LEADERSHIP TRAINING MANUAL

Identifying, Assessing, and Training Elder Candidates in the Church Plant

A CHURCH EXTENSION MINISTRIES RESOURCE
Introduction

Wouldn’t it be wonderful if trained elders magically appeared on your church plant’s doorstep? Unfortunately, that is not how it usually happens. If a first time visitor does present himself as the answer to your leadership needs, be careful not to give him a leadership role too quickly.

Instead, the church planter and the Transitional Leadership Team need to prayerfully identify, assess, and train men in the church to become elders.

This manual guides you through the three steps of the leadership training process.

- The first step is **identification**. Find out if the man is qualified to serve as an elder according to the Scriptural guidelines.

- The second step is **assessment**. This step pinpoints key areas of the man’s life to examine in order to determine if he has the characteristics of a godly leader. This is not to say that a man will already be perfect in these areas of life, but you will want to see if he is growing in each of these areas.

- The third step, and the major focus of this manual, is **training**. The teaching outlines contain practical information from which you can create a 4-8 week training program for potential elders.

Remember to pray throughout each step of this leadership training process. The Holy Spirit is the One who changes hearts and transforms sinners into church leaders. Listen to His leading while you identify, assess, and train leaders for your church plant.
Identification

God calls men to serve as elders and gives us the privilege of discovering who those men are. Will we make errors of judgment in identifying elder candidates? Yes, there are times that the men we believe will be qualified to be elders are not God’s calling. For this reason, we should take time and care in assessing men to be elders as best we can. Here are some helpful identification points to consider when recognizing elder candidates:

1. Does the man show a desire to serve as an elder - I Tim. 3:1; 4:14? There are some men who are overzealous in wanting to be a leader, but do not miss true desire in even men who are zealous.
2. Has the man demonstrated a willingness to serve the body and the community - I Peter 5:1-5?
3. Has the man been gentle and caring with the flock - Acts 20:28-32?
4. Can the man teach? Was he heard and was his teaching effective - I Tim. 5:17?
5. Does the man pray? Is he willing to pray with people - Jas. 5:14-15?
6. Does the man spend time in the Word? Is there evidence of his knowledge and love for God’s word -II Tim. 2:15?
7. Has the man had any negative encounters in the church or demonstrated any character traits that would be questionable - Tit. 1:5-9?
8. Are leaders and potential leaders comfortable being around the man - I Tim. 3:3?
9. Has the man demonstrated that he is punctual, attends services consistently, a volunteer, and happy in service?
10. Does he demonstrate a willingness, with grace and truth, to confront error, sin, and divisiveness in the church - Titus 1:9?

A candidate should be demonstrating his commitment in all ten identification points however there may be certain areas where the candidate is questionable. The Church Planter and TLT may want to counsel and encourage the candidate to consider the areas of concern and monitor his response to see if he is willing to improve in those areas.
Assessment

Once men have been identified as possible elders, it’s time for an in-depth assessment of the various aspects of the man’s life to find out if he has been growing as a leader already.

Use this list of questions as a starting point. You can ask these questions not just of the man himself, but of his wife, adult children, friends and other family members as well as his employer or coworkers.

Along with these assessment questions, it would also be helpful to have the man take some personal inventory and indicator tests. These tests are available in a manual on the Church Extension web site www.churchplantingbfc.org under “Planting Info” – “Resources” - *Personal Inventory and Indicator Tests*.

Here are some key areas to assess. You can create your own approach regarding how to assess these areas:

- **What is his prayer life like?** Does he pray? How do you know?
- **How does he use his time?** Does he have a good balance of work and rest? Do his commitments come first before leisure time? Does he complete projects and ministry work on time? Does he plan ahead or fly by the seat of his pants? What steps does the man admit he could do to make better use of his time?
- **Does he read?** What does he read? Does he read for spiritual benefit and intellectual growth? What books has he read in the last year? How does he apply what he reads to his life?
- **What are his strengths and weaknesses?** Does he spend time pursuing and making goals in his strengths? Does he recognize his weaknesses and make corrections?
- **Does he count the cost for leadership?** Is he willing to take risks and step out in faith? What areas or experiences has he had that proves he is willing to take risks in faith? Is he willing to be unselfish in daily sacrifice? What areas in life does he already consider a leader? Does he approach these areas with intensity/zealousness?
- **What tests of leadership has he faced in church or at work?** How did he respond under leadership pressure?

