

MY PERSONAL CHRISTIAN LEADERHIP PHILOSOPHY

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Table of Contents

My Personal Christian Leadership Philosophy Executive Summary 1

 Significant Purpose..... 1

 Compelling Vision..... 1

 Inspiring Values & Qualities..... 1

 Core Values..... 1

 Core Qualities..... 2

 Guiding Philosophies..... 3

The Importance of a Personal Leadership Philosophy 4

My Personal Leadership Philosophy 6

 Significant Purpose..... 6

 Compelling Vision..... 7

 Inspiring Values & Qualities..... 7

 Core Value #1: Glorify God.. 8

 Core Value #2: Integrity..... 8

 Core Value #3: Servant Leadership..... 9

 Core Value #4: Excellence..... 9

 Core Value #5: Unity..... 10

 Core Value #6: Influence..... 10

 Core Value #7: Purpose-Driven Life.m 11

 Personal Quality #1: Prayer and Spiritual Development 12

 Personal Quality #2: Personal Character..... 12

 Personal Quality #3: Personal Development..... 13

 Personal Quality #4: Personal Life 14

 Personal Quality #5: Discernment 14

 Personal Quality #6: Financial 15

 Corporate Quality #1: Success 15

 Corporate Quality #2: Manage Personnel..... 16

 Corporate Quality #3: Recruiting 17

 Corporate Quality #4: Equip 17

 Corporate Quality #5: Remove Barriers 18

Corporate Quality #6: Adaptable.....	18
Corporate Quality #7: Diversity	19
Guiding Philosophies.....	19
Philosophy #1: Selection of Leaders.....	19
Philosophy #2: Development of Leaders	21
Philosophy #3: Role of Women.....	23
Works Consulted: Books	25
Works Consulted: Internet	25

My Personal Christian Leadership Philosophy

Executive Summary

Significant Purpose

My life's work is to serve the Lord in ministry directed to empowering, encouraging, and enabling Christian leaders in the workplace to fulfill the Great Commission. Accordingly, my objectives are to:

- 1) Empower (Head): To equip believers with Biblically based practical and spiritual tools.
- 2) Encourage (Heart): To provide believers with an opportunity for fellowship and to support one another.
- 3) Enable (Hand): To send believers as beacons of God's love into the marketplace.

Compelling Vision

My vision is to create an army of Christians in the workplace who are empowered, encouraged, and enabled to boldly represent the Gospel of Christ through their words and deeds. By making Christ the center of their personal and business lives, this army of believing Christians will change the face of American business.

Inspiring Values & Qualities

Core Values

The core values that will inform my decisions and guide my actions are:

- *Core Value #1: Glorify God.* I am committed to GLORIFYING GOD in the marketplace.
- *Core Value #2: Integrity.* I am committed to INTEGRITY in the marketplace.

- *Core Value #3: Servant Leadership.* I am committed to being a SERVANT LEADER in the marketplace.
- *Core Value #4: Excellence.* I am committed to EXCELLENCE in the marketplace.
- *Core Value #5: Unity.* I am committed to UNITY in the marketplace.
- *Core Value #6: Influence.* I am committed to being a person of INFLUENCE in the marketplace.
- *Core Value #7: Purpose-Driven Life.* I am committed to living out GOD's PURPOSE in the marketplace.

Core Qualities

The personal and corporate qualities that support and demonstrate my values include:

- *Personal Quality #1: Prayer and Spiritual Development.* A leader must be committed to prayer, spiritual disciplines, and their own spiritual development such that their relationship with God is first and foremost in their lives.
- *Personal Quality #2: Personal Character.* A leader must demonstrate their integrity and character in all aspects of their personal and corporate lives.
- *Personal Quality #3: Personal Development.* A leader must be committed to their own personal growth, be willing to invest the time and energy into continuing to improve their skills, and above all, reflect God in their teaching and their personal life.
- *Personal Quality #4: Personal Life.* A leader must demonstrate their Christian values through the example they set in their personal lives and in their family.
- *Personal Quality #5: Discernment.* A leader must be discerning enough to deal with false doctrine, and take the responsibility for dealing with those in error to protect the rest of the flock. A leader must also be discerning in their selection, preparation, and installation of future leaders to be sure that they are prepared for the responsibilities being asked of them.
- *Personal Quality #6: Financial.* A leader who is in full-time ministry deserves to be compensated for their work, but they must not be focused on monetary rewards.
- *Corporate Quality #1: Success.* A leader must establish a success oriented environment. Everyone wants to be part of a successful organization and success is contagious so recognize and reward success at every opportunity.

