

How to Develop a Leader

1. **Know** the leaders. **Spend time with them.** Jesus used the “with him” principle. This is appropriate for paid staff members, as well as lay leaders.
 - Know them **socially**. You can learn a lot about others in social settings.
 - Know them **spiritually**. Take time to know their hearts for God.
 - Know them **professionally**. Administer profiles to know them better.
 - Know them **congregationally**. Observe their effectiveness in ministry.

2. **Grow** the leader. **Jesus showed us how.**

Jesus’ “IDEA” of Discipleship

- I** = **Instruction** in a life-related context. **Jesus did not withdraw from his disciples, but provided on-the-job training.** For example, a pastor can take a lay person with him/her to do hospital or home visitation.
- D** = **Demonstration** in a life-related context. **Jesus modeled what he taught.** As pastors, we have to model for our people what we want to see in their lives. They must be free to ask questions of us.
- E** = **Exposure** in a life-related context. **The proof of discipleship is not in a lesson completed and turned in, but in a changed life.**
- A** = **Accountability** in a life-related context.

If I hear, I forget. If I see, I remember, I do, and I understand.

3. **Show** the leader.
 - Show them **support**. **Stand behind them.**
 - Show them **priorities**. **About the church.**
 - Show them how to **solve** problems.
 - Show them **servanthood**.
 - Show them **character**. **There are two kinds of people in the world: first, those who do what is right and then feel good about it (character based); second, those who wait to feel like doing it, then do it (emotion based).**
 - Show them that **failure** is not final.

How to Develop a Leader

1. _____ the leaders.

- Know them _____.
- Know them _____.
- Know them _____.
- Know them _____.

2. _____ the leader.

Jesus' "IDEA" of Discipleship

I = _____ in a life-related context.

D = _____ in a life-related context.

E = _____ in a life-related context.

A = _____ in a life-related context.

If I hear, I forget. If I see, I remember, I do, and I understand.

3. _____ the leader.

- Show them _____.
- Show them _____.
- Show them how to _____ problems.
- Show them _____.
- Show them _____.
- Show them that _____ is not final.

Managing Your Time for Effective Ministry

“Success is 90% time management. Most people do more and more while enjoying it less and less. Our lives are often like over-packed suitcases. We must make the most of our time.”

Focus on doing the will of God.

1. The key to **success** is finding out what God wants you to do, and doing it.

“Be very careful, then, how you live – not as unwise but as wise, making the most of every opportunity, because the days are evil. Therefore, do not be foolish, but understand what the Lord’s will is.” -- Ephesians 5:15-17

2. Jesus modeled the **secret** of time management.

“Very early in the morning, while it was still dark, Jesus got up, left the house and went off to a solitary place where he prayed.” – Mark 1:35

3. Remember, there is always enough **time** to do God’s will.

Jesus did all God planned for Him to do in just three and a half years. There is also time for you to do everything God has planned for you to do.

Evaluate how you spend your time.

1. Keep a **time** log.

Do your priorities and goals affect your daily schedule?

2. Identify and eliminate time **wasters**.

“I have yet to see an executive, regardless of rank or station, who could not consign something like a quarter of the demands on his time to the wastepaper basket without anybody’s noticing their disappearance.” – Peter Drucker

Concentrate on priorities.

1. Planning is a spiritual **process** to determine God's will for your life and ministry.

Remember, 20% of your effort produces 80% of the results.

Charles Schwab, president of Bethlehem Steel Company, granted an interview to an efficiency expert named Ivy Lee. Lee was telling Mr. Schwab how his firm could help him do a better job of managing the company, when Mr. Schwab broke in to say something to the effect that he wasn't managing as well as he knew how to. He went on to tell Ivy Lee that what was needed wasn't more knowing – but a lot more doing. He said, "We can know what we should be doing; now if you can show us a better way of getting it done, I'll listen to you – and pay you anything within reason."

Lee then said that he could give him something in twenty minutes that would increase his achievements at least 50%. He then handed Charles Schwab a blank sheet of paper and said: "Write down on this paper the six most important things you have to do tomorrow." Mr. Lee then said, "Now, number them in the order of their importance to you and the company." That took about five minutes. Then Lee said, "Now, put the paper in your pocket, and the first thing tomorrow morning, take it out and look at item number one. Don't look at the others, just number one, and start working on it, and stay with it until it's completed. Then take item number two the same way; then number three, and so on until you have to quit for the day. Don't worry if you have only finished one or two. You'll be working on the most important ones. The others you couldn't have finished with any other method. And without some system, you would probably take ten times as long to finish them – and might not even have them in the order of their importance."

