

MINISTRY COACHING NETWORK



Leadership Foundations



MINISTRY COACHING NETWORK:
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NOTES

CHAPTER 1

THE LEADER'S CALLING

Fundamental to being a Christian leader and serving in the body, is having an understanding regarding one's calling. This may be in a full time, vocational capacity, or it may be by serving as a Christian in the marketplace.

All believers have a calling and purpose and it is God's desire that they reach their full potential and make a significant contribution. However, before "doing" it is important that we understand "who" we are and have a firm foundation upon which to build our lives and ministries.

Leadership Foundations, as part of the *Ministry Coaching Network*, is designed to coach you through understanding your calling, and then what essential areas you need to deal with in your life in order to finish well as a leader. The first step is to understand your call.

Responding to the Call

In order to lead others, the leader must be sure of their own call. Why are you doing what you do? Though God initiates the *call*, it is we who must recognize and respond out of a free will to that call.

- Jeremiah 1:4-12 – called while still in mother's womb, though used youthfulness as an excuse.
- Ezekiel 22:30-31 – looking for someone to stand in the gap.
- Isaiah 6:8 -- God asks, "Who will go for us" and Isaiah responds with, "Here am I!"
- Esther 4:13-14 – Called for "such a time as this."
- Jesus calls the disciples

God takes the initiative to call a person to a task. We must then respond to this call, often overcoming personal challenges in the process.

Fulfilling the Call

The first step in effectively fulfilling our call, is to develop inner maturity and character – allowing the character of Christ to be developed in us. This begins with us being conformed to the image of Christ (Rom. 8:28-30).

We see in Jesus' life, characteristics such as, brokenness (John 11:33-35), compassion (Matt. 9:35-36), concern (Matt. 9:12-14), willingness (Matt. 8:1-3), forgiveness (Luke 23:34), humility (Phil. 2:5-7), self-sacrifice (John 10:14), servanthood (John 13:14-17), obedience (John 15:10), and unconditional love (John. 15:12-17).

This growth in inner maturity, which is reflected in character growth (2 Peter 1:3-11), can only be sustained through a life of walking in the Spirit.

Our *call* is never a substitute for the process of inner maturity in our life. Only as we are committed to spiritual growth will we be able to adequately fulfill God's purposes in our lives.

Some Misconceptions

Some misconceptions regarding God's calling include:

- The most effective way to serve God and show commitment to him, is through full-time vocational service, either in a church or an organization.
- Vocational ministry is defined by where we earn our income, however over our lifetime God can use a variety of means to provide for our ministry.
- Full-time ministry is primarily for those who have one or more of the five-fold ministry gifts of Ephesians 4:11. However, though these are ministries given to *equip the saints for works of service*, they are not limited to only those in vocational ministry.

Which of these misconceptions have you had, or do you have? Do you agree with these? Discuss this with your mentor.

Wrong Motivations

There are several wrong motivations for serving in ministry:

- Being motivated by the needs of others.
- Desire to spend more time studying scripture and enjoying teaching others.
- Being helped by a minister in the past or way to thank God for his salvation.
- Feeling pressure after having received formal training.
- Or the need for affirmation of others, or to follow in footsteps of a relative/friend.

Full-time vocational ministry should only be pursued as a response to a divine call. While it is a noble calling, it is not more valuable or important than the purposes that God has for every believer. *Calling* is not a matter of worth or value, but a difference of function (sphere of ministry), according to our gifts.

Spend some time with the Lord to consider your motivations for entering ministry. Allow him to show you your heart and deal with any false motivations that may be there.

Characteristics of the Call

The call to ministry usually begins with a growing awareness that God has a specific *sphere of ministry* or purpose for us to fulfill. Usually it is more progressive than an instantaneous revelation.

The call originates with God, but there also needs to be confirmation by others. Other confirmations usually include a growing peace, and faith to walk the path ahead, as well as continued spiritual growth, and confirmation from the Word and others.

So the *call* itself is often a growing awareness, which is accompanied by various confirmations. This gradual and steady process ensures against hasty *vows to God* that he has never intended we take. Having the patience to go through this process is particularly helpful during later times of discouragement and struggles, when our call will inevitably be tested.

Retrace God's calling in your life to ministry. What confirmations did you have? How did God reveal his will to you?

Challenges with our Call

God's call on our lives often causes us to raise many excuses why we cannot do it. From Scripture we see examples of this:

- Jeremiah: too young (Jer. 1:7-8); Moses: Not eloquent of speech; (Ex. 4:10); Gideon: family background (Judges 6:15); Isaiah: not worthy (Is. 6:5); Amos: only a shepherd (Amos 7:14); Paul: terrible deeds done before becoming a Christian.

But God's call is not according to our greatness or ability, but according to his intention to partner with imperfect men and women, so that he might be glorified in the earth. This is why fulfilling a call is more than just gaining education, experience, or skills – it must begin with a divine call.

Were there particular challenges that you have faced in fulfilling your call? How have you gained victory over these? What areas do you still need God's grace to overcome?

The Right Motivation

Ministry is not a position or even just accomplishing a task, it is sharing with others what God has done in our lives from a posture of brokenness. We are "open letters" to others (2 Cor. 3:1-3). We minister to others from *who* we are as a person and not just our words and untried truths.