- *Corporate Quality #2: Manage Personnel.* A leader must be a servant to the people they lead. They must manage personal so that people are in positions that best meet their individual needs and utilize their spiritual gifts and talents, while achieving the goals of the organization.
- *Corporate Quality #3: Recruiting.* A leader must develop top-flight recruiting efforts to insure that a pool of talent is available to meet the ongoing and developing needs of the ministry.
- *Corporate Quality #4: Equip.* A leader must get the right people in positions where they have passion, and equip them for success in their area of ministry.
- *Corporate Quality #5: Remove Barriers.* A leader must be on the lookout for barriers that impede the achievements of the organization, and find ways to remove them, or work around them.
- *Corporate Quality #6: Adaptable.* A leader must enable their people and organizations to grow and renew themselves.
- *Corporate Quality #7: Diversity.* A leader must utilize diverse groups of people who are more innovative than homogeneous groups.

Guiding Philosophies

Guiding philosophies are based on my core values and qualities. Guiding philosophies are the foundation that supports my actions as a leader irrespective of changes in goals, strategies, or objectives. Unlike values which remain relatively constant throughout a lifetime, guiding philosophies are more dynamic, growing and maturing as I grow and mature. My guiding philosophies include:

- *Philosophy #1: Selection of Leaders.* Selection of leaders in ministry is a critical step to insure the integrity, and maintain the proper function and continuity of the ministry.
- *Philosophy #2: Development of Leaders.* A formal leadership development plan is the surest way to provide leaders that will be capable of developing and guiding the ministry into the future.
- *Philosophy #3: Role of Women in Ministry.* Women should be encouraged to develop their spiritual gifts within the church body to the extent that it does not conflict with scripture.

The Importance of a Personal Leadership Philosophy

A leader's role is to influence people by providing purpose, direction, and motivation, while operating to accomplish the goals and improve the organization.¹ The leader's philosophy must support their role. At its core, a leadership philosophy consists of a set of beliefs that describe: what you believe about people, what you believe about life, and what you believe makes people and organizations most effective.² These beliefs are defined by your values, and expressed in your behavior. No matter what a person says about his or her values, their behavior is the most accurate gauge of their real values.

Leaders are decision makers, and a leader's values inform his or her decisions. Like it or not, every decision a leader makes is made through their values filter. Some decisions are relatively unimportant; "Should I call my co-worker at 4:00pm or 6:00pm?" Such decisions are made without much thought for the long-term consequences. Other decisions are weightier; "Should I terminate this person with a bad work ethic who regularly promises work and doesn't finish on time?" Leaders with well-defined, clearly articulated, personal leadership philosophies have thought through their core values in an effort to establish the principles that will guide their decisions and actions.

There are at least four reasons why establishing a personal leadership philosophy is important for every leader: 1) The values conflict. The Christian worldview is increasingly at odds with global society. A Christian leader will either establish and stand for their values, or be

¹ Ed Ruggero and Dennis F. Haley, *The Leader's Compass: a Personal Leadership Philosophy is Your Key to Success* (King of Prussia, PA: Academy Leadership, 2005), 117.

² "The Importance of a Clear Leadership Philosophy," *The Practice of Leadership*, accessed November 28, 2010, <http://www.thepracticeofleadership.net/2006/12/10/the-importance-of-a-clear-leadership-philosophy/>.

influenced by the world's standard. 2) Rapid pace of change. The pace of change has increased dramatically, bringing with it a whole new set of challenges and decisions that need to be made. 3) Values are the foundation. Values form the foundation of our character from which acceptable decisions can be made. 4) Values drive decisions. Values drive our decisions, and decisions drive our behavior. Without the firm foundation of a well defined and articulated personal leadership philosophy, the leader will find it hard to stand against the currents of the worldview and make the hard decisions.

The power of a personal leadership philosophy is realized when it is communicated to the organization. It is most impactful when communicated as soon as the leader takes over an organization, but it is never too late. There are three key benefits to communicating the personal leadership philosophy to the organization: 1) It defines what members of the organization can expect of the leader. Communicating the leadership philosophy to the members of the organization makes it very clear what values the leader will adhere to, how the organization will be led, and how decisions will be made. 2) It defines the leader's expectations of the organization. Communicating the leadership philosophy to the members of the organization makes the standards of behavior expected of the organization very clear, and reduces questions of what is and is not acceptable. 3) It provides a framework for evaluating performance. Communicating the leadership philosophy to the members of the organization provides the leader a basis for evaluating performance that every member of the organization can understand.

My Personal Leadership Philosophy

Key components of my personal leadership philosophy include a significant purpose, a compelling vision, inspiring values and qualities, and guiding philosophies.³ The Significant Purpose section defines what I am about, my ministry calling, and answers the question, “What is my purpose?” The Compelling Vision section describes where I am going, and what it will look like when I get there, and answers the question, “Why should others support my vision?” The Inspiring Values and Qualities section details the core values and qualities I pursue, and answers the question, “What will guide my decision making?” The Guiding Philosophies section describes broad philosophies of leadership and answers the questions, “How will I select and develop leaders, and what is the role of women in ministry?”