Once the identification and assessment is complete, then you can offer training.
Training

Training gives the potential elder an overview of the skills and Biblical worldview necessary for leadership as an elder in the church.

This training program is designed for a group setting, but it can be adapted as a one-on-one meeting as well.

A Multi - Week Training Course

This multi-week training course can last from 4-8 weeks. It is up to the Planter to decide how he wants to break it apart.

Course Description - A study of a basic philosophy of ministry and Biblical principles of leadership relating to local church ministry with a focus on training local elders.

Objectives:
1. To understand a Biblical philosophy of ministry and Biblical Eldership.
2. To review and discuss leadership models from the Bible.
3. To determine if a candidate is qualified to be an elder in the local church.
WEEK #1

I. INTRODUCTION - Review why these individuals have been chosen as potential leaders (Elders or Deacons) and that the purpose of the training is to determine who is gifted and qualified to lead but no guarantees for calling a man to serve.

II. THE MASTER PRINCIPLE OF LEADERSHIP - Mark 10:33-34

A. Uses of “Leader”
   1. Six times in the Bible (KJV)
   2. “Servant “ used more often cf. Moses my servant” vs. Moses my leader.
   3. Christ’s revolutionary usage Mk. 10:42-43.

B. The “Sovereignty and Suffering Principles.”
   1. God chooses the person to serve - not man, councils, committees, etc. Mk.10:40; Jn.15:16.
   2. Effective Christian leadership comes about not by education but sovereign selection.
   3. There is a cost to serving Mk.10:38.

C. The “Spirit of Servanthood”
   1. Dependence - An emptying of self and dependence on God - Phil.2:7
   2. Approval - Seeking approval from God vs. man - Psa.40:8.
   4. Empathy - A sympathy toward the merciless - Isa.42:3.
   5. Optimism - “Hope and optimism are essential qualities - Isa.42:4.
   6. Anointing - The supernatural empowerment of the Spirit is necessary - Isa.42:1

III. NATURAL AND SPIRITUAL LEADERSHIP - I COR. 2:1, 4

A. Leadership and Influence
   1. The ability to influence people and inspire confidence.
   2. The blending of natural and spiritual qualities (Note: both are from God)
   3. Both qualities reach their ultimate effectiveness when they give God the Glory.
   4. Spiritual leadership transcends natural leadership because it is empowered by the Holy Spirit.
   5. Spiritual leadership is generated by the Spirit not self.
Discussion Groups
1. Are leaders “Born or Made?”
2. List the qualities of natural leadership and another list of the qualities of spiritual leadership.

B. Becoming a Leader
   1. Investigate Potential
      a. How well do you deal with bad habits?
      b. How well do you maintain self-control?
      c. Can you think independently?
      d. How well do you handle criticism?
      e. Can you rearrange disappointment?
      f. Do you readily gain the confidence of others?
      g. Can you discipline and how?
      h. Can you be a peacemaker?
      i. Are you trusted?
      j. Can you induce people to do what they would not wish to do?
      k. Can you accept opposition?
      l. Can you make and keep friends?
      m. Do you depend on the praise of others?
      n. Are you at ease in the presence of others?
      o. Are people who report to you generally at ease?
      p. Are you interested in all types of people?
      q. Are you tacful?
      r. Is your will strong and steady?
      s. Can you forgive?
      t. Are you optimistic?
      u. Have you identified a master passion - “This one thing I do”
      v. How do you respond to change and new responsibilities?
      w. Do other people’s failures annoy you?
      x. Do you “use” people or cultivate people?
      y. Do you direct people or develop them?
      z. Do you criticize or encourage?
      aa. Do you shun or seek the person with a special need or problem?

