

# Developing Lay Leaders



## Instructor Guide

Church Renewal Resource  
Evangelism Ministries USA/Canada Region  
Church of the Nazarene

# Acknowledgments

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# Preparation Checklist

**The following information will help you prepare to instruct this module.**

- Review the material and make notes of specific areas for special emphasis.
- Check to ensure the following materials are available:
  - PowerPoint presentations
  - Participant booklet (copy as needed)
- Gather the following materials:
  - Pens and/or pencils
  - Other material you want to use
- Check the classroom for:
  - Projector
  - Sufficient number of tables and chairs for the participants
- Arrange the room so that each church team sits around an individual table and you have ample room to move among the teams.

# Developing Lay Leaders

## Module at a Glance

The table below identifies each module section, the time allotted for each section, and a brief description of the section's objective. When you are familiar with this module, you may want to teach from this page rather than the detailed information.

SECTION	TIME	PAGE	BRIEF DESCRIPTION
I. Introduction	5 mins.	P. 5	Introduce module, purpose, and objectives.
II. Lecture	25 mins.	P. 6	The facilitator presents about five <i>people quotients</i> : intelligence, attitude, spirituality, resource, and motivation. Applying the five quotients to specific people should provide a better understanding as to why certain people do or do not perform as the leader hopes.
III. Small Group Activity	20 mins.	P. 13	Participants work in teams to reflect on the information presented in the lecture to begin applying the concepts.
IV. Discussion	5 mins.	P. 14	<ul style="list-style-type: none"><li>• Participants share thoughts about the information presented and insights about how it will assist in their leadership.</li><li>• Two possible questions to start discussion in addition to the questions answered during the exercise are:<ul style="list-style-type: none"><li>• What new ideas or thoughts did God reveal to you?</li><li>• What new techniques will you begin using as you think about others in your church?</li></ul></li></ul>
V. Action Planning/ Reporting	15 mins.	P. 15	Participants begin preparing their homework assignment: identify which two quotients are most important for various jobs within your church. Use this information to recruit people to fill any current positions and refer back to the information as positions open.
VI. Module Wrap-Up	5 mins.	P. 15	Close the module with your final comments regarding the topic.

**Total Module Time: 75 mins.**

# I. Module Introduction

(5 minutes)

Notes

Let the participants know the material is theirs to keep and encourage them to take notes.

- Purpose
- Objectives
- “Fill-in-the-blanks” for the lecture
- Application exercises

*The purpose of this module is:*

***To better understand why certain people perform to leaders’ hopes and to help pastors match laity and ministry roles.***

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*The objectives for this module are:*

- Identify the five people quotients
- Understand how each quotient contributes to the success of ministries
- Evaluate the local church jobs in terms of the five people quotients.

## II. Lecture

(25 Minutes)

Notes

The information in this module is from *Leading Your Ministry* by Alan Nelson, 1996, Abingdon Press.

The **UNDERLINED** text represents the blanks in the participant booklet.

Since people are the most important asset of every church, a leader's primary job is to maximize the innate potential in the group as a whole. We keep searching for the perfect parishioner in hopes of cloning DNA samples. No church has ever had perfect collaborators, just as no congregation has had a perfect pastor.

Effective leaders know how to best use existing strengths to develop the optimum team. In order to do that, they must continually assess those who possess leader abilities, as well as those who are able and willing to participate in the leadership process. Not all people are the same. Some who are really talented, exceptional individuals are poor collaborators. They do not want to participate. Others with marginal strengths prove to be wonderful leadership participants.

Every pastor knows what it is like to have the wrong person in a certain ministry or leader position, resulting in mutual frustration and a dysfunctional program. Ineffective pastors tend to fill ministry holes with living bodies, providing the perception of ministry. Leaders strive to marry strengths with needs.

A few years ago, research showed that instead of having a single intelligence quotient (IQ), there are really five areas of IQ:

- Language Skills
- Science
- Arts
- Athletic
- Social

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## II. Lecture (cont.)

Typical IQ tests given in schools only measure the first two. As pastors think in terms of people within local congregations, they often try to analyze individuals according to a single factor or category, whether it be past spiritual gifts, church experience, education, or professional career. Effective leaders recognize at least five different quotients in determining what people resources exist in a congregation. Applying the five quotients to specific people should provide a better understanding as to why certain people do and do not perform to your hopes.

### 1. IQ - **INTELLIGENCE QUOTIENT**

This refers to the basic concept for which it is known. Sometimes, those of us in the spiritual world, underestimate or downplay the role of intelligence. Certainly, this may be the least important of the five quotients, but as a leader you need to have a feel for the intellectual abilities of your people.