Significant Purpose

My 36-year career in corporate America was split between my 16 years as an unbeliever and my 20 years as a believer. The various assignments in my career gave me exposure to small businesses and large, and to a variety of cultures and belief systems different than my own. This broad exposure to corporate America has given me a unique view of the difficulties faced by Christians in the workplace.

My life’s work is to serve the Lord in ministry directed to empowering, encouraging, and enabling Christian leaders in the workplace to fulfill the Great Commission. Accordingly, my objectives are to:

³ “The Importance of a Clear Leadership Philosophy,” *The Practice of Leadership*, accessed November 28, 2010, <http://www.thepracticeofleadership.net/2006/12/10/the-importance-of-a-clear-leadership-philosophy/>.

- 1) Empower (Head): To equip believers with Biblically based practical and spiritual tools.
- 2) Encourage (Heart): To provide believers with an opportunity for fellowship and to support one another.
- 3) Enable (Hand): To send believers as beacons of God's love into the marketplace.

Compelling Vision

“Where there is no prophetic vision the people cast off restraint, but blessed is he who keeps the law” (Proverbs 29:18 ESV). My vision is to create an army of Christians in the workplace who are empowered, encouraged, and enabled to boldly represent the Gospel of Christ through their words and deeds. This army of believing Christians will make Christ the center of their personal and business lives, changing the face of American business. Through their example families will come to Christ, businesses will be built on Christian principles, governments will follow after Christ, and this nation will once again represent the glory of God to the rest of the world. The ultimate vision is to fulfill the Great Commission: “Go therefore and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, teaching them to observe all that I have commanded you. And behold, I am with you always, to the end of the age” (Matthew 28:19-20 ESV).

Inspiring Values & Qualities

Values and qualities are related, but not the same. Values are who you are; they are the standards that shape your character. Qualities are what you do in order to honor your values; they are actions that demonstrate your values.⁴ The values I ascribe to meet all seven of the following

⁴ Bob Rue, “Values-Based Leadership,” USAF Air University, accessed November 22, 2010, <http://www.au.af.mil/au/>.

criteria.⁵ They: 1) are Biblical, 2) engender passion, 3) are shared, 4) are constant, 5) are expressed clearly, 6) are congruent with other values, and 7) are implementable.

Core Value #1: Glorify God. I am committed to GLORIFYING GOD in the marketplace.

Christ must be at the center of all activities in Christian ministry. It is His Church. It is His ministry. Everything we say and do must acknowledge we do it all for the glory of God.

- *Love the Lord your God with all your heart and with all your soul and with all your mind and with all your strength. Mark 12:30 (NIV)*
- *I will praise You, O Lord my God, with all my heart, And I will glorify Your name forevermore. Psalm 86:12 (NKJV)*
- *For you were bought at a price; therefore glorify God in your body and in your spirit, which are God's. 1 Corinthians 6:20 (NKJV)*
- *If anyone speaks, let him speak as the oracles of God. If anyone ministers, let him do it as with the ability which God supplies, that in all things God may be glorified through Jesus Christ, to whom belong the glory and the dominion forever and ever. Amen. 1 Peter 4:11 (NKJV)*

Core Value #2: Integrity. I am committed to INTEGRITY in the marketplace.

We are surrounded by people who do not necessarily hold our Christian values and standards of living. But as believers, we must stand firm, walking in a manner worthy of our calling, showing moral integrity, and honesty and strength of character in our work and business practices.

- *I, therefore, urge you to walk in a manner worthy of the calling with which you have been called. Ephesians 4:1 (ESV)*

⁵ Aubrey Malphurs, *Values-Driven Leadership: Discovering and Developing Your Core Values for Ministry* (Grand Rapids, MI: Baker Books, 1996), 69-72.

- *Do not be conformed to this world, but be transformed by the renewal of your mind, that by testing you may discern what is the will of God, what is good and acceptable and perfect. Romans 12:2 (ESV)*
- *You shall have honest scales, honest weights, an honest ephah, and an honest hin: I am the LORD your God, who brought you out of the land of Egypt. Leviticus 19:36 (NKJV)*

Core Value #3: Servant Leadership. I am committed to being a SERVANT LEADER in the marketplace.

The leadership example of our Lord demonstrated a servant's heart. This is the model we are to follow in ministry and in the workplace. The role of a leader is to serve their followers in a way that empowers, encourages, and enables them to accomplish their purpose in the Lord.

