not dependant on what counts in the world like health, work, intellect, performance or appearance, and even not family or clan.
- The Gospel…
  - gives a new basis to accept myself (not to reject myself, nor to elevate myself, but to accept myself),
  - helps us to deal with guilt and shame (not only of myself, but also those of my family and my brothers/sisters in the church);
  - encourages us to identify and use our gifts and talents;
  - promises us that we may know ourselves fully when Christ returns (1 Cor. 13:12 and Revelation 2:17).

5. Personality types



In psychology different types of personality are discerned. A very known and widely used model is that of the four learning styles of dr. Kolb.

What type of person are you? God wants to use different personalities in different styles of leadership.

In the Bible we find very different characters. Cain is a very different person from Abel, Jacob and Esau are real opposites, King David and King Saul were very different not only in faith, but also in character. And think of Peter and Andrew, Thomas and John, of Barnabas and Paul… Although you may become a new person by the grace of Christ, your character will remain the same. God teaches us to fight against the difficult and sinful sides of our character, and He helps us to bring out the good, positive sides. He does this through the Holy Spirit as the Apostle Paul says in the letter to the Galatians – about the fruit of the flesh and the fruit of the Spirit. (Gal. 5:19-26).

àQuestions:
1. In what characters in the Bible do you recognize yourself most and why?
2. Does your personality change when you come to faith in Christ? Why/why not?

6. Take care about yourself

'Watch your life and doctrine closely. Persevere in them, because if you do, you will save both yourself and your hearers.' (1 Tim. 4:16)

'Above all else, guard your heart, for everything you do flows from it.' (Proverbs 4: 23)

Dealing with the 'public' and the 'inner' side of our personality.

- Lessons from the book 1 Samuel: king Saul en king David, their character, the way they exercise leadership, their relationship with God.

à Exercise We compare the attitude of king Saul (in 1 Samuel 11, 13 en 15) and the attitude of David in 1 Sam. 16 en 17.

'Public man'	'Inner man'
…….	…….
…….	…….

…… ……
…… ……

II Called to a ministry of pastoral leadership – How God prepared Moses to become God's servant in leading His people. A case study

III Called to a ministry of missional leadership

1. **Jesus and His disciples.**
   Jesus said: 'Follow Me and *I will make you fisher of men*' (Matthew 4: 19). Jesus called his disciples and prepared them for 'missional leadership'. He did this:
   a. By example – the saw Him how He connected with the Father, how He dealt with people and their questions, they heard Him preaching, teaching and saw Him healing people.
   b. By teaching, at many occasions. Look at how He addressed them in the Sermon of the Mount (Matthew 5 – 7)
   c. By exercice, sending them out in pairs (Matth. 10: 1v). A special example of how Jesus teaches his disciples in Mark 6 verses 30 – 44. Four key words:
      i. Desert
      ii. Compassion
      iii. Concern
      iv. Thanksgiving
   d. By being *with* them, and finally *giving His life* for them. *Witness* (going out for Him) cannot be done without *with-ness (being with Him)!* Likewise Jesus didn't do anything without the Father. 'My Father works until now and I work also', Jesus said. (John 5:17)
   e. By sending His Holy Spirit in them. The disciples didn't go out to share the Gospel with the nations until Jesus' promise was fulfilled. 'Wait for the gift, my Father promised…you will be baptised with the Holy Spirit.' (Acts 1: 4, 5).
   à How do we know that our initiatives are *from God*?

2. **Jesus' development of His disciples**
   Jesus prepared his disciples for the great commission (Matthew 28: 16 – 20) focussing on the Kingdom of God. The great commission cannot be separated from the great commandment (Matthew 22: 37 – 39). Missional leadership means to be involved and involve others in the great movement of God, (the Missio Dei, the mission of God) from Creation to the final consummation, the end of days. Mission should be focused on 'Kingdom values' (poverty of spirit, mourning, meek, prepared to suffer etc. – following the Sermon on the Mount).