Discussion Groups:
1. Tell your group about a time you aspired to leadership, what was the position and what happened?
2. What is the role of leadership training if God alone confers spiritual leadership?
3. How do the leadership qualities admired in the business world compare to the qualities for spiritual leaders?
IV. PAULINE & PETRINE INSIGHTS ON LEADERSHIP

A. Pauline Qualifications - ITim.3:2-27

1. Social Qualifications
   a. Above reproach in the church
   b. Good reputation outside the church

2. Moral Qualifications
   a. Sexual faithfulness
   b. Unchallenged morality
   c. Temperate
   d. Guard against secret indulgences

3. Mental Qualifications
   a. Sound judgment / “prudent”
   b. Daily discipline - inner strength
   c. Well-ordered life stemming from a well ordered mind
   d. Ability and passion to teach
   e. Acquisition of knowledge

4. Personality Qualifications -
   a. Genial and Gentle
   b. Actively considerate
   c. Hospitable - privileged to serve
   d. Satisfaction : financially and emotionally

5. Domestic Qualifications - ITim.3:4
   a. Management of personal affairs
   b. Spousal agreement
   c. Balanced focus on church and family

6. Maturity - ITim.3:6, 10
   a. Experience and time
   b. Spirit and Vision

B. Petrine Qualifications - IPet.5:1-7

1. Peter - the natural/ spiritual leader

2. Shepherd
   a. Care and love for the flock - 5:2
   b. “Look across at others not down”

3. Motivation
   a. Willingly not coerced
   b. God’s will vs. personal preferences
   c. Trust vs. inadequacy - Moses
   d. Kingdom gain vs. personal gain
   e. Domineering vs. dictatorial - 5:3
   f. By prayer
   g. By humility - 5:5
   h. The crown of glory - 5:4
   i. Partnership with God - 5:5
WEEK #2

I. ESSENTIALS FOR LEADERSHIP

“Adoniram Judson...Martin Luther...Hudson Taylor. God gave these leaders gifts and talents that fit the mission to which they were called. What raised them above their fellows was the degree to which they developed those gifts through devotion and discipline.” J.Oswald Sanders

A. Discipline ITim.4:7
   1. The conquering of self.
   2. Work, study, exercise, organize, willingness to the task

B. Vision Heb.11:27
   1. Faith is vision - the ability to see more and further.
   2. Foresight and insight
   3. Optimism and hope
   4. Venture and risk taking

C. Wisdom Col.1:9
   1. Making use of knowledge: discernment and judgment
   2. Insights into the heart of things
   3. Gives balance

D. Decision Gen.14
   1. Weigh the evidence and facts
   2. Movement ahead without looking back or making escape routes

E. Courage Acts 4:13
   1. Moral and Physical
   2. Fear cf. courage
   3. Calmness and staying power

F. Humility Mt.20:25-27
   1. “The Master Principle” - servanthood
   2. It grows
   3. Willingness to be second

G. Integrity and Sincerity IITim.1:3
   1. Transparency
   2. Innocence

H. Miscellaneous
   1. Humor
   2. Anger
   3. Patience
   4. Friendship
   5. Tact / Diplomacy
   6. Inspiring
   7. Listening
   8. Communicator
   9. Organizer

Discussion Groups:
1. If you were granted a wish for one leadership essential, what would it be?
2. What is the difference in being naturally gifted and spiritually gifted?
II. OUR DIVINE DESIGN

It is essential to determine who you are in Christ in order to identify your ministry leadership identity in the body of Christ and what you can do for the Kingdom.

Note: “Somewhere between 50 to 80 percent of working Americans occupy jobs wrong for them...In teaching...we have found that at least two-thirds are not motivated to teach...managers and executives - only one out of three are matched for their jobs...Clergy are not gifted at central requirements like preaching, teaching, and evangelism...” Ralph Matson and Arthur Miller- “Finding a Job You Can Love.”

A. Biblical

1. Existing Problems - false views of the nature of man.

   a. *Behavioral Determinism* - People become who they are in response to the influences of parents, environment, teachers, peers, etc. (B.F. Skinner)

   **Problem** = This theory takes away for the person any responsibility for their actions. Although this theory has some merit (Provb. 22:6), Scripture does not eliminate a person’s responsibility for their actions.

   **The Bible =** II Sam.12:1-10. This theory focuses on society and not God and puts blame or credit to parents, peers, etc. It takes God out of the process of unique design.

   b. *Developmental Approach* - People can become who or whatever they want to be based on how committed they develop themselves. (Humanism/Eastern Mysticism)

   **Problem** = The focus is on the future and not who the person is to begin with. It also does not work and falls into pragmaticism, resulting in an ongoing culture that lacks self-esteem and significance.