- *Jesus called them together and said, "You know that the rulers of the Gentiles lord it over them, and their high officials exercise authority over them. Not so with you. Instead, whoever wants to become great among you must be your servant, and whoever wants to be first must be your slave--just as the Son of Man did not come to be served, but to serve, and to give his life as a ransom for many." Matthew 20:25-28 (NIV)*
- *For even the Son of Man did not come to be served, but to serve, and to give his life as a ransom for many. Mark 10:45 (NIV)*
- *Do nothing out of selfish ambition or vain conceit, but in humility consider others better than yourselves. Each of you should look not only to your own interests, but also to the interests of others. Philippians 2:3-4 (NIV)*

Core Value #4: Excellence. I am committed to EXCELLENCE in the marketplace.

We are called to pursue excellence in all that we do. If God's call on our life includes working in the secular world, we should be diligent in doing our best as ultimately we are working for our heavenly master.

- *Whatever you do, work heartily, as for the Lord and not for men, knowing that from the Lord you will receive the inheritance as your reward. You are serving the Lord Christ. Colossians 3:23-24 (ESV)*

- *The plans of the diligent lead surely to abundance, but everyone who is hasty comes only to poverty. Proverbs 21:5 (ESV)*
- *Do you not know that in a race all the runners run, but only one gets the prize? Run in such a way as to get the prize. Everyone who competes in the games goes into strict training. They do it to get a crown that will not last; but we do it to get a crown that will last forever. Therefore I do not run like a man running aimlessly; I do not fight like a man beating the air. No, I beat my body and make it my slave so that after I have preached to others, I myself will not be disqualified for the prize. 1 Corinthians 9:24-27 (NIV)*

Core Value #5: Unity. I am committed to UNITY in the marketplace.

The mandate to show integrity, excellence and influence in the marketplace can be intimidating. But as a community of believers, we can stand together, supporting and encouraging each other in our efforts to be Christ-like. As the body of Christ, we can help each other in the way God intended.

- *And though a man might prevail against one who is alone, two will withstand him—a threefold cord is not quickly broken. Ecclesiastes 4:12 (ESV)*
- *For just as the body is one and has many members, and all the members of the body, though many, are one body, so it is with Christ. 1 Corinthians 12:12 (ESV)*
- *May the God of endurance and encouragement grant you to live in such harmony with one another, in accord with Christ Jesus, that together you may with one voice glorify the God and Father of our Lord Jesus Christ. Therefore welcome one another as Christ has welcomed you, for the glory of God. Romans 15:5-7 (ESV)*

Core Value #6: Influence. I am committed to being a person of INFLUENCE in the marketplace.

Our workplace is our greatest sphere of influence, it is our mission field. As we work and interact with colleagues, we can be witnesses for Christ, demonstrating through our actions, verbally sharing our faith, and shining as beacons of His love.

- *Let your light shine before others, so that they may see your good works and give glory to your Father who is in heaven. Matthew 5:16 (ESV)*
- *Go therefore and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, teaching them to observe all that I have commanded you. And behold, I am with you always, to the end of the age. Matthew 28:19-20 (ESV)*
- *and you will be my witnesses in Jerusalem and in all Judea and Samaria, and to the end of the earth. Acts 1:8 (ESV)*

Core Value #7: Purpose-Driven Life. I am committed to living out GOD's PURPOSE in the marketplace.

People like to work for leaders who operate with a clear, well defined, and consistent purpose. My job as a leader is to encourage people to know, enable them to activate, and empower them to achieve God's purpose in their lives. In this sense, the task of a leader becomes my calling, not a job. God's purpose in our lives includes:⁶

- 1) Purpose #1: You Were Planned for God's Pleasure (Worship). *"For by him all things were created, in heaven and on earth, visible and invisible, whether thrones or dominions or rulers or authorities—all things were created through him and for him." Colossians 1:16 (ESV)*
- 2) Purpose #2: You Were Formed for God's Family (Fellowship). *"I am the vine; you are the branches. Whoever abides in me and I in him, he it is that bears much fruit, for apart from me you can do nothing." John 15:5 (ESV)*
- 3) Purpose #3: You Were Created to Become Like Christ (Discipleship). *"Therefore, as you received Christ Jesus the Lord, so walk in him, rooted and built up in him and established in the faith, just as you were taught, abounding in thanksgiving." Colossians 2:6-7 (ESV)*
- 4) Purpose #4: You Were Shaped for Serving God (Ministry). *"What then is Apollos? What is Paul? Servants through whom you believed, as the Lord assigned to each. I planted, Apollos watered, but God gave the growth." 1 Corinthians 3:5-6 (ESV)*
- 5) Purpose #5: You Were Made for a Mission (Mission). *"The fruit of the righteous is a tree of life, and whoever captures souls is wise." Proverbs 11:30 (ESV)*

⁶ Richard Warren, *The Purpose-Driven Life: What on Earth Am I Here For?* (Grand Rapids, MI: Zondervan, 2002).

Personal Quality #1: Prayer and Spiritual Development

A leader must be committed to prayer, spiritual disciplines, and their own spiritual development such that their relationship with God is first and foremost in their lives.

