



# IDENTIFYING GNJ'S FUTURE PASTORAL LEADERS



**A RETREAT OF THE GREATER NEW JERSEY**  
Cabinet, Board of Ordained Ministry, Connectional Ministries Team

January 16, 2019 | Mission and Resource Center

## AGENDA

**9:00 a.m. - 9:30 a.m.**

Opening worship

**9:30 a.m. - 10:00 a.m.**

Overview of GNJ values and five expectations of clergy

**10:00 a.m. - 12:00 p.m.**

Fruitful, transformational and apostolic leadership

**12:00 p.m. - 1:00 p.m.**

Lunch

**1:00 p.m. - 2:30 p.m.**

Interviewing for the right fit

**2:30 p.m. - 3:00 p.m.**

Wrap up



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## **GNJ'S EXPECTATIONS FOR PASTORAL LEADERS**

1. Connect and relate well with church leadership, membership and community residents
2. Develop leaders within the congregation
3. Lead the congregation to deeper faith and service in the world
4. Increase congregational vitality through inspiring worship and messages, attracting and making new disciples, and engaging disciples in small groups, community hands-on mission and generous giving
5. Raise sufficient funds for the pastor's salary, shared ministries, billables and ongoing ministry

# 12 SIGNS YOU'RE A SPIRITUAL ENTREPRENEUR

By Carey Nieuwhof

*Original article link: [www.careynieuwhof.com/12-signs-youre-a-spiritual-entrepreneur](http://www.careynieuwhof.com/12-signs-youre-a-spiritual-entrepreneur)*

So you're building your team—you're even assessing your personal gifting for everything that lies ahead in ministry.

What's the gift set you're looking for that in a leader (or in yourself) that will really help move your mission forward, reach new people and prepare for everything ahead?

At some point at the senior leadership level of your church, you're going to need a handful of what I call spiritual entrepreneurs.

Often these people are misunderstood in the church.

For the most part, shepherds and chaplains have run the church. I'm not saying we don't need shepherds or that we don't need chaplains in the right place. Not at all. We do.

But what happens when all you have are shepherds and chaplains?

Here's what happens: the kind of radical change that both the church and the world need doesn't happen. Instead, leaders hold the hand of a sick church and comfort it while it dies.

I know that sounds harsh, but look around you. Isn't that mostly what's happening? I also know enough good shepherds and chaplains to know that they find the hand holding of a dying church deeply frustrating and frightening. They don't want their church to die, but there aren't enough leaders around them with the gift set or mindset necessary to turn it around.

*Too many church leaders today merely hold the hand of a sick church and comfort it while it dies.*

## **SOMETHING'S MISSING...**

The missing gift set in the church is spiritual entrepreneurship—something the New Testament calls apostleship. It's the kind of radical determination, innovation and fierceness the Apostle Paul showed.

As I wrote about here, the church today is filled with shepherds, to the point where shepherds are perhaps over-represented in church leadership. What we need most as we navigate new waters in a post-Christian culture is not more shepherds, but spiritual entrepreneurs.

Whether you call it spiritual entrepreneurship or the gift of apostleship, what we need is a new generation of Apostle Pauls who forge out in new directions. Who experiment boldly. Who dare greatly. Spiritual entrepreneurs are the kind of leaders who will find tomorrow's solutions when most leaders can only see the problem.

In a marketplace that's in love with start-ups and new ventures, we need some leaders who are inclined to spend their lives in the marketplace who will take their God-given talents and energy and throw them full time behind the mission of the church.

*Leaders who serve an infinite God shouldn't  
have their imaginations deadened by small thinking.*

Too many church leaders today merely hold the hand of a sick church and comfort it while it dies.

Are you called to it? As I write about here, the fact that you have the gifts might be enough of a sign that you're called.

So what does spiritual entrepreneurship look like?

What are the characteristics of leaders who can forge fresh ground in the church?

And how do you know if you might be a spiritual entrepreneur?

*We need a new generation of Apostle  
Pauls who experiment boldly. Who dare greatly.*

As I meet church leaders who are actually reaching unchurched people in massive quantities, here are the qualities I see among the leaders. (I wrote about 5 characteristics I see in their churches here.)

