

Chapter Four

Leadership Skills

Leadership is a topic that piques our interest, especially as we attempt to translate principles from the business world to ministry settings. One of the challenges we encounter is modifying business-world leadership concepts into ministry settings based on the servant leadership model. We learn about servant leadership as we watch Jesus wash the disciples' feet. Paul writes in 1 Corinthians 12 about our various gifts and how they form the Body of Christ.

Leadership is more about who we are rather than what we do. Re-reading Bible stories of great leaders reminds us that their success was not based on having the right information as much as being in a place where they heard God speak and willing obedience. Nehemiah, for example, gives some leadership principles:

Leaders demonstrate genuine compassion and love for the people they lead—a desire to see them experience God's very best. This is what brought Nehemiah into leadership. He saw the deep need of his people and was moved by love to do something about it (Neh. 1:1-4).

Leaders don't act before they have spent time alone with God in prayer. Nehemiah's first response was a time of mourning, fasting, and prayer before God (1:4).

Leaders are willing and able to overcome fear and take risks for the sake of the vision. Nehemiah was afraid to speak to the king on behalf of his people, but he did it (2:2-3).

Leaders know and accept the fact that when they attempt anything significant, there will be opposition and negative people to contend with. Nehemiah no sooner finished his presentation to the king than two of the king's officials became critical of it (2:10).

Leaders do their homework, study the situation, evaluate possible solutions, and are careful and timely about communication. Nehemiah scoped out the project before he started talking publicly about it. He timed his communication carefully (2:11-18).¹

While many other leadership principles can be learned from Nehemiah, remember that at no point did Nehemiah become self-conscious about his leadership. It seems he wasn't so much trying to be a leader as he was simply trying to be faithful to a passionate vision that God gave him to be an agent of restoration among his people.²

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Leadership Is a Process

Leadership is a process rather than a position. Consider this acrostic developed by Kerrie Palmer.

L—Leaders are led by God and lead His people. It is awesome to realize God entrusts the privilege of leading His people to us. When leadership is viewed as a God-given privilege, apprehension is lessened, knowing God is holding our hands.

E—Leaders are enabled and energized by God. Jesus promised power when the Holy Spirit comes on you and enables you to be His witnesses (Acts 1:8). Your leadership in Single Adult Ministries is part of your world. The main purpose of Single Adult Ministries is to proclaim the Gospel message to single adults. Although ministries and methods may vary, the message is the same. All ministries are intended to draw people to Christ, for He commissioned you to go and make disciples of all nations, baptizing and teaching them (Matt. 28: 19-20).

A—Leaders aspire to accomplish the will of God. Romans 12 is a leadership textbook explaining how to lead in the will of God. First, leaders offer themselves to God as a *living sacrifice, holy and pleasing to God, which is really a spiritual act of worship*. This is a conscious decision that does not automatically happen. Once you have committed all of you to God, your next step is a continual transformation by the renewing of your mind. Through this act and process, you will be able to discern what God's will is for you and your ministry, *His good and pleasing and perfect will* (Rom. 12:1-2).

The renewing of your mind occurs as you communicate with God in prayer and through His Word. Inspired by the Holy Spirit, cast a vision and establish a purpose and a mission for the ministry to which God has called you. Effective leaders have a vision; vision energizes every effort and provides the force that pushes through obstacles. With vision, leaders have a mission and a contagious spirit as the team comes alongside them to fulfill God's purpose and mission for ministry.

D—Leaders develop leaders. Leadership is a spiritual gift that Paul says is exercised with diligence (Rom. 12:8). Eugene Peterson in *The Message* explains leaders lead without manipulation, which is without maneuvering or using people for their purposes. John Maxwell links his definition of leadership (influence) with the responsibility of leadership

(people development). He asks, “How do we who influence others truly motivate and develop them? People tend to become what the most important people in their lives think they will become.”

Leaders are developed as we affirm and encourage each member of the leadership team. As your team players observe your diligent leadership, you are developing good leaders.

E—Leaders enlist and equip a team. Each member is part of the Body of Christ. *Just as each of us has one body with many members, and these members do not all have the same function, so in Christ we who are many form one body, and each member belongs to all the others. We have different gifts, according to the grace given us. If a man’s gift is prophesying, let him use it in proportion to his faith. If it is serving, let him serve; if it is teaching, let him teach; if it is encouraging, let him encourage; if it is contributing to the needs of others, let him give generously; if it is leadership, let him govern diligently; if it is showing mercy, let him do it cheerfully* (Rom. 12:4-8). Each gift should be represented in your ministry team. Leaders may have several of these gifts, but God does not expect you to do it alone.

The analogy of the body is a beautiful picture of God’s design for ministry. If single adults are given the opportunity to use their gifts, the Body will be complete. Leaders prayerfully consider their council and, with the proper approval, enlist people for the team.

R—Leaders reproduce themselves releasing the ministry. . . . *That power is like the working of his mighty strength, which he exerted in Christ when he raised him from the dead and seated him at his right hand in the heavenly realms, far above all rule and authority, power and dominion, and every title that can be given, not only in the present age but also in the one to come. And God placed all things under his feet and appointed him to be head over everything for the church, which is his body, the fullness of him who fills everything in every way* (Eph. 1:18-23).