This requires that we allow God to break and mold us. Unless the "kernel of wheat" of our life falls into the ground and dies (John 12:24) we can bear no fruit. This is often a painful process as our *old self* (natural man), with its own ambitions and desires, must die. Yet it is only through this process of *dying to self* (1 Cor. 2:1-5) that our motives are purified, so that we can effectively minister to others.

Without this process, we will only be serving out of self-strength, vain ambition, and position. Called, broken people do not minister out of self-strength, rather they see themselves as a living sacrifice, yielded to the Master, to serve as he desires.

Have you gone through this process of brokenness in your life and ministry? What have you learned through these times?

Personal Timeline

Effective Leaders are focussed on their calling; they have a growing awareness of their destiny. God touches each life with a series of destiny experiences that provide direction. These experiences are road signs pointing to your ultimate contribution. Joseph is a biblical example of this.

A tool that can be helpful in focussing God's purposes in our lives is a *Timeline* (A template has been provided). A *Timeline* is an exercise that helps us to reflect on God's faithfulness and retrace what he has already done in our lives.

The process of doing a *Timeline* helps to outline the key events in our life, the main developmental stages/transition points, the lessons learned, and identify the key people who have influenced us. However, it is more than just recording a chronology of our life, it is the process of retracing God's dealings with us.

Here are some practical helps to fill out your own Timeline using the provided template:

1. The actual dates can be filled in on the line itself. The descriptions on the far left will help in organizing the various components of the chart.
2. *Values/Lessons* learned refers to which lessons we have learned doing the various periods of our life.
3. *Major Roles* refers to the role we have had during seasons of our life: ie. son, father, husband, pastor, CEO, etc.
4. *Sphere of Influence* refers to those who we have had the greatest influence upon, from family, employees, pastoral team, church members, leadership team, etc.
5. *Development Phase* are broad descriptions or titles referring to the various broad segments of our life (perhaps a decade), such as "Beginnings," "Life/Ministry Foundations," "Life/Ministry Development," "Ongoing Maturing" etc.
6. *Key Incidents* can be itemized as Family/Personal or Ministry/Professional and refer to specific events that occurred that were key turning moments, times of crisis, or watershed experiences in our life.
7. *Influential People/Mentors* refers to those who have been influential in our life – either for a short time or perhaps over many phases of our life.

Ministry Stages of our Lives

While doing the *Timeline*, it is important to realize that during various periods of time in our life, varied emphases are natural.

For instance, as we progress from early conversion to early ministry experiences, and then onward to maturing ministry and developing our unique contribution, the emphasis in our lives and ministries change.

While developing character and integrity are crucial at every stage, during the beginning and mid-stages of our life/ministry it is predominant. During the mid-period we are often busy developing basic ministry skills and we begin to be aware of the need to determine what ministry strategies are most important for our particular ministry.

Then as we are in longer term ministry roles, we become more comfortable with who God made us and the sphere of influence that he has given us. Our emphasis then naturally shifts from developing ministry skills to an increased focus on being more strategic in our efforts.

TIME LINE for: _____

Values/Lessons
Learned

-
-
-

-
-
-

-
-
-

-
-
-

Major Roles

-
-
-

-
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-
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Sphere of
Influence

-
-
-

-
-
-

-
-
-

-
-
-

Developmental
Phase:

KEY
INCIDENTS:

Family/Personal

-
-
-
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-
-
-

-
-
-
-

Ministry/
Professional

-
-
-
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-

Influential
People/Mentors

-

-

-

-

CHAPTER 2

NOTES

THE HEALTHY LEADER

A call to Leadership in the Church of Jesus Christ begins with a call to follow Him. Good leaders know first of all how to follow the Savior. Leadership begins with surrender.

As a Christian leader and minister, there are five essential areas that you need to be aware of in your own life. Each of these is important in order for you to finish well and fulfill the call that God has on your life. We see some lessons about leadership foundations outlined in Jesus' life as he developed one of the very first leaders of the early Church, Peter.

Five Essential Areas of Leadership Health

1. Character Qualities

Jesus went through times of personal temptation and loneliness. At those times his true character was displayed (Luke 4:1-14). Then when the time was right, He shared His calling statement quoted from Isaiah to those closest to Him in His hometown (Luke 4:14-30). He knew His own identity. This is part of what shapes our character.

This is the foundation for every leader's life. These are usually developed when no one is looking, but once a person is in a position of influence, it becomes evident if the leader has disciplined themselves to develop these character qualities. Our model is Jesus and our goal is to have his character formed in us.

To help the leader consider these *character qualities*, an evaluation has been included. (This has been adapted from Dr. Kenneth Gangel's book, *Feeding and Leading*.) Fill this in for yourself and then give a copy to a mentor or someone you trust to fill out on your behalf.

2. Necessary Skills and Competencies

Jesus began to drive out evil spirits and heal many (Luke 4:31-41) He had the necessary skills and competencies to do what The Father had called Him to do.

As a Christian leader it is also important to develop skills to fulfill the call that God has on our lives. Having a mentor or coach, or someone that can guide you, is very beneficial as you develop. Peers and those we minister with can also provide help in this area.

To evaluate *necessary skills or competencies*, Gifts Assessment sheets have been provided for you and your mentor to work through. These have been adapted from Spiritual Gifts material from J. Robert Clinton.

3. Emotional and Marital Stability

Jesus spent solitary time praying before He called the first disciples (Luke 4:42-43). Through Peter we see some of the responses to this call.