**Spiritual entrepreneurs:**

**1. THINK BIG**

Too many churches die of small thinking:

We don't have enough  
It won't happen  
Stop dreaming  
That's plenty for now  
Who will pay for it?

Leaders who serve an infinite God should never have their imaginations deadened by small thinking. Spiritual entrepreneurs aren't.

They think big. They dream of what could be, not what is, and they see the opportunity in every obstacle.

**2. BELIEVE GOD CAN**

We serve a God who created amazing things out of nothing. Why do we think he won't do the same for his church?

Spiritual entrepreneurs believe he will. And they see him do it.

*Waiting for big resources so you  
can have a vision is a recipe for death.*

They would agree with Henry Ford who said, "Whether you believe you can or whether you believe you can't, you're right."

Before you dismiss this as positive thinking nonsense, remember Jesus couldn't perform many miracles in his hometown because of people's lack of faith. Then, moments later, he walked on water and fed

5000 because people in those communities had faith.

Spiritual entrepreneurs believe God can. And they see him do it.

### **3. SEE ABUNDANCE, NOT SCARCITY**

Spiritual entrepreneurs see abundance, not scarcity.

Give a dying church \$10,000, and they'll think they're broke and need to conserve it.

*God created amazing things out of nothing.  
Why do we think he won't do the same for his church?*

Give \$10,000 to a spiritual entrepreneur, and he'll see it as seed money to start something big. To a dying church, 5 leaders is defeat. To a spiritual entrepreneur, it's a start.

Same facts. Different mindset. Attitude is everything.

### **4. THINK VISION FIRST, RESOURCES SECOND**

So what comes first? Vision, or resources?

Spiritual entrepreneurs are very comfortable with the reality that vision precedes resources.

*Spiritual entrepreneurs see abundance, not scarcity.*

Casting a big vision (a solid, on-mission vision) will often lead to significant resources down the road. Waiting for big resources so you can have a vision is a recipe for death.

### **5. INVEST IN PERSONAL AND TEAM DEVELOPMENT**

Spiritual entrepreneurs aren't crazy spenders, but they see a key distinction between an expense and an investment.

They realize that going to conferences, networking with other leaders, buying books and doing whatever it takes to make themselves and their team better is an investment.

Sure, there are limits, but smart spiritual entrepreneurs will often spend a minimum of 10% of all the money they receive making themselves and their team better.

## 6. BELIEVE THIS IS BIGGER THAN THEM

*If your vision is all about you, it will die with you.*

Of all the criticisms levied at spiritual entrepreneurs, the most common is often that they have big egos and it's all about them.

*Spiritual entrepreneurs see personal and team development as investments, not expenses.*

Sometimes that's true.  
But most often it's not.  
Big vision does not automatically equal big ego.

The best spiritual entrepreneurs humbly submit to God and are committed to a vision that is so much bigger than they are.

Personal humility combined with big ambition for the mission fosters incredible leadership.

Think about it this way. The reason we're talking about Paul 2000 years later is that Paul's work wasn't about Paul; it was about Jesus and the mission of the church.

If your vision is all about you, it will die with you.

True spiritual entrepreneurs know that.

## 7. SHIP FIRST, IMPROVE LATER

Perfectionists make terrible entrepreneurs.

If you haven't shipped on your vision yet because you're waiting for ideal conditions or the perfect result, you'll wait forever.

People email me all the time (usually after going to a conference hosted by a large church with lots of resources) and ask whether a new building or better lighting or a move to a portable location will help them grow.

I always tell them it won't (here's why).

Big churches never started big. They usually started very humbly. But because they are led by spiritual entrepreneurs, those entrepreneurs at every stage made the most of whatever they had.

A spiritual entrepreneur can launch a growing church in a dying building with little money. Then they make all the improvements later as facilities and resources grow.

## 8. ARE FINE WITH AMBIGUITY

*Spiritual entrepreneurs can launch a growing church in a dying building with little money.*

Ask a spiritual entrepreneur how they're going to do it, and the #1 answer is "I don't know. We're just going to do it."

There's something powerful in that.

If you have it all figured out before you launch it, your vision isn't big enough.