Lee went on, "Do this every working day. After you have convinced yourself of the value of this system, have your men try it. Try it as long as you like, and then send me your check for whatever the idea is worth."

The entire interview hadn't taken more than half an hour. In a few weeks Mr. Schwab sent Ivy Lee a check for \$25,000 with a letter saying the lesson was the most profitable, from a money standpoint, that he had ever learned in his life. And it was later said that in five years this was the plan that was largely responsible for turning what was then a little known steel company into the biggest independent steel producer in the world. It also helped Charles Schwab make a hundred million dollars!

A church in which anything goes will ultimately be a church in which nothing goes. The good is the enemy of the best.

There are two things that are difficult to get people to do. First, is to think. Second, is to do things in the order of their importance.

2. Consolidate **blocks** of time.

“To be effective, every knowledge worker, and especially every executive ... needs to be able to dispose of time in fairly large chunks. To have small dribs and drabs of time at his disposal will not be sufficient even if the total is an impressive number of hours.” – Peter Drucker

3. Do **first** things first, and do one thing at a time.

The secret of effectiveness is concentration – being able to distinguish between the urgent and the important. It’s the difference between knocking out the temperature light on your car, or fixing the problem.

Develop a standard week.

1. Block **priority** activities and appointments in advance.

*Planning time
Personal and family time
Sermon and teaching preparation
Pastoral care and counseling
Appointments and meetings
Project management
Leadership development and resourcing*

2. Group **similar** activities together.

*Telephone calls
Correspondence
Errands*

3. Publicize your **schedule** to protect it.

4. Schedule interruption and emergency **buffers**.

*This can be up to two hours a day.
You must distinguish between a divine appointment and a distraction.*

Use a “ministry organizer.”

1. Three reasons to use one:

- *Pro-active **scheduling** produces results. Crisis management doesn’t. You need to take appropriate action today to make your goals become a reality tomorrow.*

- *Setting **priorities** and keeping a calendar of appointments that reflect those priorities is the only way to become an effective Christian leader.*
 - ***Managing** all the details of your life and ministry will enable you to relax, knowing that nothing will “fall through the cracks.”*
2. Remember the components of a complete **system**.
- *Appointment book*
 - *“To do” list*
 - *Telephone directory*
 - *Planning and project management*
 - *Follow-up of meetings and ministry appointments*

Other Ideas for Effective Time Management

Pre-think your daily work.

Plan your telephone calls, appointments, meetings, and errands. It will increase your productivity dramatically.

Handle paper once. Here’s what you can do with papers:

1. Throw them away.
2. Scrawl an answer on the body of the letter or memo and return it to the sender. If necessary, you can make a copy for your files.
3. Attach a handwritten note for someone else to handle.
4. Dictate an answer. Include the original letter in a dictation folder so the secretary can get the correct address.

Organize your files for easy retrieval. Here are some tips for filing:

1. Plan your sermons ahead of time. Set up a file for each sermon with its title and date. You can store illustrations, reference material, and other important information. You can use a similar system to help you prepare for Board and committee meetings.
2. File letters according to subject, not correspondent.
3. Cull your files and library every two years. When in doubt, throw it out! Do not be afraid to file items in the trash can. Remember, files are not for storing information, but retrieving information.

Managing Your Time for Effective Ministry

“Success is 90% time management. Most people do more and more while enjoying it less and less. Our lives are often like over-packed suitcases. We must make the most of our time.”

Focus on doing the will of God.

1. The key to _____ is finding out what God wants you to do, and doing it.

“Be very careful, then, how you live – not as unwise but as wise, making the most of every opportunity, because the days are evil. Therefore, do not be foolish, but understand what the Lord’s will is.” - Ephesians 5:15-17

2. Jesus modeled the _____ of time management.

“Very early in the morning, while it was still dark, Jesus got up, left the house and went off to a solitary place, where he prayed.” – Mark 1:35

3. Remember, there is always enough _____ to do God’s will.

Jesus did all God planned for Him to do in just three and a half years. There is also time for you to do everything God has planned for you to do.

Evaluate how you spend your time.

1. Keep a _____ log.

Do your priorities and goals affect your daily schedule?

2. Identify and eliminate time _____.

“I have yet to see an executive, regardless of rank or station, who could not consign something like a quarter of the demands on his time to the wastepaper basket without anybody’s noticing their disappearance.” – Peter Drucker

Concentrate on priorities.