In Luke 5:8-11 we see the emotional response of so many of us when we first understand who God is and who we are in relation to Him. Often we feel disqualified for service for we look at our own

sinfulness and shortcomings. In order to move beyond this hurdle we need a divine perspective. This includes forgiveness so that we can experience the emotional stability that comes from the freedom we know when we have been truly forgiven and accepted. Our service for Him is as a result of His call on our lives, not qualities that we possess.

Notice Jesus soothes Peter's anxiety and then gives Him a task to do, "From now on you will catch men." (vs. 10) and the only right response to this is shown in verse 11, "So they pulled their boats up on shore, left everything and followed Him."

The evidence of emotional or marital concerns does not necessarily disqualify a leader from leading, it can however, greatly impair your long-term effectiveness. Healthy leaders reproduce healthy leaders and churches.

If you have been damaged emotionally you need to seek someone who you can trust that can help lead you to health in this area. Ministry is not easy and we inevitably receive wounds; we need the healing touch of Jesus and the arm of someone that loves us to begin the healing process. Ongoing emotional support may be available by a mentor/coach or local church pastor. In some cases, more professional counseling may be required.

For marital issues, it is also highly recommended that you seek out a marital course or assessment online in your language. This is crucial for without healthy marriages and families, we cannot finish well as leaders.

4. Theological Understanding

To some degree everyone is a theologian. As a leader, your view of the world should be shaped by your theology and not your theology shaped by the world. If you are a leader in a church you are a *front line theologian*; you deliver truth at a grassroots level.

The average person in church is not going to spend time reading volumes of theological references and then take the time to figure out how it all applies to their life. God has given the church those who preach and teach the Word of God and therefore are conveyors of His Truth, to make it applicable in everyday Christian living.

These gifts are pastors and teachers who communicate and model truth and instruct people so they become not only hearers, but practitioners of God's ways. God has placed leaders in key positions to bring His people to a transforming encounter with Truth.

In Luke 9 we see Peter dealing with his theological understanding. Jesus had sent out the disciples on their new mission and had given them the authority to do what He came to do (9:1-6). Questioning them regarding their understanding of who He was, Peter correctly replies, "You are the Messiah". (vs. 20) Much later, after the crucifixion in Luke 22:29-62 Peter's theological view and his understanding of his own role was again tested. He repents and Jesus restores him in John 21.

After the crucifixion, Peter returns to the what he was doing before (fishing). Jesus returns to him to remind him of his call to "fish for men"; he was to care for the lambs – the people of God. Jesus urges Peter not to compare himself to other leaders, but again just to follow Him (vs.20-22).

As a leader it is crucial that you discipline yourself to have a clear understanding of what you believe and why you believe it. While your role is not a mediator between God and man, you are called upon to speak the truth clearly in order to see it change lives.

5. Philosophy of Ministry

In the book of Acts Peter goes through a major change as he understands the this Gospel is for all people, not just the Jews. These new leaders were to be ambassadors that would take the message of the Good News from Jerusalem, Judea, Samaria and eventually the whole world. This is still the Church’s mandate today.

Having a personal philosophy of ministry helps to keep the leader on course and fulfilling the calling that God has for their life.

It begins with an understanding of oneself, which includes your biblical purpose and what your core values are and how these affect your vision and calling.

A philosophy of ministry is made up of your values, your biblical purpose, and vision statement.

The Leader’s Values, Purpose and Vision

In Chapter One we have discussed the leader’s calling and then through the exercise of the Timeline begun to consider the life lessons and values that have characterized our lives.

For the leader to be effective, we have seen how there are five key characteristics that the leader must consider in order to stay healthy.

The following exercises will help you to further clarify what your specific role or Kingdom Contribution may be. This begins with understanding what your values are, what your biblical purpose is and what your particular vision is. These three will then help you to write a Personal Calling Statement at the end of this chapter.

Values:

While vision is the seed, values are the soil in which it grows. Values must be able to sustain the vision. Values are demonstrated by behavior. In order to help determine what your core values are answer the following questions.

Reflect on the non-negotiable convictions which your life is based upon.

1. What are some lessons God as taught me concerning my character?

2. Character Traits that I have come to value most are. . .

3. What are my convictions regarding relationships?

4. My passion in ministry is. . .

5. My overall passion for life could best be described as. . .

6. Write a phrase describing your core values.

Biblical Purpose:

Another key source in determining our kingdom contribution is to reflect on what God has already spoken to us from His Word. What Bible verse or verses has God used to give focus, purpose and direction to your life? What insights have you gleaned from them?

Write a Biblical Purpose Statement that summarize the insights you have learned from these passages. A biblical purpose statement is a concise description of why I exist based upon my understanding of what God has shown me from his Word.

Vision:

Personal vision is dynamic, and periodically changing. While our biblical purpose never changes, and our core values seldom change, our personal vision is being constantly refined and adapted.

If I knew that I could not fail, what would I do in my lifetime for the glory of God? What is God calling me to do?

The following questions will help you further clarify your personal vision:

1. People would say that I am most used of God when . . .

2. The character qualities I want God to shape in me are . . .

3. My timeline shows that I am often called upon God to. . .

4. I sometimes really feel that I should be doing. . .

5. I would feel unfulfilled in my life if I never go to. . .

What common insights or themes have become clear as you have answered these questions?