*Just act while the critics talk. You'll accomplish something.  
They won't.*

## **9. WILL RISK IT ALL WITHOUT GUARANTEE OF SUCCESS**

Too many leaders hope for some kind of guarantee.

Risk brings no guarantees because it's risk.

Spiritual entrepreneurs are okay with that.

Most spiritual entrepreneurs want to die trying. Usually they don't die trying, but the fact that they're willing to is crucial.

*Risk brings no guarantees because it's risk.  
You have to be willing to fail to truly succeed.*

Ironically, if a spiritual entrepreneur has a solid plan that's on mission, they usually don't fail. But you have to be willing to fail to succeed.

## **10. NEVER WAIT FOR CONSENSUS**

Too many churches will only move forward if there is consensus.

*Innovation never asks for permission. It just innovates.*

That's a critical mistake.

Consensus kills courage. By the time you have consensus, ideas are so watered down they are worthy of the committee that put them together.

Spiritual entrepreneurs rarely act alone (at least the smart ones don't). But they're ready to move ahead with a group of early adopters knowing most will eventually buy into whatever is being proposed once they see it working.

## **11. LET THE CRITICS TALK WHILE THEY ACT**

The critics will always talk.

Spiritual entrepreneurs know this.

They don't get weighed down by critics who criticize what others do and do little themselves.

How do you respond to the critics?

By acting.

Just act while the critics talk. You'll accomplish something. They won't.

## 12. BREAK RULES

Quite obviously, you should never break biblical rules. And the great spiritual entrepreneurs never do. Their character is solid.

But you're going to absolutely need to break some human rules if you're going to disrupt the status quo.

Innovation always breaks rules. Why?

Because innovation never asks for permission. It just innovates.

## SOME HELP FOR SPIRITUAL ENTREPRENEURS

Despite a leader's best intentions, often leaders who start things don't know how to scale things.

I had to learn the hard way, and have led our church past the 200 barrier right through the 1000 attendance barrier with multiple locations. These are barriers that, despite best intentions, 98% of leaders never pass.

Surprisingly, the reasons most leaders don't scale their ministries aren't spiritual—they're structural. It's the same reason over 99% of businesses stay small—the issues are structural.

Breaking 200 Without Breaking You is a course I've created that provides strategies on how to tackle eight practical barriers that keep churches from reaching more than 200 people. And it's designed so I can walk your entire leadership team or elder board through the issues.

So whether your church is 50, 150 or 250 in attendance, the principles will help you gain the insight you need to break the barrier more than 85% of churches can't break. Even churches with attendances of 300-500 and multisite churches are finding the material helpful as they try to reach more people.



# APOSTOLIC LEADERSHIP THAT EXCELS FOR GOD'S MISSION

By Bishop John Schol

Adapted From Jim Collins Writing, *Good To Great* Collins calls apostolic leaders Level 5 Leaders

Within the church we want all leaders to be fruitful leaders who lead congregations or ministries to grow in the five markers of vitality, transformational leaders who lead congregations through change and transition and apostolic leaders who lead congregations to become something greater through innovation and multiplying people, gifts and resources.

## APOSTOLIC LEADERS EXEMPLIFY AND EMBODY FIVE TYPES OF LEADERSHIP:

**Pastoral and/or Prophetic Leader** | Capacity and ability to lead well. This leader focuses on caring and/or justice for others. This type of leadership can be fruitful, especially in smaller congregations/ministries/ organizations by caring about others and growing the five markers of vitality (more worshipers, disciples, small groups, people doing mission and giving).

**Team Leader** | Works in and through teams. A team leader is collaborative and supportive of congregational leadership and their ministry. This type of leadership can be fruitful and transformational by enhancing others' ministry and creating the change necessary to grow and develop in the five markers of vitality.

**Managerial Leader** | Manages well. A managerial leader who excels at administration and the organizational life of a congregation. This type of leader can be fruitful and transformational.

**Charismatic Leader** | Charismatic and visionary. A charismatic leader attracts people through their personality and strong preaching. While this leader can have rapid growth, of the five leadership types, it is the hardest to sustain without the other types of leadership. This type of leadership can be fruitful.