3. **Jesus' development includes three overlapping aspects.**
   a. Christian character, c.f. John 17:19 (holiness more important than effectivity)
   b. Thinking – the way they saw things – for example: how Jesus made them think in the feeding of the 5000, or in doing the footwashing
   c. Resources – everything is from God - God uses different gifts, talents and life experience

IV Visional Leadership in the church

1. Who is qualified?

Do you consider yourself qualified to exercise leadership in the church as an elder, pastor, teacher or evangelist?
Perhaps you are modest and you say: 'I hope so, I don't know, I'm doing my best.'
You may say, 'I don't consider myself particularly qualified, but I would like to serve and fulfill a duty (or office) in the congregation, and I also want to share responsibilities with others.'
You may say, "I am truly called to this work in God's vineyard, and I trust God is helping me to do it right too."
Who really is qualified to give spiritual direction? In previous lessons we paid attention to our personality, our character and to our gifts/talents. But faith and lifestyle are also very important in leading the congregation. The decisive factor, however, is the work of the Holy Spirit.

2. The work of the Holy Spirit, gifts and duties in the book of Acts.

In the book of Acts we are told how the Holy Spirit engages and equips various people for service in the Kingdom of God: the *apostles* first. Later, *deacons* are appointed (Acts 6), but *prophets and teachers* also appear (Acts 11:27; 13:1; 21:10). Paul and Barnabas are *itinerant evangelists* sent out from Antioch (Acts 13:2 and 3). *Elders* are also appointed in the new congregations (14:23; 15:6; 20:17), later sometimes referred to as *"overseer" (Greek: episkopos – our word 'bisshop' is based on this word).*

Nevertheless *'ordinary' church members* also preach the Gospel and give leadership, such as Ananias in Acts 9 (verse 17), the Cypriot and Cyrenean men in Acts 11 (verse 20), Priscilla and Aquila (Acts 18:2, 26).
It is striking that almost everyone is described as being filled or led by the Spirit. That makes the difference. The Holy Spirit uses different gifts, talents, personalities for the spreading of the Good News, but He also uses *recognized functions or positions* in the church (which we later came to call *"offices"*). These are all His gifts for the growth of the Word and for the building up of the church.

Sometimes people say that the congregation does not need 'official' leaders because the Holy Spirit takes the lead. But these are empty words and in practice this results in 'hidden leadership'. This is the situation in which church members exert a lot of influence below the surface, but to whom are they accountable?

3. The importance of common decisions

It is very striking how the apostle Paul takes decisions about the continuation of their missionary journey, as the author, Luke, tells us in Acts 16:6-10. The (common) decision is taken, based on (1) the experience of closed doors, (2) the vision that the apostle got in the night, (3) a common understanding of the Lord's call (vs 10).

The Reformers (especially JohnCalvin) insisted on a *shared leadership* in the church. They saw the *dangers of one-headed leadership* (misuse of power, hierarchy). So they argued: Christ alone is our head and He exercises His graceful authority in the church by those who are called to represent the *kingly, priestly and prophetic* aspects of His hethat not one person, like the pope or the bisschop, but a council of elders (what is called: *consistory*) should oversee the church. In presbyterian churches the common decision (of a church council, not of one person) has always been important. However there is a danger that this kind of leadership tends to become 'political' and looses its spiritual value when decisions are taken only by discussion and voting.

à Let us explore the values and the dangers of the different styles of leadership in the churches (denominations) around.

4. **The marks of a servant of the Lord in spiritual and visionary leadership**

à (A) The most important marks according to your opinion

a. ……

b. ……

c. ……

d. ……

à (B) Look at the different duties/tasks that we find (among others) in the book of Acts and in the letters of the apostle Paul, mentioned below. Which duties suit you best? Which ones suit better other members of your team/council ?

	Yourself	*Somebody else*
1. Organise		
2. Govern		
3. Teach		
4. Pastoral and/or diaconal care		
5. Evangelise		
6. Prophecy		

7. Motivate and encourage		
8. ……..		

à (C) In Titus 1 verse 5 - 9 qualities are mentioned of someone who takes leadership in the church. List them (with your own description, or describe it with an image). Which of those qualities do you find necessary (1) for yourself and (2) for everybody in the team?
Qualities of a 'Servant Leader' According to Titus:

a. ……..

b. ……..

c. ……..