Based upon how God has shaped you in the past, what do you feel He is calling you to do in the next 3-5 years?

Your Role or Personal Calling Statement

Once you have a clear picture of what God desires for your future, then you need to understand what your particular role will be in seeing that happen.

Your calling statement usually has some connection to your past. It should cause you to grow closer to Jesus and reach out for him.

It is not dependent on your current work situation; it may be distinct from your job description.

These will help you define your role:

1. How can I make a contribution with my gifts, my values, my strengths, my way of doing things?

2. When I think about ministry in the future, the area of ministry I would most love to be involved with would be. . .

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3. People who know me say that I am most used of God when I am involved in. . .

4. I really think I should be doing. . .

Write a personal calling statement taking your core values, biblical purpose, and personal vision statement into consideration. This statement best explains your future direction and ministry. The more concise the more useful it will be.

CHARACTER QUALITIES – AN EVALUATION

Please rate yourself on a scale of 1-5 on the following twenty-one questions for spiritual leaders, based on 1 Timothy 3:1-7 & Titus 1:5-9. Then give to your mentor to do the same for you. Circle one number.

1 = not at all; 2 = a little bit; 3 = moderately true; 4 = most of the time; 5 = definitely

GOD

Not a new convert

1. Can you point to definite areas in your life in which you have spiritually matured during the last year?

1 - - - - 2 - - - - 3 - - - - 4 - - - - 5

Devout

2. Does your lifestyle reveal that your highest priority is knowing and walking with God?

1 - - - - 2 - - - - 3 - - - - 4 - - - - 5

YOURSELF

Temperate

3. In the everyday situations of life do you tend to react to them according to a biblical perspective? Are you alert to biblical teaching as it relates to your daily living?

1 - - - - 2 - - - - 3 - - - - 4 - - - - 5

Prudent

4. Are you prudent and sober minded to the extent that you can apply biblical principles to walking wisely?

1 - - - - 2 - - - - 3 - - - - 4 - - - - 5

Not quick tempered

5. Do you quick tempered?

1 - - - - 2 - - - - 3 - - - - 4 - - - - 5

YOUR FAMILY

Husband of one wife

6. Are you totally devoted to your own wife and not distracted, even mentally, by other women?

1 - - - - 2 - - - - 3 - - - - 4 - - - - 5

One who manages his own household well

7. Do your wife and children love, respect, and obey you and are they responding positively to God?

1 - - - - 2 - - - - 3 - - - - 4 - - - - 5

OTHERS

Hospitable

8. Do you make it your practice to invite to and share your home with both Christians and non-Christians?

1 - - - - 2 - - - - 3 - - - - 4 - - - - 5

Able to teach

9. Are you able to communicate the Word of God to others in a non-antagonistic manner. Are you able to handle those who disagree with you in a patient and gentle manner?

1 - - - - 2 - - - - 3 - - - - 4 - - - - 5

Not self-willed

10. Are you able to set aside your own preferences in order to maintain peace with people?

1 - - - - 2 - - - - 3 - - - - 4 - - - - 5

Loving what is good

11. Do you take advantage of opportunities to do good to all people (both Christians and non-Christians) and to build people up rather than tearing them down?

1 - - - - 2 - - - - 3 - - - - 4 - - - - 5

Not an abuser of power or position

12. Have you overcome the temptation to use the position of leadership to manipulate people?

1 - - - - 2 - - - - 3 - - - - 4 - - - - 5

Not contentious

13. Have you developed a dislike for becoming involved in quarrels?

1 - - - - 2 - - - - 3 - - - - 4 - - - - 5

Gentle

14. Are you able to handle other people in a gentle and mild-mannered way?

1 - - - - 2 - - - - 3 - - - - 4 - - - - 5

Just

15. In your relationships with other people, are you able to make just decisions; ones which are wise, objective and honest?

1 - - - - 2 - - - - 3 - - - - 4 - - - - 5

Above reproach

16. Is your lifestyle above reproach when evaluated by those closest to you?

1 - - - - 2 - - - - 3 - - - - 4 - - - - 5

Respectable

17. Do others around you respect you in that your life reflects the Word of God?

1 - - - - 2 - - - - 3 - - - - 4 - - - - 5

Having a good reputation with those on the outside

18. Do you have a good reputation among nonbelievers in the way that you pay your bills, manage your affairs, and react to situations? That is, do they respect you even though they may disagree with your theological viewpoint?

1 - - - - 2 - - - - 3 - - - - 4 - - - - 5

THINGS

Free from the love of money

19. Is the amount of salary you will receive in a position low on your priority list?

1 - - - - 2 - - - - 3 - - - - 4 - - - - 5

Not addicted to wine

20. Are you free from being addicted to anything that might take control of your life and cause a weaker Christian to stumble?

1 - - - - 2 - - - - 3 - - - - 4 - - - - 5

THE BIBLE

Ability to use the Bible

21. Are you able to use the Word of God to exhort people with sound doctrine and to refute those who are antagonistic?

1 - - - - 2 - - - - 3 - - - - 4 - - - - 5

NECESSARY SKILLS AND COMPETENCIES

In light of the Scripture references about spiritual gifts, we know that God has equipped different people to serve the body of Christ in different ways. A basic summary of the definitions of Spiritual Gifts and then various assessment tools are provided. These have been adapted from Clinton's book, *Spiritual Gifts*.