**Apostolic Leader** | Leads congregations to innovate and multiply disciples. A highly effective pastor who is resolute and even tenacious to make the congregation/ministry/organization great for the world. This leader grows the people around them, demonstrates sustained effort on plans and strategies and is humble by genuinely giving the team the credit and recognizing he or she is part of a larger team. Apostolic leaders demonstrate exceptional leadership that is fruitful, transformational and apostolic. The leader creates and develops a better congregation/ministry/ organization that is sustainable, innovative, regenerating (for disciples and leaders) and growing in the five markers of vitality.

Apostolic leaders possess the qualities of the other four types of leaders but also have an "extra dimension", a paradoxical blend of personal humility ("I never stopped trying to become qualified for the job") and grit or determination to achieve the best progress and results. They are somewhat modest individuals who deflect praise, yet have a determined resolve to do what it takes to make the congregation/ministry/ organization the best for the world. They channel their ego needs away from themselves and into the larger goal of building a great congregation/ministry/organization. It's not that Apostolic leaders have no ego or self-interest. Indeed, they are incredibly ambitious—but their ambition is first and foremost for Christ, the congregation/ ministry/organization and its greatness, not for themselves.

**Apostolic Leaders** build clocks, they just don't tell time. They build congregations/ministries/ organizations, they just don't lead what they have. They are comfortable with the idea that their congregation/ministry/ organization will tick on without them, reaching even greater heights due to the foundations they laid down. The fact that most people will not know that the roots of that success trace back to them is not an overriding concern. As one apostolic leader put it, "I want to look out and see one of the great congregations and be able to think, I used to serve there."

## LOOKING FOR APOSTOLIC LEADERS | TWO SIDES OF THE APOSTOLIC LEADER

Apostolic leaders recruit, nominate, hire, appoint, develop apostolic leaders, individuals with the best and most enduring results. To do otherwise is to sacrifice long-term effectiveness for short-term expedience, which is tantamount to an act of irresponsibility on behalf of the people and institution they serve. To be clear, apostolic leadership is not the only requirement for taking a congregation/ministry/ organization from good to great and for sustaining excellence, but it does appear to be essential.

So, how are apostolic leaders identified? The key step is to stop looking for oversized personalities and egocentric people, and instead to scrutinize for results. Look for leaders with extraordinary results and who are not looking for credit for those results.

### **There are two sides of an Apostolic Leader:**

On the one hand... creates and is a catalyst in creating exemplary progress. Yet on the other hand, demonstrates a compelling modesty, shunning public adulation and never boastful.

On the one hand... demonstrates an unwavering resolve to produce the best long-term progress and results, no matter how difficult. Yet, on the other hand, acts with quiet, calm determination and relies principally on inspired standards—not an inspiring personality—to motivate.

On the one hand... sets the standard of building an enduring great church and will settle for nothing less. Yet on the other hand, channels ambition into the organization and its work, not themselves, setting up successors for even greater success in the next generation.

On the one hand... looks in the mirror, not out the window, to apportion responsibility for poor results, never blaming other people, external factors or bad luck. Yet on the other hand, looks out the window, not in the mirror, to apportion credit for the success of the organization/ministry/congregation to God, other people, external factors and faith.

There is not a shortage of apostolic leaders. No, the problem lies in the fact that our culture and church have fallen in love with the idea of the charismatic leader, fast results that are difficult to sustain. The church and organizations keep putting people into positions of power who lack the inclination to develop apostolic leadership, and that is one key reason why so few congregations/ministries/ organizations ever make a sustained and verifiable shift from good to great for God and the world.

### **Summary:**

#### **APOSTOLIC LEADERS**

- Exemplify the best of all five types of leadership
- Build the congregation/ministry/organization and don't just lead what they have
- Surround themselves with apostolic leaders and they develop the leaders around them to be

#### **APOSTOLIC LEADERS**

- Are humble as well as resolute in developing and building a great congregation that is sustainable long after they leave
- Grow the five markers of vitality, lead through change, and develop/build a great congregation/ ministry/organization. They are fruitful and transformational by being apostolic

## GOING DEEPER | GUIDING QUESTIONS

1. In your own words, describe an Apostolic Leader you know. Focus on the attributes of humility, multiplication, innovative for progress, and built a congregation/ministry/ organization.
2. While an Apostolic Leader has the best of the qualities of all the leadership types, sometimes a leader blends two or more of the qualities. Of the five types of leaders, what type of leader are you? What are specific examples of when you demonstrated the different types of leadership?
3. While there are five types of leadership, there is progression within each type of leadership. On a scale of 1-5 with 1 being the weakest and 5 being the strongest, how do you rate your leadership in each category? Why? For example, if you are a Team Leader type, would you rate your leadership 1, 2, 3, 4 or 5 with 1 being the weakest and 5 being the strongest.
4. What gets in the way of your progress? What do you need to do to move more fully towards or live into apostolic leadership?