The two most important qualities which you seek growth & maturity. And why.

a. ……., because……..

b. ……., because……..

Three aspects are important in a 'spiritual self-assessment': (1) the acceptance that you are not only a creature, but also a sinner, (2) grow in confidence that God wants to use you, and (3) insight into the spiritual battle.

à (D) How can we provide spiritual leadership together, as a team or as a church council? Which aspects of 'spiritual leadership/shepherdship' do you recognize in your team (in your consistory, in your council)? Which aspects are lacking? (Or what area needs much more growth?)

- most recognizable: ……..
- what needs growth: ……..

In Ephesians 4:8-11, various duties and ministries in the church (such as prophet, evangelist, pastor, and teacher) are listed as gifts of the exalted Christ. They are given for the growth of the body of Christ (the church), so that it becomes one fully functioning body (verses 12-16), and the church is well equipped to discern temptation and error.

à (E) What body part would you most like to compare yourself to? (Eye, hand, foot…etc.?) Which task or function can you especially fulfill in the body of Christ and what do you experience?

5. Vision, mission and target-oriented leadership

(1) The apostle Paul's 'vision and mission'
In modern (Western) handbooks for leadership the concepts of 'vision', 'mission' and 'target oriented leadership' seem important, although most recent literature emphasizes more the qualities of 'listening', 'people oriented leadership' and 'motivation by presence and example'.

Let us look at the apostle Paul, how he described his 'vision', 'mission' and 'goals'. These are closely linked to his *calling* as an apostle of Jesus Christ, but also connected *to the necessity of suffering*. Texts to explore:

a. Romans 1: 8 – 15; Romans 15: 14 – 20;
b. 1 Cor. 9: 18 – 23; 2 Cor. 4: 5 - 10; 2 Cor. 5: 11 – 14;
c. Eph. 3: 14 – 4: 3.
d. Phil. 2:17 and
e. 1 Thess. 2: 4 – 13. (We pay attention to the letters of Timothy later on).

à Let us exlore (in small groups) what is most striking in each passage about how the apostle considers his ministry.

(2) The value of strategic thinking.

Does the Holy Spirit work strategically? Looking at the book of Acts we can say: in certain way 'yes'. There is a movement of the Spirit from Jerusalem to Antioch and from Antioch to Rome. The Spirit uses many different means, ways, places and different people to let teh Word grow!

a. In what places the Word of God is shared?
   ……..
   ……..
b. By which people the Word of God is shared?
   ……..
   ……..
c. In what circumstances the Word of God is shared?
   ……..
   ……..

(3) Learning from concepts in modern management teaching

Below one of the models that has been used often in management training. Of course we know that Christian (servant) leadership is much more than management. Christian character, Christian lifestyle, the work of the Holy Spirit are more important than management theories. Nevertheless the work of the Holy Spirit does not oppose good management tools. And he brings a longing, a burning fire in our heart to accomplish goals for the Gospel and to be strategic as well as humane.
We also know (1 Cor. 1 and 2) that the Gospel of the cross is a stumbling block for the Jews and a foolishness to the Greeks, and that natural man doesn't understand and grasp it. But

we should not add our own stupidity! The Holy Spirit wants us to use wise tools. (NBN



(Note: KPI = critical progress indication – how you measure your progress)

à Let us reflect and discuss (related to our team, council, board…)

Our Values …….
……
Our Vision ……..
……
Our Mission …….
……
Our Strategic objectives …..
……
Our actions ……
……

V Leadership and biography

1. **Looking at our own life**

Who knows himself completely? We do know *something* about ourselves, but only in the light of God's Word and through the work of the Holy Spirit that we begin to discover more about ourselves and how God intended us. And only when we come face to face with the Beloved, Jesus, we will discover who we really may be (as God wanted us to be - 1 Cor. 13:12).