SPIRITUAL GIFTS - SUMMARY DEFINITIONS

Apostleship:

The gift of apostleship is given to those who have been recognized as having authority from God through a church body and who is also under authority for the purpose of beginning new churches and establishing and confirming leadership in these new churches. This gift would also apply to one who has authority from God to begin new mission structures.

Prophecy:

The gift of prophecy is the ability to deliver truth, publicly (of a predictive nature as well in regard to a specific situation) from God in order to build up believers and to convince non-believers of God's truth.

Evangelism:

The gift of evangelism in general refers to the ability to challenge people publicly and privately through various communication methods with the message of salvation in Christ and to see them respond by taking initial steps in Christian discipleship.

Administration:

The gift of administration involves the ability to manage and organize people and details of a practical nature to bring about a desired end.

Helping:

The gift of helping refers to the capacity to unselfishly meet the needs of others through practical service.

Exhortation:

The gift of exhortation is the ability to urge people to action in applying Biblical truth, or to encourage people generally with Biblical truth, or to comfort people through the application of Biblical truth to their needs.

Wisdom:

The gift of a word of wisdom, represents the capacity to know the mind of the Spirit in a given situation and to communicate clearly the truth, or application of facts and truth to meet the need of the situation.

Discernment:

The gift of discernment is the analytical ability to distinguish truth from lies by judging the statement or situation against revealed truth or principles taken from the truth. Along with this gift is the ability to discern the spirit or spirits which are behind a situation. In its widest sense, it is knowing right from wrong.

Faith:

The gift of faith is that unusual capacity to recognize in a given situation what God intends to do, and to trust Him for it until He brings it to pass. It is usually expressed through prayer with God (i.e. the prayer of faith) though it may simply be a belief in a vision of what God can and will do in some situation.

Giving:

The gift of giving is the ability to give liberally to meet the needs of others and yet to do so with a purity of motive which senses that the giving is a simple sharing of that which God has provided.

Mercy:

The gift of mercy refers to the ability to feel sympathy with those in need (especially those who are suffering and miserable) and to show this sympathy in a practical, helpful way with a cheerful spirit so the person in need is helped and encouraged.

Teaching:

A person who has the gift of teaching is one who has the ability to instruct, explain, or expose truth in such a way as to cause believers to understand Biblical truth and to put that into action.

Pastoring:

The pastoral gift is the ability to influence a group to lead it toward a purpose of making decisions for God or God's ways, to protect people from error, and to disseminate truth mostly by modeling in order to see the group mature toward Christlikeness.

The following gifts are not as related to character traits and may be given as the Holy Spirit chooses to build up the body of Christ in specific situations:

Tongues:

The gift of tongues is the ability given by the Holy Spirit to an individual to speak in a language unknown to the speaker. Privately, it builds up the believer's faith. Publicly, it should be followed with an interpretation of the message in tongues.

Interpretation of Tongues:

The gift, interpretation of tongues, is the ability given by the Holy Spirit to translate the message of one using the gift of tongues in public.

Knowledge:

The gift of a word of knowledge represents the capacity to receive supernaturally revealed knowledge which otherwise could not or would not be known.

Miracles:

The gift, working of miracles, is when the person exercising the gift asks for and receives a miraculous intervention of God to a given situation with the result that God receives recognition for the supernatural intervention.

Healing:

The gift of healing refers to the supernatural ability to see people healed of physical diseases in response to a laying on of hands, or praying, or commanding to be healed or some combination of them.

INWARD CONVICTION QUESTIONNAIRE

This questionnaire gathers information related to five basic principles seen in the way God leads people to identify and exercise their gifts:

1. God honors your personal desires
2. A restless growing conviction to be involved in something may indicate that God will reveal a gift needed for the involvement
3. A God-directed specific call to a particular ministry indicates that you WILL have one or more gifts needed for that ministry
4. A forced situation may demand a certain gift or gifts to meet the situation. These gifts may already be there (latent) and will surface with the need or they may come spontaneously in answer to seeking them from God.
5. Especially where leadership gifts are concerned, gifted leaders attract people who are potentially like-gifted.

The following questions should be answered with these basic principles in mind. Fill out as many of the questions below as apply to you, then follow the directions on the following page entitled HOW TO USE THE INWARD CONVICTION QUESTIONNAIRE.

1. If I could do anything in the world that I wanted to (secular or spiritual) I would like to (describe in your own words what you would really like to do. In order to give absolute freedom to answer this question assume that whatever it is, it is in the perfect will of God for you to do it.

2. Regardless of whether it is true that you possess them, check at least three gifts below that you would like to have in order of preference (1,2,3):

- | | | |
|--------------------------------------|--|--------------------------------------|
| <input type="checkbox"/> prophecy | <input type="checkbox"/> tongues | <input type="checkbox"/> evangelism |
| <input type="checkbox"/> teaching | <input type="checkbox"/> interpretation of | <input type="checkbox"/> miracles |
| <input type="checkbox"/> knowledge | <input type="checkbox"/> tongues | <input type="checkbox"/> healing |
| <input type="checkbox"/> pastoring | <input type="checkbox"/> discernment | <input type="checkbox"/> mercy |
| <input type="checkbox"/> exhortation | <input type="checkbox"/> faith | <input type="checkbox"/> governments |
| <input type="checkbox"/> giving | <input type="checkbox"/> apostleship | <input type="checkbox"/> helps |
| <input type="checkbox"/> wisdom | | |

3. If you could have your choice of doing anything you wanted to using one or more of the gifts you checked in question 2, what would you like to do? (Describe in your own words).