## GOING EVEN DEEPER | GUIDING QUESTIONS

1. If you are or have been progressing toward apostolic leadership, what experiences and activities helped you make progress?
2. How are apostolic leaders shaped? What are the activities and experiences that shape apostolic leadership?
3. Who are three people you work with in your ministry that have the greatest potential to be apostolic leaders?
4. What will you do to further shape the leadership of the three people you identified?



# GNJ WAY

## OUR VISION

We see a church like Jesus Christ—radical spirit and humble, teaching and healing, soul saving and soul tending, leader and servant, unbound and outbound. We also see a Wesleyan Church – personal holiness and social holiness, connectional and risk-taking, thoughtful and inspirational, small groups and large vision, welcoming all and respect for diversity of thought.

## OUR MISSION

Transform the world by recruiting and developing transformational leaders who make passionate disciples of Jesus Christ and grow vital congregations. (Matthew 28:19)

## OUR CORE VALUES

- **Christ-Centered** | the unbreakable and unifying source of our faith and hope
- **Compassionate and Just** | a shared expression of our Wesleyan heritage
- **Diverse** | a true reflection of the all-welcoming nature of the reign of God
- **Innovative and Risk-Taking** | a bridge to what is next
- **Excellent** | a gospel imperative for greater impact in the world

## OUR DISCIPLES

Holy Spirit-led followers of Christ whose passion every day is to know, grow in, live and share the life of Jesus. (John 15:5)

## OUR VITAL CONGREGATIONS

Holy Spirit-led communities of passionate disciples who are working together to grow new disciples, inspiring worship, active small groups, risk taking community mission, and generous giving to mission. (Acts 2:42-47)

## HOW DO VITAL CONGREGATIONS GROW?

- Inspired and inviting and worship
- Engaged disciples in mission and outreach
- Gifted, empowered and equipped lay leadership
- Equipped, effective, and inspired clergy leadership
- Faith-formed small group ministries, and
- Strong children and youth ministries

## WORLD TRANSFORMATION

A community where lives are changed, hope abounds, diversity is embraced, and all have the opportunity, knowledge and skills to live to their full God-given potential. (Micah 6:8, Luke 10:27)

We will invest our financial and human resources in decisions that:

- Develop transformational leaders
- Maximize new disciples, vital congregations and world transformation
- Reflect our core values
- Encourage innovative, risk-taking regenerative ministry that effectively connects with and engage people in the community

# FRUITFUL, TRANSFORMATIONAL AND APOSTOLIC LEADERSHIP

By Bishop John Schol

Kay, the chairperson of the staff parish relations committee called Charlie, the chairperson of the finance committee with a twinge of doubt about how the conversation would go. A team had been interviewing for a new worship/music director for the congregation. It would be the first full-time worship/music director in the congregation's history. Already the finance committee had allocated a salary and benefits that would be hard to finance. Kay said to Charlie, "we believe we have the right person and I know the budget we set was pushing how much the church could afford, but we need another \$4,000 to make the package work for our top candidate. Is there any way we can add another \$4,000 to the package?" Charlie shot back, "Sure Kay. If this is the right person, then our job is to raise or find the money to enhance our ministry." Charlie was a transformational leader.



For the past two months, I have shared about leadership – the five expectations GNJ has of leaders and the five temptations of a leader. Today I want to talk with you about the three types of leaders we seek to recruit and develop in GNJ – fruitful, transformational and apostolic.

**Fruitful leaders grow people, congregations and mission.** Under their leadership, worship attendance, the amount of money and the number of new disciples, disciples in small groups and disciples in hands-on mission increase. They understand that to grow disciples, congregations and ministry, you must grow the congregation and its people deeper and wider. People must go deeper in their faith and convictions and wider in their understanding and commitments to make disciples of Jesus Christ and grow vital congregations for the transformation of the world.