- *The leader must be committed to prayer - 1 Timothy 2:1-2*
- *The leader must know, practice, and develop his spiritual gift - 1 Timothy 4:14*
- *The leader needs to practice characteristics of spiritual maturity - 1 Timothy 4:12*
- *The leader practices spiritual disciplines in order to grow in godliness - 1 Timothy 4:7b-8*
- *The leader should find great contentment in his own relationship with the Lord and in his pursuit towards godliness - 1 Timothy 6:6-8*
- *The leader recognizes and utilizes his spiritual gift to the fullest - 2 Timothy 1:6*
- *The leader is not ashamed of the Gospel of Jesus and is willing to suffer for His sake - 2 Timothy 1:8*
- *The leader has a strong sense of calling from God in order to serve His purposes - 2 Timothy 1:9*
- *The leader depends on the grace of Christ Jesus in order to be strong - 2 Timothy 2:1*
- *The leader is willing to suffer hardship as a good soldier of Christ Jesus - 2 Timothy 2:3-4*
- *The leader always remembers Jesus Christ - 2 Timothy 2:8*

Personal Quality #2: Personal Character

A leader must demonstrate their integrity and character in all aspects of their personal and corporate lives.

- *The leader must have good character - 1 Timothy 3:1-7*
- *The leader has full authority and warrant to rebuke those in error but must do so in a proper manner - 1 Timothy 5:1-2; 19-20*
- *The leader serves with a clear conscience - 2 Timothy 1:3*

- *The leader competes according to the rules like a good athlete - 2 Timothy 2:5*
- *The leader suffers and endures hardship as a part of his calling - 2 Timothy 2:9-10*
- *The leader is diligent to accurately handle the word of truth - 2 Timothy 2:15*
- *The leader is patient like a hard-working farmer as he waits for the share of the crops - 2 Timothy 2:6*
- *The leader who names the name of the Lord abstains from wickedness - 2 Timothy 2:19*
- *The leader flees youthful lusts and pursues righteousness - 2 Timothy 2:22*
- *The leader will act upon what he has learned due to his convictions - 2 Timothy 3:14*
- *The leader needs to endure hardship, do evangelism, and fulfill his ministry responsibilities - 2 Timothy 4:5*
- *The leader must exemplify godly character in order to be qualified for leadership - Titus 1:6-9a*
- *The leader models godly submission to the government and to authority - Titus 3:1-2*
- *The leader demonstrates a clear integration of faith and works because of God's kindness and the washing and renewing of the Holy Spirit - Titus 3:5-8*

Personal Quality #3: Personal Development

The leader must be committed to their own personal growth, be willing to invest the time and energy into continuing to improve their skills, and above all, reflect God in their teaching and their personal life.

- *The leader must give attention to his ministerial competencies such as exhortation and the teaching of the Word - 1 Timothy 4:13*
- *The leader must put in the time and effort to grow and serve - 1 Timothy 4:15*
- *The leader must pay close attention to himself and to his teaching - 1 Timothy 4:16*
- *The leader preaches the Word in season and out of season with great skill and patience - 2 Timothy 4:2*
- *The leader must know the Word of God well in order to be able to exhort in sound doctrine as well as refute those who contradict - Titus 1:9b*

- *The leader must be able to speak and teach sound doctrine - Titus 2:1*

Personal Quality #4: Personal Life

A leader must demonstrate their Christian values through the example they set in their personal lives and in their family.

- *The leader should conduct himself in an honorable manner showing respect to others - 1 Timothy 6:1-2*
- *The leader has the full responsibility to take care of his own family or else he disqualifies himself in his teaching, his ministry, and his witness - 1 Timothy 5:8*
- *The leader should show a lifestyle of pursuing God and the things of God - 1 Timothy 6:11-12*
- *The leader cleanses and maintains his body in an honorable manner - 2 Timothy 2:20-21*
- *The leader needs to finish well as he looks forward to the future rewards of Christ - 2 Timothy 4:7-8*
- *The leader realizes that the grace of God instructs believers to deny ungodliness and worldly desires and to live sensibly, righteously, and godly in the present age - Titus 2:11-12*

Personal Quality #5: Discernment

A leader must be discerning enough to deal with false doctrine, and take the responsibility for dealing with those in error to protect the rest of the flock. A leader must also be discerning in their selection, preparation, and installation of future leaders to be sure that they are prepared for the responsibilities asked of them.

