

Then Barnabas went to Tarsus to look for Saul, and when he had found him, he brought him to Antioch. So it was that for an entire year they met with the church and taught a great many people, and it was in Antioch that the disciples were first called "Christians."

Acts 11:25-26



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A LOOK AT JESUS

LUKE 9:1-6, 10

Then Jesus called the twelve together and gave them power and authority over all demons and to cure diseases, ²and he sent them out to proclaim the kingdom of God and to heal. ³He said to them, "Take nothing for your journey, no staff, nor bag, nor bread, nor money—not even an extra tunic. ⁴Whatever house you enter, stay there, and leave from there. ⁵Wherever they do not welcome you, as you are leaving that town shake the dust off your feet as a testimony against them." ⁶They departed and went through the villages, bringing the good news and curing diseases everywhere....

¹⁰On their return the apostles told Jesus all they had done. He took them with him and withdrew privately to a city called Bethsaida.

LUKE 10:1-12, 16-21

After this the Lord appointed seventy others and sent them on ahead of him in pairs to every town and place where he himself intended to go. ²He said to them, "The harvest is plentiful, but the laborers are few; therefore ask the Lord of the harvest to send out laborers into his harvest. ³Go on your way. See, I am sending you out like lambs into the midst of wolves. ⁴Carry no purse, no bag, no sandals; and greet no one on the road. ⁵Whatever house you enter, first say, 'Peace to this house!' ⁶And if anyone is there who shares in peace, your peace will rest on that person; but if not, it will return to you. ⁷Remain in the same house, eating and drinking whatever they provide, for the laborer deserves to be paid. Do not move about from house to house. ⁸Whenever you enter a town and its people welcome you, eat what is set before you; ⁹cure the sick who are there, and say to them, 'The kingdom of God has come near to you.' ¹⁰But whenever you enter a town and they do not welcome you, go out into its streets and say, ¹¹'Even the dust of your town that clings to our feet, we wipe off in protest against you. Yet know this: the kingdom of God has come near.' ¹²I tell you, on that day it will be more tolerable for Sodom than for that town....

2

How does Jesus prepare these folks for their ministry experience? What does he give them?

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¹⁶ “Whoever listens to you listens to me, and whoever rejects you rejects me, and whoever rejects me rejects the one who sent me.”

¹⁷The seventy returned with joy, saying, “Lord, in your name even the demons submit to us!” ¹⁸He said to them, “I watched Satan fall from heaven like a flash of lightning. ¹⁹See, I have given you authority to tread on snakes and scorpions, and over all the power of the enemy; and nothing will hurt you. ²⁰Nevertheless, do not rejoice at this, that the spirits submit to you, but rejoice that your names are written in heaven.”

²¹At that same hour Jesus rejoiced in the Holy Spirit and said, “I thank you, Father, Lord of heaven and earth, because you have hidden these things from the wise and the intelligent and have revealed them to infants; yes, Father, for such was your gracious will. ²²All things have been handed over to me by my Father; and no one knows who the Son is except the Father, or who the Father is except the Son and anyone to whom the Son chooses to reveal him.”

²³Then turning to the disciples, Jesus said to them privately, “Blessed are the eyes that see what you see! ²⁴For I tell you that many prophets and kings desired to see what you see, but did not see it, and to hear what you hear, but did not hear it.”

Anything different in the second passage?



A LOOK AT PAUL

2 TIMOTHY 1:1-2, 7

Paul, an apostle of Christ Jesus by the will of God, for the sake of the promise of life that is in Christ Jesus, ² To Timothy, my beloved child: Grace, mercy, and peace from God the Father and Christ Jesus our Lord.

³ I am grateful to God—whom I worship with a clear conscience, as my ancestors did—when I remember you constantly in my prayers night and day. ⁴ Recalling your tears, I long to see you so that I may be filled with joy. ⁵ I am reminded of your sincere faith, a faith that lived first in your grandmother Lois and your mother Eunice and now, I am sure, lives in you. ⁶ For this reason I remind you to rekindle the gift of God that is within you through the laying on of my hands; ⁷ for God did not give us a spirit of cowardice, but rather a spirit of power and of love and of self-discipline.