As it turned out, Mike, the new worship/music leader was a fruitful leader. Under his leadership, the high school choir went from 11 choir members to over 30, the bell choir was revitalized and had 15 members, a contemporary worship team was established and the children and adult choirs grew. Why? Because Mike was a teacher who taught people about music, worship and God. He deepened the music, set high standards, developed challenging goals and courageously led people to the worship experience. Mike had a great personality and an upbeat spirit, but this isn't what attracted people. It was quality, achieving higher standards and growing relationships that grew the worship ministry of the congregation. Fruitful leaders understand they are to grow people, congregations and ministry.



**Transformational leaders change hearts, culture and direction.** Charlie was a transformational leader. Many finance committees see themselves as protectors of the church's resources. They focus on managing money rather than growing people and resources; preserving limited resources rather than recognizing God and people's generosity. They live out of a scarcity culture rather than an abundance mindset.

Charlie knew that the finance committee was organized to serve the mission and to grow and make resources available to expand the mission. He worked with the committee to change their hearts about the role money plays in advancing God's agenda and the role they played in growing the financial resources for the mission. He did it by starting small, demonstrating that if the purpose was right and it would enhance the ministry, additional money should be put into a project. Once people saw the benefit, he moved to larger and larger projects including a \$4 million dollar building endeavor when experts said the church should only undertake half that much. What was Charlie changing and building confidence in? He was changing hearts and building confidence in a new culture that said the finance committee is here to serve the mission, not manage money, and that people were very generous when presented with the right mission and purpose of the church.

**Apostolic leaders make a way when it does not seem possible.** Peter, Paul and Francis Asbury were apostolic leaders. Junia (Romans 16:7) and Rosa Parks were apostolic leaders. Each made a way when there didn't seem to be a way. God works through these leaders to create something where it did not previously exist. Rosa Parks gave new birth to the civil rights movement, Francis Asbury gave birth to a new denomination known today as The United Methodist Church, and Paul birthed new congregations.

Apostolic leaders literally means 'sent for a mission' particularly a new mission. These leaders are rare among leaders. I believe this is so because apostolic leaders need particular gifts and strengths to make a way when a way does not seem possible. They need two sets of gifts that can be seen as contrary. One set includes creativity, vision, imagination, developing relationships and passion. The second includes grit/perseverance, courage, confidence, initiative, drive and focus.

Junia, identified by Paul as an apostolic leader in Romans 16:7 faced many challenges as an apostle. In fact, some scribes and translators masculinized her name to Junias. Apostolic leaders will face doubt, bias, persecution, ridicule, obstacles and what seem like insurmountable challenges. Yet like all the apostolic leaders mentioned above, they persisted for the sake of God and the mission.

Organizations can also be a leaders. GNJ is becoming a fruitful, transformational and apostolic leader organization through the many leaders and disciples of GNJ.

**GNJ is a fruitful leader** because we have steadily worked toward deepening leadership, faith and congregations as evidenced by our growth in worship attendance, disciples participating in small groups, disciples engaged in hands-on mission and giving to mission. Each of these grew in 2017.

**GNJ is a transformational leader** as we continue to shift the culture

- From relationships to relationships and results
- From providing leaders information to developing leaders through application
- From good enough to excellence
- From honoring diversity to having a diverse leadership and including diversity
- From waiting for people to come to us to going out and engaging with people

GNJ is an apostolic leader because we make a way when it does not seem possible. After Superstorm Sandy we created one of the most robust relief and recovery efforts in the state. We have started more than 30 new faith communities in the last two years and are changing how we call, equip, send and support leadership. We see buildings as assets that can be repurposed for greater mission and ministry. We have reduced how much we apportion churches while at the same time grew our foundation from \$4 million to more than \$44 million. We have made steady progress through the many fruitful, transformational and apostolic leaders within GNJ. Thank you!