- *The leader must deal with false doctrine within the church - 1 Timothy 1:3-7*
- *The leader is discerning enough to point out theological and doctrinal errors - 1 Timothy 4:6*
- *The leader will retain and guard biblical truths and standards through the power of the Holy Spirit - 2 Timothy 1:13-14*

- *The leader is careful not to wrangle about words and reminds others to do the same - 2 Timothy 2:14*
- *The leader avoids worldly and empty chatter which leads to ungodliness - 2 Timothy 2:16*
- *The leader refuses foolish and ignorant speculations because it causes trouble - 2 Timothy 2:23*
- *The leader recognizes the negative traits of the last days - 2 Timothy 3:1-9*
- *The leader understands that he will be persecuted in his pursuit of godliness - 2 Timothy 3:10-12*
- *The leader is aware of and cautious about harmful opposition - 2 Timothy 4:14-15*
- *The leader does not entangle himself in unprofitable discussions and controversies but rather avoids these worthless situations - Titus 3:9*
- *The leader avoids and rejects factious and troubled people - Titus 3:10-11*

Personal Quality #6: Financial

A leader who is full-time ministry deserves to be compensated for their work, but they must not be focused on monetary rewards, or the accumulation of worldly riches.

- *The leader should be taken care of monetarily especially if he does ministry well (i.e. in preaching and teaching) - 1 Timothy 5:17-18*
- *The leader should not love money or riches but be generous and rich in good works - 1 Timothy 6:10; 17-19, Matthew 6:19-21*

Corporate Quality #1: Success

Leaders must establish an environment where success is felt by every member. Everyone wants to succeed and success is contagious. People like to be part of a winning team. Leaders create high performance teams focused on achieving the goals of the ministry.

- *Delight yourself in the LORD, and he will give you the desires of your heart. Psalm 37:4 (ESV)*

- *Commit your work to the LORD, and your plans will be established. Proverbs 16:3 (ESV)*
- *I have said these things to you, that in me you may have peace. In the world you will have tribulation. But take heart; I have overcome the world. John 16:33 (ESV)*

Corporate Quality #2: Manage Personnel

Leaders must be capable of managing personnel so that people are in positions that best meet their individual needs and utilize their spiritual gifts and talents, while achieving the goals of the organization. Some people in the organization will not make it on the journey. Who is not happy day-to-day? Help these people recognize the tension and help them identify other ministry positions which offer greater promise.

- *The leader is not passive but strong in the power, love, and discipline of God - 2 Timothy 1:7*
- *The leader takes on the posture of a bond-servant of the Lord and demonstrates kindness, patience, and gentleness even against opposition - 2 Timothy 2:24-25*
- *The leader depends on the inspired Word of God to teach, reprove, correct, and train others in righteousness - 2 Timothy 3:16-17*
- *The leader is prepared for possible betrayals - 2 Timothy 4:10*
- *The leader should be able to mentor younger leaders in character and virtue - Titus 2:2-8*
- *Train a child in the way he should go, and when he is old he will not turn from it. Proverbs 22:6 (NIV)*
- *Having gifts that differ according to the grace given to us, let us use them: if prophecy, in proportion to our faith; if service, in our serving; the one who teaches, in his teaching; the one who exhorts, in his exhortation; the one who contributes, in generosity; the one who leads, with zeal; the one who does acts of mercy, with cheerfulness. Romans 12:6-8 (ESV)*
- *Whatever you do, work heartily, as for the Lord and not for me, knowing that from the Lord you will receive the inheritance as your reward. You are serving the Lord Christ. Colossians 3:23-24 (ESV)*

Corporate Quality #3: Recruiting

Leaders must always be on the lookout for the next generation of servants and leaders that are capable of becoming the developing and leading the ministry of the future. Recruiting is a top priority to meet the developing and expanding needs of the ministry. Leaders must constantly be raising standards to have the best people.

- *and what you have heard from me in the presence of many witnesses entrust to faithful men who will be able to teach others also. 2 Timothy 2:2 (ESV)*
- *Therefore, brothers, pick out from among you seven men of good repute, full of the Spirit and of wisdom, whom we will appoint to this duty. Acts 6:3 (ESV)*

Corporate Quality #4: Equip

A leader must be capable of assessing people's skills, help them find positions that fit their unique talents, and equip them to be successful in their roles. Get the right people on the bus and get them in the right seats on the bus. Where do people have passion, what do they love to do? Leverage their strengths, their talents, and spiritual gifts.

- *The leader has the responsibility to not place other leaders into positions too hastily - 1 Timothy 5:21-22*
- *The leader looks for potential in future leaders - 2 Timothy 4:11*
- *The leader has a long-term plan in training up future groups of leaders - 2 Timothy 2:2*
- *And He Himself gave some to be apostles, some prophets, some evangelists, and some pastors and teachers, for the equipping of the saints for the work of ministry, for the edifying of the body of Christ, till we all come to the unity of the faith and of the knowledge of the Son of God, to a perfect man, to the measure of the stature of the fullness of Christ. Ephesians 4:11-13 (NKJV)*
- *Teach me to do Your will, For You are my God; Your Spirit is good. Lead me in the land of uprightness. Psalm 143:10 (NKJV)*
- *I will instruct you and teach you in the way you should go; I will guide you with My eye. Psalm 32:8 (NKJV)*

Corporate Quality #5: Remove Barriers

Leaders must find and remove barriers to effective ministry. Ineffective systems and cultures are bigger barriers to achievement than the talents of people. As leader, before blaming people, look to see if you provided the right leadership, established the right strategies, and developed the right systems. Organizations tend to get the results they are designed to deliver, so if you are not getting the right results remove the barriers barring success, or re-design the organization.