4. In my past experience with God I have made the following promises or intents (maybe this was done as a result of a public committal or private committal):

5. I have had a growing restless conviction from within that,

a. I should get involved in _____ or

b. There is a special need which I could help meet. (Describe it):

c. To what gift would this conviction best relate?

d. In what way?

6. I am certain that God has definitely called me to a specific ministry.

a. How do you know you are certain about this call? Describe your call (when, where, or how or any circumstances relating to it):

b. Describe the gift or gifts you feel are needed with this ministry.

c. Which of these (from b.) do you feel you best are fitted for?

7. I am in a situation at present (local church or other ministry) in which a certain gift or gifts are really needed. The situation demands this.

a. Briefly describe the situation as you see it.

b. Name the gifts needed. Why are these needed?

c. Can you see the gift(s) arising in any who are presently related to the situation? If so, who?

d. Do you feel God could develop this gift in you (especially is this important if you don't see anyone else who might get this gift)?
_____ yes _____ no _____ unlikely _____ not sure

e. Are you willing to be the channel for this needed gift?
_____ definitely yes _____ yes, if no one else can _____ I would rather someone else had this gift

8. Have you ever made (or even thought) the following statement (or equivalent statement) concerning the ministry of some Christian.

a. I wish I could be like _____ (name of some Christian). Even if I haven't, there are one or more persons that I could make that statement about:

b. If so, describe what about the Christian (or Christians) or his ministry that prompted or could prompt you to make a statement.

c. What ministry or strengths or spiritual gift(s) were demonstrated by the Christian(s) referred to in the statement?

9. Of the Christians I feel drawn to or respect for their contribution to God's work, the two I most respect have the following gift(s). (Use the number 1 for one of the Christians, use the number 2 for the other Christian - fill in the 1 or 2 beside any of the gifts listed below which the mentioned person exercises):

- | | | |
|-------------------|-------------------------|-------------------|
| _____ prophecy | _____ tongues | _____ evangelism |
| _____ teaching | _____ interpretation of | _____ miracles |
| _____ knowledge | _____ tongues | _____ healing |
| _____ pastoring | _____ discernment | _____ mercy |
| _____ exhortation | _____ faith | _____ governments |
| _____ giving | _____ apostleship | _____ helps |
| _____ wisdom | | |

10. If I could be associated with a gifted Christian for special on-the-job training in terms of the gift that he or she uses,

a. I would choose: _____ (Name of some individual) who has this ministry: _____ (Describe ministry) OR
_____ I don't know of anyone or any ministry that fits me.

b. If you chose a particular person, Why did you choose that person?

What particular strengths, or abilities, or spiritual gifts does that person have?

USING THE INWARD CONVICTION QUESTIONNAIRE

Fill in the chart below by examining your answers to the questions indicated on pages 15-17. After filling in the entire chart, put any gifts which occurred two or more times on the chart beside the **Summary of Findings** space below the chart.

PRINCIPLE INVOLVED	USE ANSWERS TO:	LIST GIFTS WHICH COULD BE REFLECTED BY YOUR ANSWERS
God honors personal desires	Questions 1, 2, 3, 4	
A restless growing conviction may indicate a gift	Question 5	
A God-directed call to a specific task entails a gift or gifts needed in it	Question 6	
My situation demands a gift(s) in order for it to prosper as God wants it to	Question 7	
Gifted leaders attract people who will later exercise the same gifts seen in the leaders	Questions 8, 9, 10	

Summary of Findings:

GIFTS RELATED TO TRAITS

Using this Table:

Please read traits or descriptive phrases seen in people having each of these gifts. Circle every phrase that describes you. Then count and fill in the amount in the far right column.

GIFTS	Traits or Descriptions of those demonstrating this gift	I have # of these
Apostleship	strong self-image / strong sense of duty / willingness to take risks / creative and imaginative / pensive and impatient / confident drive to accomplish / objective / dominant / persistent / self-disciplined / very authoritative / more nervous than composed.	_____ of 12
Prophecy	strong self-image / individualistic / strong sense of duty / does not particularly care what other think of them / a strongly opinionated person / sometimes stubborn / willing to take a lesser role / tend to be more depressed than light-hearted / more expressive than inhibited / more dominant than submissive / more hostile than tolerant / more interested in own aims and desires than others	_____ of 12
Evangelism	Tends to have a strong self-image / tends to like people / active socially / gets along well with others / more light hearted than depressed / more expressive than inhibited / more sympathetic than indifferent / more subjective than objective / more tolerant of people than hostile toward them / more impulsive than self-disciplined / inclined to make decisions based on emotions	_____ of 11
Governments	accurate self-image / skilled in detail, thorough and careful / makes decisions based strictly on facts and proven data / more interested in the welfare of group than own desires / more composed than nervous / more submissive than dominant / more objective than subjective	_____ of 7
Helps	inclined toward low self-image / high sense of empathy / loyal / usually easy going / particularly interested in helping people / wants people to like them / congenial / very patient / listens to others uncritically / publicly more inhibited than expressive / more submissive than dominant / more tolerant of people than hostile to them / sincere person / often good with mechanical service work	_____ of 14
Exhortation	inclined toward low self-image / empathetic / in a group more expressive than inhibited / responsive / more subjective than objective / more tolerant of people than hostile toward them / more impulsive than self-disciplined / more sympathetic than indifferent	_____ of 8
Word of Wisdom	accurate self-image / analytical / accumulator of knowledge / patient / more tolerant of people than hostile toward them / more objective than subjective / more composed than nervous / others pay attention to what they have to say / more conservative than radical	_____ of 9
Discernment	accurate self-image / will usually make decisions based on facts rather than emotions / probably a disciplinarian / accumulator of knowledge / serious minded / critical and analytical / may be introspective / logical step-by-step approach to things / tends more toward depressions than lightheartedness / more indifferent than sympathetic / more objective than subjective / more hostile than tolerant / more self-disciplined than impulsive	_____ of 13