Yet it is important to look at our life. What can we actually say about ourselves? There are *three main areas* that largely determine our lives:

a. *Our character*, *our personality*. To a large extent we have inherited it from our parents, and in part it has been shaped by our environment, by what we have learned and experienced.
b. *Our competences* (skills, in which we are trained, what we do well)
c. *Our spiritual life* (who we are in relationship to God and in relationship with the Christian community).

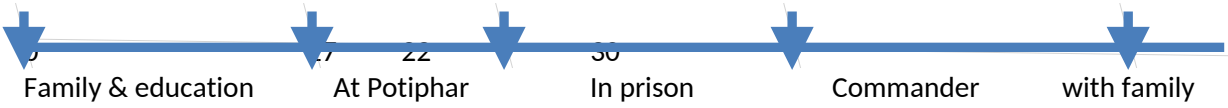
We all know that the communities we have belonged to and still belong to, leave a great mark on our character and lifestyle. Just think of the family in which you grew up in, the school class, the village or neighborhood where you lived, the friends in the street, your wider family, the Christian community, and if you married, the life partner with whom you have entered into a lifelong covenant. All those communities do something to us.

They form a kind of mirror in which we reflect ourselves. They help us discover who we are. They encourage us to use our talents. They correct, limit and punish us and thus we also get to know the unfavorable sides of our personality.

à What in our biography had and still has a great stamp on you? You may think about life experiences that you never forget (bith happy and unhappy), conflicts, painful events, situations in the family or at school or at work, situations, friends, etc.
Why do you think this events still have an influence on you? Do they affect your style of leadership?

2. Listening to the Scriptures – Life history and ministry in the Bible

Life events can often be very decisive for our lives. Matters that we may have experienced already at a very young age may affect our personality, choices, relationships and lifestyle. We see that clearly in the life of Joseph:



We could make a similar kind of overview of the life of Peter te disciple and apostle.

à How does God (Jesus, and the Holy Spirit) work in Joseph's life?
à Think also about Peter's life? Try to make a history line of the life of Peter. What – do you think- helped him to become an apostle and pastor?

God often uses all kinds of difficult events to make someone grow (in character, competences and spiritual life).

à Try to draw your own lifeline.
(1) What are important 'times of testing'?

(2) At what points a change in your life took place?
(3) Where do you see the influence of other people?
(4) Where do you see God's hand?
(5) At what points did you make your own choices?

3. God's work in our life and in the church – about Spiritual Gifts

Spiritual gifts are the gifts that the Holy Spirit wants to give for the growth and prosperity of the Christian community. The Spirit can use 'ordinary' gifts for this, such as good character traits, competences and skills as God has given to every person, but He also gives special spiritual gifts.

In the Old Testament we see how the Spirit equips people for example to lead (Moses, Joshua, David, Daniel), but also to make beautiful, artistic things. Think of the building of the tabernacle and of the temple. For example, Bezaliel and Aholiab were artists in the construction of the tabernacle (Ex. 31:2; 35:30; 36:1, 2).
In the New Testament there are so-called *gift lists* in 4 places:

1. Romans 12:4 – 8
2. 1 Cor. 12 and 13
3. Ephesians 4:8 -11
4. 1 Pet. 4: 10 and 11

It is almost impossible to name an exhaustive array of gifts as we find them in the New Testament. But below I mention the most familiar.

* Encouragement – applying Bible truth to someone's life.
* Apostleship - being involved in a new work of God.
* Managing – keeping an overview, organizing, leading.
* Evangelist – bringing the Gospel to people who do not or hardly know it.
* Hospitality – making room for others, helping them to feel at home.
* Faith – trusting God at His word.
* Healing - Invoking God's power to restore.
* Giving – passing on to others treasures you have received from God.
* Helping – helping others especially in practical ways.
* Shepherding – taking care of the (spiritual) growth of those entrusted to your care.
* Doing powers/miracles - Invoking God's power to confirm the truth of the Gospel.
* Leading – influencing others in a positive way, giving vision.
* Discernment of the Spirits - Discernment of truth and falsehood.
* Teaching – clarifying and applying the truth in people's own context.
* Compassion - empathetic care for those who have a need or need.
* Preaching - clearly interpreting the truth and power of God's word in the church.
* Speaking in tongues – Expressing sounds in an unfamiliar language.
* Interpretation of tongues/languages – interpreting the message of one who speaks in tongues.
* Words of wisdom – applying God's truth to situations and events in one's life or society.