- *For each will have to bear his own load. Galatians 6:5 (ESV)*
- *And let us not grow weary of doing good, for in due season we will reap, if we do not give up. So then, as we have opportunity, let us do good to everyone, and especially to those who are of the household of faith. Galatians 6:9-10 (ESV)*

Corporate Quality #6: Adaptable

A leader and their organization must be able to adapt. People and organizations must grow and renew themselves. Growth by definition requires change, and change requires renewal. Standards that are acceptable today are not acceptable tomorrow.

- *The leader will need to re-build the ministry when necessary - Titus 1:5*
- *When I was a child, I spoke like a child, I thought like a child, I reasoned like a child. When I became a man, I gave up childish ways. 1 Corinthians 13:11 (ESV)*
- *and to the Jews I became as a Jew, that I might win Jews; to those who are under the law, as under the law, that I might win those who are under the law; to those who are without law, as without law (not being without law toward God, but under law toward Christ), that I might win those who are without law; to the weak I became as weak, that I might win the weak. I have become all things to all men, that I might by all means save some. ²³ Now this I do for the gospel's sake, that I may be partaker of it with you. 1 Corinthians 9:20-23 (NKJV)*

Corporate Quality #7: Diversity

A leader must leverage the strengths, talents, and spiritual gifts of every person in the ministry. Diverse groups of people are more innovative than homogeneous groups. Innovation is the result of connections and collaboration. Innovation comes from connecting two seemingly disconnected ideas. Leverage the diversity of every member based on their unique talents and spiritual gifts. Every member of the body is important and has a purpose.

- *For in fact the body is not one member but many. But now God has set the members, each one of them, in the body just as He pleased. Now you are the body of Christ, and members individually. 1 Corinthians 12:12, 18, 27 (NKJV)*
- *For as we have many members in one body, but all the members do not have the same function, so we, being many, are one body in Christ, and individually members of one another. Romans 12:4-5 (NKJV)*

Guiding Philosophies

Guiding philosophies are based on my core values and beliefs. They are the foundation that supports my actions as a leader irrespective of changes in goals, strategies, or objectives. Unlike values which remain relatively constant throughout a lifetime, guiding philosophies are more dynamic, growing and maturing as I grow and mature.

Philosophy #1: Selection of Leaders

Selection of leaders in ministry is a critical step to insure the integrity, and maintain the proper function and continuity of the ministry. Leaders must be suited for the role both internally and externally. Internally a leader must be able to meld with the rest of the leadership team. There are three criteria for evaluating internal alignment: 1) Philosophically. There must be a common philosophical agreement. 2) Theologically. There must be a common theological alignment. 3) Relationally. There must be strong mutual respect for the leadership team, the

goals of the organization and the people being served. Externally the leader must be qualified to lead the flock. Therefore, Biblical standards derived from 1 Timothy 3:1-7 will be maintained for the selection of senior leaders, whether they are paid staff or volunteer positions:

- Above reproach (3:2a). Leaders must be above reproach in all aspects of their lives.
- Husband of one wife (3:2b). Leaders must be a “one woman man.” This is not to exclude those who may have undergone divorce prior to becoming a Christian, who or suffered a divorce for a Biblical reason (adultery).
- Sober minded (3:2c). The leader must be able to keep their head, exercising sober judgment in all situations so as not to be diverted by false teachings.
- Prudent (3:2d). The leader must earnest, taking the Gospel and His responsibility seriously.
- Respectable (3:2e). The leader’s life must be well-ordered and respectable.
- Hospitable (3:2f). Leaders must demonstrate hospitality.
- Able to teach—teachable (3:2g). Leaders must be teachable.
- Not given to wine (3:3a). Leaders must be temperate, not addicted to strong drink.
- Not violent but gentle (3:3b). Leaders must be gentle in their demeanor not violent.
- Peaceable (3:3c). Leaders must be men and women of peace, not prone to contentious argument.
- Not greedy for money (3:3d). The leader must not be focused on monetary gain or the accumulation of worldly riches.
- One who rules his house well (3:4-5). The leader must manage their households well, including their children if they have them.
- Not a novice (3:6). The leader must be solid in their faith, not being a recent convert.
- Having a good testimony among outsiders (3:7). The leader must have a good reputation in the community.

The selection of other leaders must also be given careful consideration based on Biblical standards from 1 Timothy 3:8-13. This group of leaders forms the core that has the most exposure to the flock, and works day-to-day to deliver against the goals of the ministry.