⁸ Do not be ashamed, then, of the testimony about our Lord or of me his prisoner, but join with me in suffering for the gospel, relying on the power of God, ⁹ who saved us and called us with a holy calling, not according to our works but according to his own purpose and grace. This grace was given to us in Christ Jesus before the ages began, ¹⁰ but it has now been revealed through the appearing of our Savior Christ Jesus, who abolished death and brought life and immortality to light through the gospel. ¹¹ For this gospel I was appointed a herald and an apostle and a teacher, ¹² and for this reason I suffer as I do. But I am not ashamed, for I know the one in whom I have put my trust, and I am sure that he is able to guard until that day what I have entrusted to him. ¹³ Hold to the standard of sound teaching that you have heard from me, in the faith and love that are in Christ Jesus. ¹⁴ Guard the good treasure entrusted to you, with the help of the Holy Spirit living in us.

¹⁵ You are aware that all who are in Asia have turned away from me, including Phygelus and Hermogenes. ¹⁶ May the Lord grant mercy to the household of Onesiphorus, because he often refreshed me and was not ashamed of my chain; ¹⁷ when he arrived in Rome, he eagerly searched for me and found me ¹⁸—may the Lord grant that he will find mercy from the Lord on that day! And you know very well how much service he rendered in Ephesus.

4

Distill elements of Paul's strategy to encourage Timothy.

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A LOOK AT PAUL

5

2:1 You then, my child, be strong in the grace that is in Christ Jesus;
2 and what you have heard from me through many witnesses entrust to faithful people who will be able to teach others as well. 3 Share in suffering like a good soldier of Christ Jesus. 4 No one serving in the army gets entangled in everyday affairs; the soldier's aim is to please the enlisting officer. 5 And in the case of an athlete, no one is crowned without competing according to the rules. 6 It is the farmer who does the work who ought to have the first share of the crops. 7 Think over what I say, for the Lord will give you understanding in all things.

Notice Paul's high standards for Timothy.



How does Paul serve as a coach or sponsor for Timothy?



How does he feel about Timothy?



What does he want for/ from Timothy?

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MINISTRY LEADERSHIP INVENTORY

6



THINK ABOUT AREAS OF STRATEGIC INITIATIVE.

- 1 I am making good progress on long-term development. 1 2 3 4 5
- 2 I am good at strategic analysis and diagnosis. 1 2 3 4 5
- 3 I care about my efforts in this area. 1 2 3 4 5
- 4 I feel free to initiate in directions I determine. 1 2 3 4 5
- 5 I love to think creatively and try new things. 1 2 3 4 5



THINK ABOUT THE ADMINISTRATION AND LOGISTICAL COMPONENTS OF YOUR

MINISTRY ASSIGNMENT:

- 6 I feel able to handle the logistical components of my job well. 1 2 3 4 5
- 7 I value this part of my job as a significant part of my ministry. 1 2 3 4 5
- 8 How I organize this part of my ministry is up to me. 1 2 3 4 5
- 9 I am able to stay on track toward my long-term goals. 1 2 3 4 5
- 10 I enjoy administration, organization, and details. 1 2 3 4 5



THINK ABOUT YOUR RELATIONAL CONTACT WITH MINISTRY PARTNERS AND

RECIPIENTS:

- 11 I have a sense of freedom in what I am doing with people. 1 2 3 4 5
- 12 I value highly what I am doing in this area. 1 2 3 4 5
- 13 I see these relationships growing and developing as I had hoped they would. 1 2 3 4 5
- 14 My ministry efforts have significant impact in these relationships. 1 2 3 4 5
- 15 I am good at relational ministry and do it well. 1 2 3 4 5
- 16 I love my work and enjoy my relationships. 1 2 3 4 5
- 17 I am able to choose whom to focus on and how to pursue these relationships. 1 2 3 4 5
- 18 I am able to see satisfying growth in these relationships. 1 2 3 4 5
- 19 I bring satisfactory skill and wisdom to my relational ministry. 1 2 3 4 5

LOW = 1
HIGH = 5

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MINISTRY LEADERSHIP INVENTORY



THINK ABOUT YOUR FEELINGS AS YOU BEGIN A NEW DAY OR NEW WEEK IN THIS

MINISTRY:

- 20 I feel that I will use my time doing important work. 1 2 3 4 5
- 21 I expect to be able to make progress toward deadlines. 1 2 3 4 5
- 22 I am able to choose how best to spend my time in a productive manner. 1 2 3 4 5
- 23 I enjoy the expectation of a new day or week beginning. 1 2 3 4 5
- 24 I expect that I will be able to meet the challenges of the day or week. 1 2 3 4 5