* ……

The Holy Spirit gives all gifts (natural and special) to the community so that it can grow and work as a well-functioning body. Christ is the head of that body. In the Christian community you will discover more and more how the Holy Spirit wants to use you to build up the body of Christ.

à Write down the four gifts from the list that you think are most appropriate for you. Also write down the four gifts that suit you the least. Discuss with each other whether you recognize the different gifts in each other.

VI. Leadership – the art of listening and persuading

1. Learning to convince

You often hear: 'we can testify, but not convince.' That is true in a way. Paul says in 1 Corinthians 3:6 'I have sown, Apollos has watered, but God gives the growth.'
BUT... there are different ways to sow and water the soil.
Prayer is very important. Relying on the Spirit is essential, but we cannot impute our stupid actions to the Spirit. Jesus has been teaching his disciples for 3 years and the Bible always teaches us to be diligent in studying and deepen ouut in order to become proficient.
In addition to praying and trusting in the Spirit, I would like to emphasize a few points in learning to persuade, drawn from the story of Jesus and the Samaritan woman (John 4):

(1) Make the other feel safe by
- your love
- your respect
- your acceptance

(2) Listen carefully to the other (John 4:20). Try to find out:
- How he/she thinks
- What he/she feels
- What he/she believes

(3) Release the other person by sometimes asking (gently) provocative questions (John 4:16).
- antenna to God
- antenna to the other

(4) Let the other discover where you want him/her to be. (John 4:25).
Show in your conversation that:
- the truth is worth discovering
- man and his family are worth living in the truth
- it's about eternal life with God

(5) Confirm their discovery (John 4:26).
- By your words
- Through your testimony
- By bringing them into contact with other fellow people

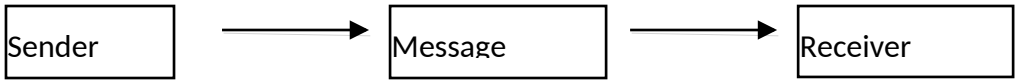
Another striking example of empathetic communication: Luke 24 vs. 13 vv 'Jesus and the two brothers on the way to Emmaus'.

à Let us explore Luke 24: 13 – 17 and discuss what lessons we find here in empathetic communication.

2. Basic principles of communication

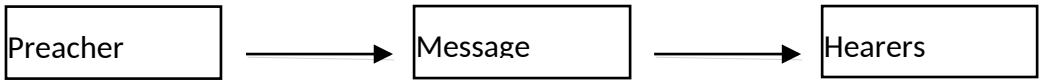
What *is* communication?

Example of (radio)station (emitter) and radio (receiver)



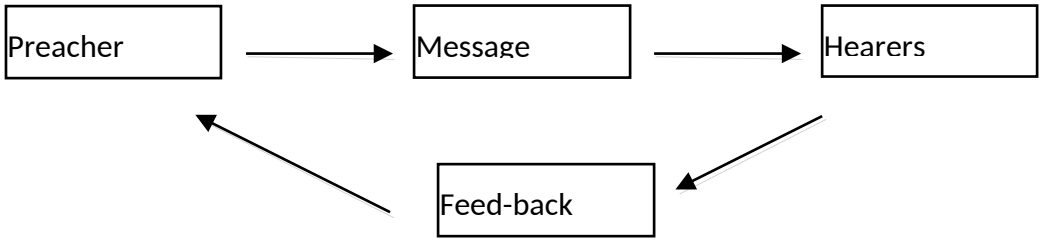
à Where (disturbing) noise can occur and why?

Example of a Bible studie or sermon



à Where (disturbing) noise can occur and why?