# THE FIVE TEMPTATIONS OF A LEADER

By Bishop John Schol

(Adapted from Patrick Lencioni's 5 Temptations of a CEO)

Leaders are faced with choices every day. The choices generally have a common question. Will this choice further the mission or will it help the leader? When we read the Gospel, every decision Jesus made had a common thread; it furthered the mission of God. Generally, they were the harder choices, the harder roads to travel and did not elevate Jesus' status.

Every leader faces five temptations when making a decision. The temptations make it easier for the leader. To succumb to just one of the temptations affects the ability of the leader to achieve great results for God.

## **Temptation 1 | Being Career Focused**

What is your most significant accomplishment as a leader? The day you were ordained? The day you were promoted to supervisor or manager? The day you received an award for being an outstanding servant of the church? The day you became the chairperson of the board of trustees? Each of these accomplishments recognize your career or role putting the emphasis on your status rather than what you accomplished or how God demonstrated fruitfulness through you. I know a church leader who when asked about what she thought was her most important accomplishment said, "The ten new churches started under my leadership." In other words, her accomplishment was a missional result and focused on how God worked through her leadership.

When faced with a decision, leaders are tempted to choose actions that will not jeopardize their role or ones which advance their position. Putting career or leadership attainment over results and fruitfulness is tempting and has become part of the culture of the church. We value roles, titles, degrees and status. We mark these achievements with symbols to denote accomplishment – when I became a bishop I was given a pin to wear that noted I was a bishop. When a clergy person is ordained, they are given a stole indicating she is ordained.



In the Hebrew Scriptures, God continually reminded the people that to be chosen was not a status or privilege but a responsibility. God chose people not for a role but to further the work and ministry of God on earth. Instead of focusing on career or position attainment, why not ask yourself this question monthly: "What is different because of my leadership?" The answer will focus you on being faithful to your calling and the mission.

## **Temptation 2 | Seeking Happiness or the Need to be Liked**

Leaders are tempted to choose happiness over accountability. Would you rather people you work with like you or respect you? People who want to be liked, rarely or barely keep people accountable to the mission, goals and expectations. Keep in mind accountability is to have people account for their ability. The leader's role is to hold and support people to be accountable to achieve God's mission and goals.

Accountability is hard work and it can make people feel uncomfortable. Accountability is not being mean, demanding, controlling, or directive but clear, forthright and principled. If someone turned in work that did not meet the expectations for the ministry or mission, which would you rather the leader say, “Thank you John for turning in your work for the project.” or “John, I have seen you do better than this and the mission and I need you to do better work. Was there a miscommunication or didn’t you understand what was expected of you for this project?”



Leaders might want to give the first response because it is the path of least resistance and does not make the other person uncomfortable or unhappy. That is the temptation. The second response, holding someone accountable, may save the person’s career, role in the church or the opportunity for receiving more important projects. Accountability is hard work and the mission moves forward when we all expect people’s best for God. Jesus was constantly holding his closest friends and disciples accountable for their thinking and actions.

### **Temptation 3 | Being Correct**

We all like to be right. Nobody wants to be wrong. But what happens when the desire to have the right, accurate, correct answer gets in the way of moving forward? I have invited United Methodists in GNJ to start 100 Hope Centers, five in every county.

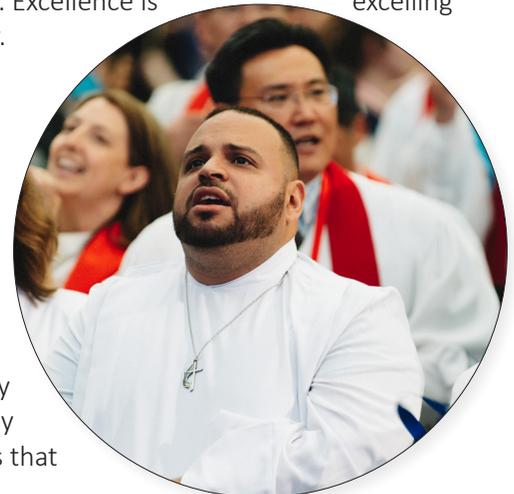
We have 21 counties in GNJ so five in every county doesn’t add up. I am not even sure five per county is the right number. Maybe it is more, maybe less. While I do not know what the “right” number is, I do know the church needs to be centers of hope, to connect with the community, particularly with children and youth in ways that are transformational, which is something a Hope Center can do. Within a year we have eight Hope Centers and seven under development. We are moving forward.