THINK ABOUT THE VARIETY OF INITIATIVES AND RESPONSIBILITIES THAT MAKE

UP YOUR MINISTRY JOB:

- 25 I am making good progress on my long-term projects. 1 2 3 4 5
- 26 I am good at my job. 1 2 3 4 5
- 27 I care about what I am doing. 1 2 3 4 5
- 28 I feel free to select different paths or approaches in my work. 1 2 3 4 5

LOW = 1
HIGH = 5

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SCORING THE EMPOWERMENT INVENTORY

Write in the number that you circled for each of the items listed (skip #s 5, 10, 16, 23)



FEELINGS OF CHOICE	FEELINGS OF COMPETENCE	FEELINGS OF MEANINGFULNESS	FEELINGS OF PROGRESS
4:	2:	3:	1:
8:	6:	7:	9:
11:	15:	12:	13:
17:	19:	14:	18:
22:	24:	20:	21:
28:	26:	27:	25:

TOTAL:				
	CHOICE	COMPETENCE	MEANINGFULNESS	PROGRESS

JOB/MINISTRY AREA	SUM OF SCORES FOR QUESTIONS	DIVIDE BY NUMBER OF QUESTIONS	RELATIVE RANK
STRATEGIC INITIATIVE	1 to 5:	/5=	
ADMIN/ LOGISTICS	6 to 10:	/5=	
RELATIONSHIPS WITH PARTNERS, RECIPIENTS	11 to 19:	/9=	
OVERALL FEELINGS ABOUT THE MINISTRY	20 to 28:	/9=	



EMPOWERMENT

	SENSE OF OPPORTUNITY	SENSE OF ACCOMPLISHMENT
TASK ACTIVITIES	Choice: the <i>opportunity</i> you feel to select task activities that make sense to you and to perform them in ways that seem appropriate.	Competence: the <i>accomplishment</i> you feel in skillfully performing task activities you have chosen. The sense that you are doing good quality work.
TASK PURPOSE	Meaningfulness: the <i>opportunity</i> you feel to pursue a worthy task purpose. The sense that your purpose matters in the larger scheme of things.	Progress: the <i>accomplishment</i> you feel in achieving the task purpose. The sense that the task is moving forward and that your activities are really accomplishing something.



BUILDING FEELINGS OF CHOICE

BUILDING BLOCKS	TEAM ACTIONS	PERSONAL ACTIONS
AUTHORITY	Giving staff the right to pursue their task in their own way, including the allocation of time & money.	Ask for the right to make your own decisions on matters that are important to your task.
TRUST	Trusting team members' judgment; giving them space to exercise it.	Listening to your own judgment, not simply to the opinions of others.
SECURITY	Supporting members' experimentation; no blame or punishment for honest mistakes or failed risks.	Having the courage to try things you believe will work; not yielding to your own fears.
PURPOSE	Deciding upon a clear team objective or direction to guide decision-making.	Clarifying a clear purpose for your task activities.
INFORMATION	Sharing with team members all the information they need to make their own decisions.	Contacting people to request any information you need.

BUILDING FEELINGS OF COMPETENCE

BUILDING BLOCKS	TEAM ACTIONS	PERSONAL ACTIONS
MODELS	Providing models of ministry competence through training, mentoring, and partnership.	Networking and researching to find models, mentors and training opportunities.
POSITIVE FEEDBACK	Helping members build on what they do well rather than simply highlighting mistakes & weaknesses.	Appreciating your own success; saving personal thank you notes from people you lead or work with.
SKILL RECOGNITION	Giving people credit for what is going well & attributing it to their growth or skill.	Recognizing the role of your own competence in what is going well.
GROWTH OPPORTUNITIES	Allowing members to "stretch" by gradually taking on more demanding or challenging tasks	Trying tasks that require you to use new skills or further develop old ones.
NON COMPARATIVE STANDARDS	Not putting members in competition.	Avoiding self-defeating comparisons to others; learning from the success of others without feeling threatened.



BUILDING FEELINGS OF MEANINGFULNESS

BUILDING BLOCKS	TEAM ACTIONS	PERSONAL ACTIONS
NON-CYNICAL CLIMATE	Providing a non-cynical climate that encourages caring.	Seeking out supportive teammates who help you nurture your ideals.
CLEAR VALUES	Developing a shared value system that identifies what is important.	Understanding your own values and passions & making them explicit.
AN EXCITING VISION	Developing an exciting vision of the future the team wants to create.	Buying in to the vision to make it your own. Proposing a vision if none exists.
RELEVANT TASK PURPOSES	Adopting task purposes that are clearly related to the vision; protecting members from busywork tasks that have little value.	Making sure your task purposes contribute to the vision. "What can be done here that is meaningful?"
WHOLE TASKS	Delegating to team members whole projects when possible, or at least, major identifiable portions of the whole.	Ask for responsibility for whole, identifiable tasks.