The importance of response (feed-back)



3. Basics in communication principles

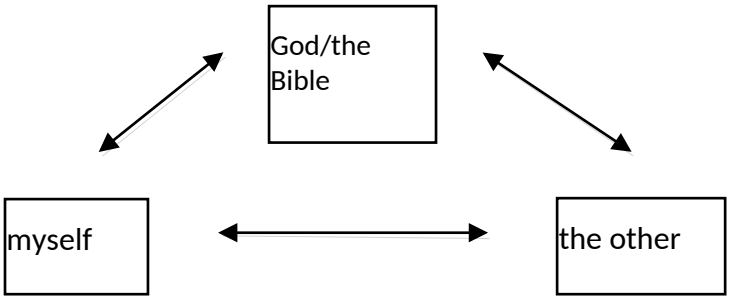
(1) *Distinction* - Why this message now? Clarify why you want to tell something, or want to seek contact.
(2) Bringing *coherence* to your message - a good focus 'This is what it's all about!'
(3) *Landing spots* - seeking a connection with the context, the way of thinking and living of your audience.
(4) *Attention* - what catches the eye? What makes people pay attention?
(5) *Unambiguety* - unity in what you bring and how you bring it; 'truth' and 'love'.
(6) *Relevance* - Why should people care about this? why are they hooking up?
(7) *Attitude* - not just what you communicate, but *how* you communicate it.

Three 'levels' in our personal communication:

a. Cognitive level (opinions, beliefs, stories) – expressed in words
b. Affective level (emotions) – expressed in word, or more hidden in physical expressions or attitude. Such as: joy, amger, sadness, fear, depression etc.
c. Attitude level (attitude, behaviour) – non-verbal (body language)

4. Listening with our heart – to God and to others

Listening and speaking in a triangle relationship: God/Scriptures, the other and myself.
à Where is the danger for disturbing noise in this communication?



5. Exercise in the form of a written report of an encounter.

An encounter in the street between an evangelist (E) and someone who has been a Christian for a few years, often came to the meetings at first, but has not been for a while. We call him Joseph (J).

E. 1. Good afternoon, how are you? May I talk with you for a moment?
J.1. Good thank you. It's been a long time since we spoke. My family needs me very much.

E.2. I was just about to see you. I've heard you haven't been to meetings for a while. Is there a personal reason why you don't come anymore?
J.2. Did anyone in charge ask you to talk to me?

E.3. The team has decided that we will ask people who stay away for the reasons. Coincidentally, I now meet you on the street.
J.3. I don't believe people miss me. My family is now more important than the meetings and I can't just stay away from work. I'll come later.

E.4. I was already planning to visit you. I really want to talk to you because I believe that the good news of Jesus is vital for you too. I really ask you not to wait, not because of me, but because of God. Jesus says that if you try to save your life, you will lose it.
J.4. I seek to live well and God knows I do my best. If I do something good for my family, maybe it's better than going to the meeting. You can also believe without going to the meetings.

E.5. "You need the Christian community, also for your salvation," said one of the Fathers of the Church. I don't judge your life, I just want to tell you the truth. My job is to call you back to the Christian community and the meetings.
J.5. Do you consider it your duty to visit me? I have not seen anyone from the church for a long time, while it was a difficult time for me. But in the period when I had a lot of problems in my family, no one asked about me or helped me. Sometimes I think the church has many beautiful words, but few good deeds.

E. 6. I think you are exaggerating. You didn't tell us about your problems. Many people have problems in the church. But was that a good reason not to come anymore?
J.6. I won't tell you about my problems if I notice that people don't really care about me.

E.7. ..... This is a confrontational encounter.

à Questions about this conversation.

1. Is this a real communication? (Why/why not)? Where do you see points of good contact between E and J ?
2. Where are signals of emotions in this encounter?
3. What could be your answer (E 7)?
4. Where do you see mistakes and what suggestions for improvement do you have?

VI Spiritual fathers and mothers on the way to baptism and faith, and on the way of a disciple