Faith	tends toward low self-image / usually optimistic / persistently clings to something / more subjective than objective / inclined to make decisions based on emotions rather than facts / willing to take risks impulsively / very loyal / introspective / more lighthearted than depressed / more sympathetic than indifferent / more impulsive than self-disciplined	_____ of 11
Giving	accurate self-image / more lighthearted than depressed / particularly interested in helping people / wants people to like them / accurate person / conscientious person / high sense of empathy / more sympathetic than indifferent	_____ of 8
Mercy	inclined toward low self-image / high sense of empathy / patient person / good natured / talks well with people and easy to talk to / wants people to like them / sincere / very responsive to people / more subjective than objective / inclined to make decisions based on emotions / tolerant of people / impulsive	_____ of 12
Teaching	creative and imaginative / confident drive to accomplish / more objective than subjective / self-disciplined / authoritative when explaining things / makes decisions based on facts / tendency to talk more than listen / analytical / accumulator of knowledge / enjoys studying / likes to see things clearly / constantly analyzing better ways to say things or explain them / accurate self-image / sometimes strongly technically oriented / sometimes strongly methodical / intelligent / stimulates others to learn / enthusiastic when explaining something / people usually understand when they says things	_____ of 19
Pastoring	authoritative in sharing / more dominant than submissive / high sense of empathy / more tolerant of people than hostile toward them/ in a group more expressive than inhibited / more composed than nervous / people with needs are drawn to this person / able to resolve problems between people / tendency to compromise rather than go to either of two extremes / sensitive to hurt feelings or problems which cause loss of unity in a group	_____ of 10

CONFIRMATION OF SPIRITUAL GIFTS

This is best completed by a mentor, coach, pastor, or someone that knows you within a ministry context.

The following list of gifts will be referred to in the questions below. Please see definitions for a sense in which these words are used.

<input type="checkbox"/> prophecy	<input type="checkbox"/> tongues	<input type="checkbox"/> evangelism
<input type="checkbox"/> teaching	<input type="checkbox"/> Interpretation of	<input type="checkbox"/> miracles
<input type="checkbox"/> knowledge	<input type="checkbox"/> tongues	<input type="checkbox"/> healing
<input type="checkbox"/> pastoring	<input type="checkbox"/> discernment	<input type="checkbox"/> mercy
<input type="checkbox"/> exhortation	<input type="checkbox"/> faith	<input type="checkbox"/> governments
<input type="checkbox"/> giving	<input type="checkbox"/> apostleship	<input type="checkbox"/> helps
<input type="checkbox"/> wisdom		

Using your experience of the person's ministry, fill in the following:

1. Mark with a **C** any gift listed above which you are definitely **CERTAIN** the person has.
2. Mark with a **P** any gift listed above which you think might be a **POTENTIAL** gift in the person.
3. Mark with an **F** any gift above which you have actually observed the person using **FRUITFULLY**.
4. For each gift you marked with a **C (certain)**, tell why you feel it to be a gift:

5. For each gift you marked as **P (potential)**, tell why you feel it to be a potential gift.

6. For each gift you marked as **F (fruitfully)**, illustrate why or how this has been fruitful.

7. Which of the gifts that you marked above do you feel should be the priority gift used by this person?
Why?

8. How would you advise this person to train or better use this gift in the church?

9. Mark your own gift with an O (own).

YOUR POTENTIAL

Potential Roles

The *roles in ministry* can also be described as the *spheres of service* or the context within which we express the call of God on our lives.

As previously described, understanding our values, our biblical purpose, and personal vision gives us direction as to what our unique kingdom contribution may be; it helps us to know how to fulfill God's call in our life.

Particularly at the beginning of our development and our initial understanding of our call, the specific *role* or *unique expression* is not as clear as it becomes later in our lives. Your Timeline should also have given you insight into this.

Along this journey of discovery the following areas can help you identify your role:

1. Evaluate Personality and Temperament

- It is helpful to evaluate what kind of ministry/work environment best fits us and how we best work and interrelate with others.
- The key to understanding personality, is to learn to be versatile and adapt in our interaction with others and how we minister to them. Having this attitude enables us to appreciate our differences and mitigate potential personality conflicts.

2. Determine Spiritual Gifts

- Understanding our gift combinations can also help us to determine what our *sphere of ministry* may be, for our calling is usually related to the gifts that God has given us.
- Our particular gift combination is often confirmed through our ministry experiences, as we observe where we are effective in service.
- Asking ourselves the following questions can help us evaluate how our gifts apply to our calling:

What ministry brings you personal satisfaction and fulfillment?