Try not to confuse intelligence with formal **DEGREES**. There are many “smart” people without college diplomas. Intelligence refers to one’s ability to conceptualize and **THINK**. This quotient helps determine the speed a person can pick up a goal or objective and handle complex situations.

People with lower IQs will often not be able to handle situations or projects which demand a lot.

People with higher IQs are more apt to be potential leaders. They are able to:

- Process a lot of information
- See the big picture
- Coordinate an endeavor

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## II. Lecture (cont.)

### Notes

IQs tend to change **LITTLE**. Try not to give overly simplistic tasks to people with high IQs, nor tasks which are too **DIFFICULT** for those with lower IQs. Love them all the same, but utilize them appropriately.

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### 2.AQ - **ATTITUDE QUOTIENT**

AQ is nearly always more important than IQ, especially in the realm of the church.

Look for people who have been through some challenging circumstances and yet have a positive **DISPOSITION**. There are plenty of talented, intelligent people who are cynics, skeptics, and will do very little to help you with your congregation's mission.

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Attitudes are often more reflective of **SELF-ESTEEM**. People with high self-esteem have positive outlooks. People with low self-esteem usually struggle with seeing what is good and hopeful. A negative person (low AQ) can undermine the best of causes if allowed a significant role. You do not want staff or church leaders with low AQ, even if they possess vast church experience, talents, and skills.

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The goal is to try to find high AQ people for positions which will **BUILD** enthusiasm and momentum in others. Low AQ people are limited in what they can ultimately produce as so much of ministry is a matter of faith, hope, and love: all attitudinal elements.

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### 3. SQ - **SPIRITUALITY QUOTIENT**

Spiritual maturity and vibrancy are obviously important in the church.

A common temptation for pastors looking for talented, willing people is to make judgments on outer **APPEARANCES** and turn people loose in church ministry. The bottom line is that unless a person has a certain level of spirituality, that person cannot perform effectively for long in a spiritual role.

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## II. Lecture (cont.)

**Illustration:** One mistake I made early on in my church planting experience was placing a man who was a bright, successful business person on our supervision board. As a church planter, I just wanted anyone who could help us get going. This man turned out to be pretty young in the faith and he ended up leaving the church because I had placed too much responsibility on him too fast. Scriptures say leaders should not be new believers.

Make sure you get to know a person for a while. Watch how they perform in various less influential ministry roles. Those who have high SQs will tend to respond like servants and blossom. The low SQs tend to want their names in the bulletins and are likely to fail if the task requires a heart for God.

There are various ministry roles available for those with low SQ. One does not have to be a Christian to pass out a bulletin, but someone certainly ought to be a person of prayer, Bible study, and preferably a tither to be on the church board.

A very important ministry for effective leaders is **IDENTIFYING** those with leadership gifts who are spiritually deficient. Personally disciple these people in the faith and work with them. These people will serve as a vital leader pool as they mature and become churchmen and churchwomen.

#### 4. RQ - **RESOURCE QUOTIENT**

Resource quotient is a bit of a catch-all in that there are all sorts of resources. Usually, resources fall into three categories:

- **TIME**
- **TREASURE**
- **TALENT**

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## II. Lecture (cont.)

### Notes

High RQ people are nice to have on your team, but their resources tend to only be available as their AQ and SQ **INCREASE**. We all know people with really high RQs who do little for the church and practically nothing for God.

**Illustration:** We had a man in our church with a high time-RQ. He took early retirement from an aerospace company and became my assistant, a full-time volunteer administrator.

We need to be constantly aware of those with **TIME** resources and plug them in. Keep in mind, the most talented and earnest people are not good team players if they are never available. In essence, they have a low RQ, at least in this aspect.

Senior citizens, homemakers, and successful business people are often high RQ people regarding time. We also need to be aware of those with “treasure” resources.

**Illustration:** Another family in our church had a high RQ financially. A leader must look at this RQ when beginning a building campaign as we did.

If you have a church full of people with good hearts and great attitudes but who have few finances, this will greatly affect the outcome of your leadership objectives.

### 5. MQ - **MOTIVATION QUOTIENT**

There is one more quotient not represented by the others. I have seen people with high IQs who did not add much to leadership. I have seen those with high AQs who you enjoyed being around and who were positive, but never followed through on a task. I know of several who are high SQs, who love God and know scriptures, but are not influential in the church. I also can think of quite a few with high RQs who do not bring strength.

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## II. Lecture (cont.)