   **The Bible =** This view ignores God and the fact that God has designed people individually (Jer.1:4-5). “The issue is discovering and developing who you are, not becoming who you are not.” Aubrey Malphurs
c. Ecclesiastical Incorrectness - This form of church looks to the Pastor and Staff to do the work of ministry and the people sit on the sidelines only attending.

Problem = The Church fails to accomplish what it has been charged to do - make disciples and build the Kingdom while influencing the culture with Godly virtue.

The Bible = It is evident that this approach to church does not work. The Church, particularly in America is rapidly losing ground to secularism, paganism and false religions. Eph.4:11-13 is what the Church must practice.

2. The Old & New Testament Answers

The Bible has much to say about our design as humans; we can call this a “design theology.” The entire Bible places God at the center of humanity. Mankind was formed to express God and therefore it not only who do we think we are but also who does God say we are?

a. The Old Testament
   (1) Psa. 19:1 - God the Creator of all with unique design (heavens, animal, and vegetable).
   (2) Gen. 1:27 - God created man, the Creation, different from all other creations, unique as image bearers. We were created as God’s representatives.
   (3) Job 10:8,9 - God is sovereign Lord over man and shapes man according to His purpose.
   (4) Ex.31:1-5; Jer.1:4-5 - God’s design for man extends to our gifts, talents, abilities, and skills. God has predetermined our designs according to His greater purposes.

b. The New Testament
   (1) ICor. 12:12-27; Rom. 12:4-5 - In the New Testament God’s design for us is focused on the Body of Christ and Spiritual Gifts.
   (2) The Body:
      (a) God made us individually (ICor.12:18), knowing what part we are is essential to satisfaction.
      (b) Knowing our difference (ICor.12:14-17) and what we can do reduces problems and adds to achievement.
(c) Knowing we are needed (ICor.12:14-17) makes the Body function well and accomplishes its purpose.

(3) Spiritual Gifts (ICor.12; Rom.12; Eph.4; IPet.4):
   a. ICor. 12:20-26 - Knowing our spiritual gifts is essential.
   b. God-Given abilities to serve - ICor.12:7; Eph.4:7-11
   c. Each Christian has at least one and they are given to make a distinctive contribution to the Church - ICor.12:7,11)

B. Discovery

1. Self- Analysis (Know who you are).
   a. Understand your depravity - what is wrong with me and deal with it.
   b. Understand your dignity - what is right with me and develop it.

2. Divine capabilities: spiritual gifts, temperament, natural talents and gifts, and other abilities God has given.
   Capabilities are sovereignty assigned.
   Discuss - “Motivational patterns do not change when a person becomes a Christian. The ingredients seen prior to conversion are seen after conversion...God’s intention is not replacement of who we are, but redemption of who we are...renewal takes place when we are resurrected in conversion; and sanctification causes a radical change, not in the gift we have, but in its purpose and use.” Ralph Matson and Arthur Miller- “Finding a Job You Can Love.”

3. Discern your character
   a. Character is the foundation of ministry.
   b. Character is not predetermined but subject to change, it involves being compared to your design, which involves doing.
   Being must precede doing.
   c. Discuss - Character Qualities: IThes.2:2-8; ITim.3:1-13 & Titus 1:5-9; Acts 6:3-5; Gal.5:22-23.

4. Evaluate Your Circumstances
   a. Age
   b. Marital Status
   c. Race
   d. Education
   e. Gender
   f. Health

5. An Affinity for You (Like who you are)
   b. Care for your body and your emotions - Eph.5:29, 33.
   c. Consider your design and you will like who you are.

6. Being Who You Are!
a. Discerning who we are in Christ and how He designed us will lead to authenticity.

b. Discerning who we are in Christ and how He designed us will lead to vulnerability = acknowledging and manifesting God’s strength in our weaknesses (Jn.8:31-32).

7. Importance to Leadership and Organization
   a. Christian ministry is team oriented and when the team understands their design the organization functions smoothly.
   c. Solution: Christians must discover their unique design through proper assessment

C. Components
   1. Spiritual Gifts (Rom. 12; 1Cor. 12; Eph.4)
      a. Personalized - 1Cor.12:15-17
      b. Divinely appointed - Rom. 12:3
      c. Service for the common good - 1Cor. 12:7
      d. Exclusive - Eph.4:7 (“each one”)
      e. “Gift Mix” / “Gift Cluster”
      f. Listing - (see list of gifts)
      g. Result: special abilities for the work of ministry to the church!