BUILDING FEELINGS OF PROGRESS

BUILDING BLOCKS	TEAM ACTIONS	PERSONAL ACTIONS
COLLABORATION	Collaborating with team members when coordination and support are needed.	Building collaborative relationships with others involved in your tasks.
MILESTONES	Providing a clear picture of the key events that will occur in achieving the task.	Developing your own picture of the milestones you will reach.
CELEBRATIONS	Drawing attention to members' task progress by celebrating important milestones.	Celebrating your own milestones achieved.
CONTINUOUS IMPROVEMENT	Using feedback, looking for ways to help members continuously improve their task performance.	Looking for ways to improve your own task performance.



RESOLVING THE DEMAND / RESOURCE CHALLENGE

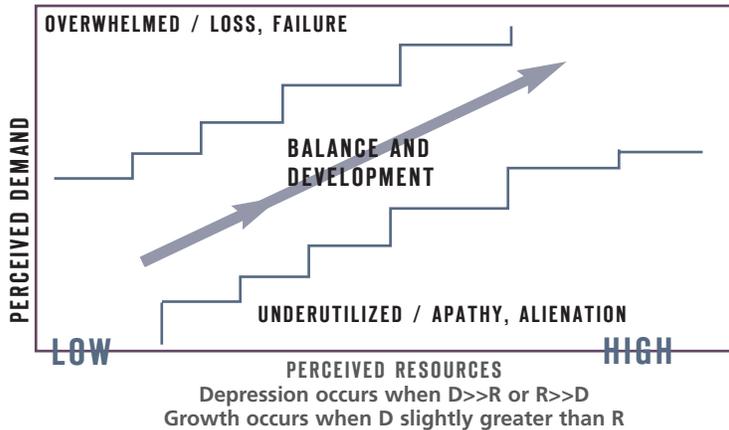


Diagram from Wendy Ulrich as cited in Dave Ulrich, Human Resource Champions, p127ff. Discussion from Ulrich.



WHERE ARE YOU IN THE DEMAND/RESOURCE GRID?

1. Do you feel underutilized in your role in ministry? If so, you need to talk to your supervisor about increasing the demands placed upon you in your job. This can happen during a transition time, or right after a move to a new assignment, when relational demands are still fairly superficial or introductory.
2. Do you feel overwhelmed in your role in ministry? This is perhaps the more common of the two disequilibrium states. If so, you may need to speak with your supervisor about either reducing the demands placed on you in your role, or else increasing the resources you have available to meet those demands. Consider the following:

REDUCE DEMANDS

- Set Priorities: What is essential for the mission?
- Focus: Reduce multiple roles or initiatives
- Restructure: Accomplish goals through rethinking how to achieve them more simply

INCREASE RESOURCES

- Control: To what extent do staff control the demands in their schedule?
- Commitment: To what extent has vision been embraced and direction fully owned by staff?
- Challenging Work: To what extent is the work challenging and developmental, not repetitive?
- Partnership & Teamwork: Are meaningful team relationships consistently prioritized?
- Culture: Is it expected that ministry is fun and enjoyable?
- Compensation & Honor: Is the ministry being compensated fairly? Is honor being generously distributed?
- Communication: Are staff feeling in on decisions that will affect them? Do they understand "Why?"
- Concern: Is staff busyness or lifestyle complaint taken seriously? Are efforts made to help staff cope and evaluate?
- Technology: Do staff have access to a computer? (Staff shouldn't have to do their job w/o one!)
- Competence: Do staff need additional training to be able to accomplish their mission? Are they being developed in the campus assignment they have?

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FURTHER RESOURCES

Everyone's A Coach: Five Business Secrets for High-Performance Coaching, Ken Blanchard and Don Shula. New York: Harper Business, 1995.

Good Company: Caring as Fiercely as You Compete, Hal F. Rosenbluth and Diane McFerrin Peters. Reading, Massachusetts: Addison-Wesley, 1998.

Human Resource Champions, Dave Ulrich. Harvard Business School Press, 1997.

Scriptures taken from New Revised Standard Version of the Bible,
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