Do you perceive special needs or problems beyond what other Christians perceive?

Where have you been effective in your ministry involvement thus far?

What ministry activities do you find easy to do?

What trends do you see in your life? and

How have others in the Body confirmed and encouraged you in ministry.

3. Recognize Motivational Patterns

- Our particular motivations are also interrelated to both our personality style and our gifting.
- What motivates us is most likely a combination of our spiritual gifts, as well as our abilities and interests.
- The important issue is that we take the time to evaluate what motivates us and look for clues by how God has used us in the past.

What motivates you?

4. Identify Spiritual Passion

- Having a passion or interest for a particular group, need or area, though not a universal indicator, can be a very clear indication for some as to their *role* or *ministry*.
- It is important to note that this *passion* is often divinely inspired and serves to complement our personal motivations and spiritual gifts. God's ways in our lives are not always directly opposed to our interests (which he has given us after all).

What is your passion?

5. Assess Life Situation

- Various factors such as age, maturity (spiritual, emotional), career, social status (marital status, number of children), and education will all affect our current level of influence.
- While none of these factors should keep us from responding to God's calling, they will affect the level and quality of our possible input. It is important to be realistic about how our place in life affects possible spheres of ministry.

How does your place in life affect your ministry?

6. Identify Our Emerging Role

- Reflecting on the above will help us in discovering what *role* or *sphere of influence* God has called us to fulfill.
- Taking some time to reflect on these issues may not yield immediate answers, but will assist us in our lifelong journey of discovering God's unique sphere of ministry that he has designed for us – discovering the ministry that will be personally fulfilling as well as bear lasting fruit for the Kingdom.

Response:

Potential Pitfalls

NOTES

Regardless of how dramatic or clear our call, or how gifted and talented the leader, lifelong leadership is still more of a marathon and there are many pitfalls that can cause us to not finish well. These potential hazards can cause us to not fulfill the purpose that God has for us.

In his study of many hundreds of Christian leaders, Robert Clinton noticed that seven out of ten leaders do not finish well. In other words, only 30% of Christian leaders finish well. In light of this, there are **Seven Key Barriers** that hinder you from finishing well:

1. Finances – the improper use and abuse of personal and ministry resources
2. Pride – leading from position and pride, not humility
3. Power – the misuse and abuse of the influence that we have
4. Sex – improper relationships that hinder the ministry
5. Family – not maintaining health in our marriages and family; ignoring crisis.
6. Stagnation – no longer growing personally or in the ministry.
7. Emotional Hurt – ignoring the pain others cause or failing to deal with it in healthy ways.

Notice most ministry failures have little to do with skill and more to do with character. In order to finish well, we must not be deceived that the success of our ministry is due to our own skills and power, or allow success to distract us.

We must remain disciplined people of the Word and prayer. We must guard ourselves from thinking that we have arrived at some level and are above the restrictions which God's Word places on others.

A further challenge to finishing well and leaving a legacy, is to not find our identity in the ministry, or our title, rather being content to be a "child of God," keeping a humble estimation of ourselves and a biblical perspective of others.

Those who leave a legacy have also learned to deal with any destructive hidden sins or habits, before the pressures of the ministry and/or success cause these to be manifest publically for all to see. We must always remain honest with ourselves, recognizing our own vulnerability and finding peers with whom we can be open and accountable to.

Our goal is to one day hear those words from our Master, "Well done, good and faithful servant!"

In order to finish well and hear these words there are steps we can take in order to not be one of these statistics of leaders who have failed or fallen.

Five Steps to Finishing Well

1. Perspective

Learn what it takes to be an effective Christian leader – become a student of leadership development.

Gain perspective through mentoring and coaching relationships with those who have gone a few steps ahead of you.

2. Renewal

Keep your heart open to the Holy Spirit.

Spend time developing your personal relationship with Christ and experience repeated times of inner renewal.

3. Discipline

Maintaining the spiritual disciplines is crucial to finishing well.

Being disciplined in important areas of life.

It is essential to establish priorities, manage our schedule and evaluate our activities.

4. Lifelong Learning

Learning must become more than academic. The effective leader is committed to learning throughout their life.

Leaders need constant input in order to keep a sharp mind and creative attitude.

5. Mentoring

Leaders that finish well have a network of mentoring relationships. These vary from intensive, to peer relationships. The effective leader must evaluate their life to ensure they have a network of relationships that will enable them to finish well.

Potential Kingdom Contribution

Our goal in fulfilling our calling is not just to run the race, but to run our race *well*. Running the race well means that we pass the baton to the next generation, leaving a legacy that they can follow. Each generation should be given a start with help from those who have gone on before them. They should be able to stand on the shoulders of previous generations; seeing horizons that their mentors only dreamed of.

As we each find our unique place, making a lasting contribution for the Kingdom, we must not lose sight of the fact that it is also our task to lay a foundation that will enable others to make an even greater contribution upon that foundation.

Potential lifetime contributions are varied, ranging from modelling a Christian lifestyle within the marketplace that can impact whole companies and segments of society, to reaching others with the gospel and seeing quantitative and qualitative growth in the Kingdom.

Whatever your calling is, whatever your kingdom contribution will be, run your race well! It is possible to finish successfully and leave a legacy for future generations!