Sometimes we over research. We try to so hard to be accurate and arrive at the perfect way to go about something that we second guess or worse, take all the energy and excitement of trying something new. I believe we would not have one Hope Center if we worried about what is the right number.

Leaders need to be directional rather than precise, to plan for direction rather than exactness. They need to recognize we will gain clarity as we move forward rather than trying to have everything just right from the outset. Precise and accurate is very important for engineering but not for ministry. Shaping lives is very different than shaping steel. Choose clarity and direction over being correct when planning and organizing for people’s lives. Let the people make mid-course corrections along the way. Point to the destination and have clear desired outcomes that allow people and the Spirit to work together for God’s ultimate perfection. There is a difference between excellence and perfection. Excellence is excelling at what you do. Choose excellence over perfectionism and accuracy.

### **Temptation 4 | Being Harmonious**

While a team working in harmony is desired, it cannot avoid conflict. Avoiding conflict to maintain harmony is not leadership. Leaders who seek harmony and avoid conflict stunt the growth of both people and ministry. Conflict is necessary for growth and development. Conflict is two ideas vying for the same space. It is neither bad nor good, it is only two ideas that seem to be different. Everything, whether mechanical, human or organizational, moves forward with friction and tension. Leaders who create false harmony by pushing conflict below the surface or ignoring it, create unhealthy tension that slows and even halts progress. There are congregations that



would rather be happy and dying than challenged and growing. They seek to avoid conflict at the expense of the future of the church.

A healthy leader allows conflict to emerge and skillfully leads a group through the conflict. Conflict and differences sharpen ideas, clarify issues and when engaged in well, grow missional unity and commitment. Healthy leaders become curious when they encounter conflict – “Tell me more about what you’re thinking (feeling). How did you come to that conclusion? How will your idea help us move the mission forward? What do others think about this idea?” When people see the leader is not anxious about the issue, and is non-defensive and even comfortable in exploring the conflict, the group’s tension often lowers to a place where people can engage well. Denying the conflict or wanting everyone to “get along” hurts progress. Jesus welcomed conflict and told parables about conflict so that people would grow in their relationship with God and one another.

### **Temptation 5 | Being Guarded, Safe**

When was the last time you heard a leader say, “I was wrong” or “I don’t know”? Leaders tend to think people want them to always be confident, never in doubt or wrong. People don’t want a leader who is often wrong and they don’t want a leader who is always right. They do want a leader who can admit when he is wrong. Vulnerability is healthy. When a leader becomes vulnerable, it allows the group to go deeper in truth telling and searching the depths of an issue. Leaders

who are guarded, who need to be seen as right or always play it safe are leaders who are obeyed but not always followed. People value a leader who is human. For the leader, it is a tricky balance of being among the people and yet remaining the leader.

The guarded leader, who seeks safety by keeping distance, is not a connecting leader. People want to know the leader is real and understands and experiences their challenges, yet is objective enough to lead them through their challenges.

I invite you to resist the five temptations and choose healthy leadership that while harder and less comfortable, is best for the church. Today’s transformational leaders embrace what is best for the mission rather than choosing what is best for themselves.



# WORKBOOK

## Fruitful, Transformational And Apostolic Leadership

### **Fruitful**

a. Define fruitful leadership.

b. Where have you seen fruitful leadership at work in the annual conference?

c. Where have you experienced fruitful leadership in your local church?

d. Give an example of when you have demonstrated fruitful leadership.

e. Talk about a time when you could have put fruitful leadership into practice but didn't.



# WORKBOOK

Fruitful, Transformational And Apostolic Leadership

## **Apostolic**

a. Define apostolic leadership.

b. Where have you seen apostolic leadership at work in the annual conference?

c. Where have you experienced apostolic leadership in your local church?

d. Give an example of when you have demonstrated apostolic leadership

e. Talk about a time when you could have put apostolic leadership into practice but didn't.

## INTERVIEWING FOR THE RIGHT FIT FOR THE GNJ

Based on what you have discussed this morning, what questions will be helpful in identifying the right clergy for the GNJ?

What questions do we currently ask at BoOM and DCOM that are not helpful to identify the right leadership.



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