Discovery
   (1) Prayer: focused / intentional / self - evaluation / extension
   (2) Investigate: know the gifts and select based on abilities and track record
   (3) Examine: the desires in your heart (Psa.37:4)
   (4) Objective: testing
   (5) Practicum: be involved in ministry
   (6) Satisfaction: is there fulfillment
   (7) Confirmation: your growth and other’s observations
   (8) Results: is there fruit

   a. Emotional attachment (“fire in your gut”)
   b. Focused pursuit vs. passing interest
   c. Need motivation
   d. Result: long term direction and motivation

Discovery
   (1) Strong convictions
   (2) Where do your gifts direct you
   (3) Where is your “gut desire”
   (4) What excites you: geography, people, areas of study
   (5) If God were to give you your choice …”

3. Temperament
a. Personality traits
b. Behavioral characteristics
c. Tendencies/traits
d. Importance:
   1. Knowledge of ourselves and others
   2. Working with others to increase effectiveness
   3. Respecting differences
e. Result: the unique personal characteristics and tendencies for ministry

Discovery
   1. Testing (DISC, MBTI, KTS)
   2. Study of models

4. Leadership
   a. Leader Role (Rom.12:8)
      1. Deals with change to be relevant
      2. Influence exerted by means of character and vision
      3. Strategic and Catalytic
   b. Manager Role (ICor. 12:28)
      1. Administrate to accomplish a task
      2. Effectiveness vs. efficiency
      3. Deductive vs. inductive
      4. Reactor vs. proactor

Discovery
   1. Test: LRI
   2. Subjective learning

   c. Styles
      1. Task oriented (Acts 20:24)
      2. Behavioral oriented (IThes.2:7-12)

Discovery
   1. Test: LSI
   2. Study various styles
   3. Analyze current position
   4. Know limitations/ maximize strengths

5. Evangelism
   a. Necessity of discovery
   b. Style determination: confrontational, intellectual, relational, testimonial, service
   c. Intentional approach

6. Natural Gifts and Talents
   a. Source
   b. Abilities and capabilities
   c. Active assessment
Discovery
(1) Testing
(2) Look at yourself, your tendencies, past performance and experiences, aptitudes
(3) Testing: temperament vs. style
(4) What works?

7. Miscellaneous
   a. Learning style
   b. Conflict resolution approach
   c. Team style
I. THE NEHEMIAH MODEL OF LEADERSHIP - Neh.13:31

A. A Quality Character
   1. A man of Prayer - Neh.1:4,6
   5. A man of Caution - Neh.2:11.
   7. A man of Empathy - Neh. 4:10-12.
   9. An Administrator, Conflict Resolver, Initiator, and Persevering

B. A Methodology
   2. Encouraged generously - Neh.2:18.
   3. Instilled optimism - Neh.54:10-16.
   5. Presented the authority of the Word of God - Neh.8:1-8
   6. Organized projects and people with objectives - Neh.4.

Discussion Groups:
1. What quality in Nehemiah do admire the most?
2. What achieved objectives are you facing now and how will you go about reaching them? 3. How can you better direct your energies to do the work God has called you to accomplish?
II. MINISTRY DIRECTION

A. Introduction

We move from knowing how God has wired us to discovering our ministry direction or what you can do, “your designed based direction.”

Questions:

- Who is involved in ministry?
- What is a personal ministry direction?

B. Issues

1. Calling versus Design - All Christians are called to ministry, the question arises regarding the “special call,” to vocational ministry. What does your design fit you for in ministry?
2. Old Paradigm versus New Paradigm - Discovery of where your design fits.
3. Church versus Para church - Consider whether you should minister in a church or para-church, the disadvantages and advantages of both.
4. Gifts versus office - Determine where your gifts direct you and if they qualify you for an office, seek it.
5. Vocational versus non-vocational - In order to determine your ministry direction you need to determine whether you will be involved in ministry full or part-time. Time and income are considerations.