### Notes

A crucial quotient is MQ, the motivation quotient. This quotient consists of a combination of:

- **TEMPERAMENT**
- **ENERGY**
- **ZEAL** for a church or organization

High MQ people are those who want to jump in and get involved. They want to **COMMIT**, to see things happen, to do something. They are people of **PASSION**. We all dream of high MQ people. Jesus' disciples were this way, especially Peter. Like Jesus, from time to time, we have to pull back on the reigns if people get run over or fail to see the big picture.

People with a high MQ **EMERGE** as they mature spiritually and as your leading provides excitement, vision, and meaning. All of this results in momentum. When momentum is **LOW**, regardless of how high the other quotients are, your leadership team will go nowhere.

MQ is not necessarily the most important quotient, but it is vital to getting things done. The best intentioned people in the world will never impact it for Christ unless they are moved and willing to commit and see a cause or project to completion.

There is no secret formula for these quotients. Leaders think in terms of what people do and do not bring to the leadership process. We make leadership mistakes when we place high quotient people in certain roles when their abilities may not warrant it. We make wrong assumptions and end up either being disappointed in them and/or they become disillusioned.

Everyone has strengths and weaknesses. We want to play off our strengths while working on our weaknesses. You may even want to go down the roster of your staff/members/attenders to identify their

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## II. Lecture (cont.)

### Notes

greatest quotients. Later in this session, you will begin identifying the most important quotients for various jobs in your church. With this information, you can then consider who might best function in the positions within your church. Effective leaders are those who are best able to **MAXIMIZE** the strength of the group by best utilizing the quotients of the individuals.

**A note of caution.** You've probably heard of the self-fulfilling prophecy. It says, in essence, people will become what we, as leaders, see them becoming. If we think they can't, then they won't; if we think they can, then they will. Remember, your attitude and actions toward a person may influence them greatly. Focus on what is there, not what is lacking, but always know how the lacking part will influence.

As leaders, we are effective when we direct people into jobs for which they are best qualified. We are also effective when we "grow" people into the jobs they are capable of doing.

**BE CAREFUL!** Make decisions in a spirit of love and discernment with a lot of prayer.

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### III. Small Group Activity

(20 minutes)

The small group exercise portion of the module provides an opportunity for the teams to discuss the information presented and how it applies to their church.

As I have presented this information about people quotients, you have probably identified personal qualities as well as the qualities of many of the people in your church. Please divide into your teams and turn to the small group exercise in your material. Take the next 20 minutes to answer these questions.

These are the questions from the participant material:

1. Why do we tend to overlook these different quotients when recruiting people for ministry?
2. What are some ways of detecting these various quotients when recruiting people for ministry?
3. Can you think of any challenges, in recent or current ministry, which emerged due to the improper placement of people? You may want to keep these confidential.
4. Think of some people in your church who could be perceived according to these quotients.

Remain available during the exercise time to answer questions. Announce to the group when five minutes remain.

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## IV. Discussion

(5 Minutes)

The discussion portion of the module provides an opportunity for people to share their thoughts about developing lay leaders.

Call the group back together and open the floor for discussion. If the group is hesitant to discuss, start with question #1. When the discussion slows or the time is up, wrap up the module.

## V. Action Planning/Reporting

(15 Minutes)

This section gives the participants an opportunity to discuss their plans for using this information when they return to their church.

The homework assignment for this module is:

Identify which two quotients are most important for various jobs within your church. Use this information to recruit people to fill any current positions and refer back to the information as positions open.

*Let's take about 15 minutes to discuss how you plan to use this information as a church. In your material you have an Action Planning/Reporting page with your homework assignment. In your teams, discuss and document how you will complete this assignment before we meet again. You will probably need to continue this discussion when you return home.*

There are no right and wrong answers to this exercise. The quotients will depend on what the church wants to accomplish with each job. Listing two quotients for each position is NOT the most important part of this exercise. The most important things are listing the jobs, thinking about what skills are needed to accomplish the jobs, and listening to each other's opinions. Be careful not to "give" participants your answers, but give them suggestions if they have questions.

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## V. Action Planning/Reporting (cont.)

Move among the groups to answer specific questions.

Listen for discussions that are not focused on the assignment and guide them in completing the questions. Let the groups know when there are five minutes remaining and ask them to begin to conclude their discussions.

## VI. Module Wrap-Up

(5 Minutes)

This section provides an opportunity to close the module.

- Ask participants to share their thoughts about the module.
- Remind the participants to record their results and be prepared to share the progress at the next session.
- Answer any questions and provide encouragement.