1. Planning is a spiritual _____ to determine God's will for your life and ministry.

Remember, 20% of your effort produces 80% of the results.

Charles Schwab, president of Bethlehem Steel Company, granted an interview to an efficiency expert named Ivy Lee. Lee was telling Mr. Schwab how his firm could help him do a better job of managing the company, when Mr. Schwab broke in to say something to the effect that he wasn't managing as well as he knew how to. He went on to tell Ivy Lee that what was needed wasn't more knowing – but a lot more doing. He said, "We can know what we should be doing; now if you can show us a better way of getting it done, I'll listen to you – and pay you anything within reason."

Lee then said that he could give him something in twenty minutes that would increase his achievements at least 50%. He then handed Charles Schwab a blank sheet of paper and said: "Write down on this paper the six most important things you have to do tomorrow." Mr. Lee then said, "Now, number them in the order of their importance to you and the company." That took about five minutes. Then Lee said, "Now, put the paper in your pocket, and the first thing tomorrow morning, take it out and look at item number one. Don't look at the others, just number one, and start working on it, and stay with it until it's completed. Then take item number two the same way; then number three, and so on until you have to quit for the day. Don't worry if you have only finished one or two. You'll be working on the most important ones. The others you couldn't have finished with any other method. And without some system, you would probably take ten times as long to finish them – and might not even have them in the order of their importance."

Lee went on, "Do this every working day. After you have convinced yourself of the value of this system, have your men try it. Try it as long as you like, and then send me your check for whatever the idea is worth."

The entire interview hadn't taken more than half an hour. In a few weeks Mr. Schwab sent Ivy Lee a check for \$25,000 with a letter saying the lesson was the most profitable, from a money standpoint, that he had ever learned in his life. And it was later said that in five years this was the plan that was largely responsible for turning what was then a little-known steel company into the biggest independent steel producer in the world. It also helped Charles Schwab make a hundred million dollars!

A church in which anything goes will ultimately be a church in which nothing goes. The good is the enemy of the best.

There are two things that are difficult to get people to do. First, is to think. Second, is to do things in the order of their importance.

2. Consolidate _____ of time.

“To be effective, every knowledge worker, and especially every executive ... needs to be able to dispose of time in fairly large chunks. To have small dribs and drabs of time at his disposal will not be sufficient even if the total is an impressive number of hours.” – Peter Drucker

3. Do _____ things first, and do one thing at a time.

The secret of effectiveness is concentration – being able to distinguish between the urgent and the important. It’s the difference between knocking out the temperature light on your car, or fixing the problem.

Develop a standard week.

1. Block _____ activities and appointments in advance.

*Planning time
Personal and family time
Sermon and teaching preparation
Pastoral care and counseling
Appointments and meetings
Project management
Leadership development and resourcing*

2. Group _____ activities together.

*Telephone calls
Correspondence
Errands*

3. Publicize your _____ to protect it.

4. Schedule interruption and emergency _____.

*This can be up to two hours a day.
You must distinguish between a divine appointment and a distraction.*

Use a “ministry organizer.”

1. Three reasons to use one:

- *Pro-active _____ produces results. Crisis management doesn’t. You need to take appropriate action today in order to make your goals become a reality tomorrow.*

- *Setting _____ and keeping a calendar of appointments that reflect those priorities is the only way to become an effective Christian leader.*
 - *_____ all the details of your life and ministry will enable you to relax, knowing that nothing will “fall through the cracks.”*
2. Remember the components of a complete _____.
- *Appointment book*
 - *“To do” list*
 - *Telephone directory*
 - *Planning and project management*
 - *Follow-up of meetings and ministry appointments*

Other Ideas for Effective Time Management

Pre-think your _____ work.

Plan your telephone calls, appointments, meetings, and errands. It will increase your productivity dramatically.

Handle paper _____. Here’s what you can do with papers:

1. Throw them away.
2. Scrawl an answer on the body of the letter or memo and return it to the sender. If necessary, you can make a copy for your files.
3. Attach a handwritten note for someone else to handle.
4. Dictate an answer. Include the original letter in a dictation folder so the secretary can get the address correct.

Organize your files for easy _____. Here are some tips for filing:

1. Plan your sermons ahead of time. Set up a file for each sermon with its title and date. You can store illustrations, reference material and other important information. You can use a similar system to help you prepare for Board and committee meetings.
2. File letters according to subject, not correspondent.
3. Cull your files and library every two years. When in doubt, throw it out! Do not be afraid to file items in the trash can. Remember, files are not for storing information, but retrieving information.