Discussion Groups:
1. Do you believe God issues a distinct inner call to those who are to go into vocational ministry? Why or why not?
2. Is your church or ministry a new or old paradigm ministry and what is your paradigm preference?
3. Do you plan on pursuing vocational or non-vocational ministry and why?

C. The Discovery Process for a Ministry Direction

1. The Direction Identification Step
   a. “Ministry Matching and Ministry Projecting” - One begins with the ministry defined and then the person with the right design for the ministry, while the other begins with the design of the person projecting that design into a ministry position.
Note: “Ministry Range” - Those ministries that are within your best-fit range.
   b. “Ministry People” - Those people in ministry that possess a similar gift mix.
2. The Confirmation of your Ministry Direction
   b. Consultation - Intentionally seeking and accepting counsel:
      (1) Ongoing - This is an ongoing evaluation.
      (2) Importance - Prov.15: 22; 19:20. This step objectifies our subjective self-evaluation.
      (3) Sources: People who know you, those involved in ministry similar to what you are seeking, people who are wise- truth tellers - professional.
      (4) Questions: formulate your personal questions i.e. what do you see me doing or not doing?
   c. Experiment - Acquire ministry experience i.e. internships, sabbaticals.

**Discussion Groups:**
1. Based on your divine design project the kind of ministry you should pursue.
2. Is your ministry position a fit for your divine design?
3. Do you know your ministry direction based upon your design? Write it down.
WEEK #4

I. THE MINISTRY PLAN - USING MALPHURS BOOK - The candidates can develop a ministry plan as described in Malphurs book or another practicum can be given to the candidates to work on.


A. The Theory of Ministry Direction and Preparation (The Plan)
   1. A Personal Training Plan - assumes that you know your design and will continue to develop in your design area.
   3. A Personal Ministry Direction - assumes you know your mission and vision.
   4. Personal Ministry Development - assumes you know your ministry design and direction and are ready to look at ways to develop your ministry.
      b. A lifelong preparation to equip for various ministry positions within your design.

B. The Rule for the Plan
   1. Focus on your strengths.
   2. Select and master your limitations.
   3. Prioritize your training plan.

II. DESIGNING THE PLAN - MAPLPURS - PG. 169-172

III. IMPLEMENTING THE PLAN - MALPURS - PG. 173-178
Resources

The LEAD Training Program is a popular training program in use in the BFC. It was developed by the Harleysville BFC as a complete and extensive training program for leaders in the church.

Please contact the Harleysville BFC for more information:

Faith Bible Fellowship Church
215-556-6026
office@faithbfc.org

The following is a list of additional resources that will be helpful as you study leadership and train elders:

Blackaby, Henry and Norman Blackaby
- *Called and Accountable: Discovering Your Place in God’s Eternal Purpose, Revised and Updated*

Blanchard, Ken
- *The Heart of a Leader*
- *The Servant Leader*

Drucker, Peter
- *Management Challenges for the 21st Century*
- *The Effective Executive In Action*
- *Managing the Nonprofit Organization: Principles and Practices*

Getz, Gene A.
- *Elders and Leaders*

Green, Carey
- *The Elder Training Book*

Malphurs, Aubrey
- *Values-Driven Leadership.*
- *Ministry Nuts and Bolts: What They Don’t Teach Pastors in Seminary*
- *Maximizing Your Effectiveness*
Maxwell, John C.
   *The 21 Irrefutable Laws of Leadership, 10th Anniversary Edition*
   *The EQUIP Leadership Series: Contagious Leadership Workbook*
   *Developing the Leader Within You*
   *Leadership Promises for Every Day (Devotional)*

Ogne, Steven L., and Tom Nebel
   *Empowering Leaders through Coaching.*

Rinne, Jeramie
   *Church Elders: How to Shepherd God's People Like Jesus (9marks)*

Sanders, J. Oswald
   *Spiritual Leadership*

Scharf, Gary
   *The New Elder Handbook*

Stott, John
   *Basic Christian Leadership*

Strauch, Alexander
   *Biblical Leadership*
   *A Study Guide to Biblical Eldership: Twelve Lessons for Mentoring Men for Eldership*
   *www.biblicaleldership.com*

Thune, Robert H.
   *Gospel Eldership: Equipping a New Generation of Servant Leaders*