- Dignified (3:8a). The leader must be worthy of respect, dignified.
- Not double-tongued (3:8b). The leader must be able to hold their tongue, avoid spreading conflicting stories.
- Not holding to much wine (3:8c). The leader must not be addicted to strong drink.
- Not greedy (3:8d). The leader must not be greedy for personal gain.
- Spiritual life (3:9). The leader must have a solid, stable spiritual life.
- Christian experience (3:10). The leader must be observed over a period of time to insure their qualifications.
- Husband of one wife (3:12a). The leader must be a “one woman man” with no record of marital misconduct.
- Manage his household well (3:12b). The leader must manage their households well, including their children if they have them.

Additionally, female leaders must be:

- Dignified (3:11a). Female leaders must be worthy of respect, dignified.
- Not slanderers (3:11b). Female leaders must not be gossips, slanderers, avoiding improper speech.
- Sober-minded (3:11c). Female leaders must be able to keep their head, exercising sober judgment in all situations so as not to be diverted by false teachings.
- Faithful (3:11d). Female leaders must be trustworthy/faithful in her ministry duties, as well as in her family.

Philosophy #2: Development of Leaders

A formal leadership development plan is the surest way to provide leaders that will be capable of developing and guiding the ministry into the future. Paul’s direction to Timothy for

the church in Ephesus was to develop a multi-generational leadership development plan: “and what you have heard from me in the presence of many witnesses entrust to faithful men who will be able to teach others also” 2 Timothy 2:2 (ESV).

The first step in multiplying leaders is to multiply the mature disciples. It is from the cadre of mature disciples that most of the ministry’s future leaders will arise. To insure the future leadership needs of the ministry will be met, the development of mature disciples must be intentional. Ministry leaders should be 1) wise leaders who are sound in their knowledge of God’s word (head), 2) strong in character and compassion (heart), and 3) skilful in ministry and mission (hand).⁷

- Leaders with Godly wisdom (head). Training Godly wisdom may be accomplished in a formal classroom setting. Leaders must have a solid understanding of the Bible and theology. *“He must hold firm to the trustworthy word as taught, so that he may be able to give instruction in sound doctrine and also to rebuke those who contradict it.” Titus 1:9 (ESV)*
- Leaders with Godly character (heart). Developing leaders with Godly character may be accomplished in small groups. This is the model Jesus demonstrates as he trained the disciples. It is in the small group where more intimate relationships develop fostering growth in character and spiritual development. *“Have nothing to do with irreverent, silly myths. Rather train yourself for godliness; for while bodily training is of some value, godliness is of value in every way, as it holds promise for the present life and also for the life to come.” 1 Timothy 4:7-8 (ESV)*
- Leaders who equip others (hand). Developing the equipping skills of future leaders may be accomplished through one-to-one mentoring relationships. This is the model Jesus used in teaching individual disciples. The mentoring model is also in view in Paul’s ministry to Timothy and Titus. *“and what you have heard from me in the presence of many witnesses entrust to faithful men who will be able to teach others also.” 2 Timothy 2:2 (ESV)*

⁷ Rowland Forman, Jeff Jones, and Bruce Miller, *The Leadership Baton: an Intention Strategy for Developing Leaders in Your Church* (Grand Rapids: Zondervan, 2004), 62.

To grow up balanced leaders who have Godly wisdom, Godly character, and are capable of equipping others each of these three training methods should occur somewhat concurrently. A leader with much knowledge (head), but little compassion (heart), or experience (hand) is not an effective leader. The same is true if any of the other characteristics are out of balance. Finally, a Leadership Development Plan should include the following:

- It must include a blend of education, training, and experience.
- It must be a continuous process.
- It must include clear measureable, challenging, achievable goals.
- It must never be delegated; leaders develop leaders.
- It must include aspects of classroom training, small group training, and one-to-one mentoring.
- It must empower future leaders through delegation of responsibility as their skills grow.

Philosophy #3: Role of Women

I believe with most complementarians that God's intention is for men to serve as overseers/elders in the church, and that this is not a role intended for women. I define the elders/overseers as the Senior Pastor and the board of elders. I also believe that both men and women may serve as deacons. I define deacon to include the remaining pastoral and administrative, paid and volunteer staff that supports the ministry of the Church. I believe that deacons may be defined broadly as "assistants." Therefore, I can see women in any role in which she is subordinate to a male leader. I also believe that the endowment of spiritual gifts is equal among men and women, and that it was God's intention for these gifts to be developed and used to build the Kingdom to the extent that it does not conflict with Scripture.

It is important that we consider the question of male/female roles carefully. It is important that we do not limit the spiritual development or the use of spiritual gifts of the body. At the same time, it is important that the gifts be used as God intended for the Kingdom, and to His Glory.

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