The analogy of the body to the Body of Christ appropriately describes the Single Adult Ministries Council. Christ is the Head; and we are a part of the Body, important in fulfilling what it was created to do. Max DePree in *Leadership Is an Art* writes, “The art of leadership is liberating people to do what is required of them in the most humane way possible. Thus, the leader is the servant of his followers in that he removes the obstacles that prevent them from doing their jobs. In short, the true leader enables followers to realize their full potential.”³

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Characteristics of a Leader

Drawing from the book, *Managing People Is like Herding Cats* by Warren Bennis, the following traits were among those identified as common to all effective leaders.

Self-knowledge. Knowing who you are and recognizing and using talents is a basic ingredient for good leadership. This allows leaders to surround themselves with individuals possessing other strengths to form a strong leadership team.

Open to feedback. Although at times feedback may be difficult to hear and accept, identifying honest and caring people to provide feedback gives leaders opportunity for continued growth.

Eager to learn and improve. Asking questions and listening to answers are key characteristics of good leaders. Many leaders are open to change and eager to learn new methods and strategies.

Curious risk takers. While it almost sounds like an oxymoron, taking curious risk reflects the adventurous nature of leaders. Good leaders look for ways to challenge the routine and then develop plans before taking risks.

Focus on tasks. Persistence is a quality possessed by leaders. They have the ability to concentrate on the tasks at hand.

Learn from adversity. Great leaders frequently endure setbacks. They have used the setbacks as opportunities to learn about themselves, other people, the organization, and relationships.

Balance tradition and change. Good leaders recognize the value of tradition while recognizing the need for change. They have developed skills that allow for the integration of tradition while making change.

Work within the system. Good leaders soon realize it is impossible to accomplish the task alone. They work with the system to cope with problems and challenges and rely on others to assist in achieving goals.

Serve as models and mentors. Good leaders understand the necessity of having “leaders-in-training.” They feel a sense of accomplishment as they watch new people move into leadership roles.⁴

Leadership will also include challenges, situations that test our abilities, and opportunities to work with different personality types. It may be necessary to return to this list as a reminder of the traits that are characteristic of strong leaders. At other times, this list may serve as a reminder of traits we need to continue to develop and strengthen.

Ideas regarding leadership have changed dramatically in recent years. Rather than the leader being the driving force for a ministry, current leadership models moved from a team concept to a more fluid

style. No longer is the leader “in charge” giving direction, dreaming the dreams, and formulating the vision alone. Leaders communicate the purpose and mission of the ministry to others, including those involved in the ministry and church leaders. They also implement methods to accomplish the purpose and mission, develop the leadership potential in others, and facilitate changes and transition.

Building relationships is a vital aspect of leadership. People want to know that they are “real” people—that they have faced and survived challenges and failures. Authenticity is a key characteristic of today’s leaders. Great leaders understand that being authentic in relationships is a priority. They develop self-understanding, interpersonal skills, intuition, and communication skills. They develop others through team building, mentoring, coaching, and networking.

Today’s effective leaders know the importance of being life-long learners. They capitalize on learning opportunities within networks. They adapt skills and insights from other organizations to the ministry settings. Effective leaders know the importance of listening. They work to develop the skill of active listening in conversation. They listen to identify gifts, talents, and passions and then assist individuals as they develop and use them to build God’s Kingdom.

Foundations of Leadership

Leadership takes time to develop and involves time for others to recognize leadership skills. According to John Maxwell in *The 21 Irrefutable Laws of Leadership*, there are seven key areas found in leaders.

Character. Leadership begins by developing your inner self, enabling others to see your character. Character is necessary for trust and trust makes leadership possible.

Relationships. Leaders have followers. Relationships make it easier for people to follow. The deeper the relationships with followers and those involved in the ministry, the easier it is for them to follow.

Knowledge. Leaders must have a grasp of the ministry potential, the ministry needs, and a vision for the future.

Intuition. As important as knowledge is, leadership requires more than raw data. Leaders are able to communicate passion for the present and vision for new ministry strategies.

Experience. Leaders need experience to demonstrate abilities. It is possible for the experience to be in a related, but transferable, field. Experience is not a guarantee, but it encourages people to give you opportunities to show your abilities.

Past success. Proven experiences show what you’ve accomplished.

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Additionally, each success is another example of leadership ability.

Ability. People will follow as long as you demonstrate the ability to lead. When people no longer believe in your abilities, they will stop following you.⁵

Leaders view life experiences from a leadership perspective. Some are born with this ability while others develop it. This may be described as the ability to grasp intangible factors, understand the factors, and work with them to accomplish ministry goals. This involves the ability to read the situation by capturing the details others miss. Understanding the context of the bigger picture and observing trends are other elements of this ability. Good leaders develop the ability to read themselves as well as others. Reading themselves include knowing their strengths, skills, and weaknesses. This enables them to develop a leadership team that complements them.

Key Functions of a Leader

Leaders are busy people; and the position is rarely under your control. You may face conflict between council members, stress as all the ministries vie for available meeting space, financial problems as an event goes over budget, and the list is endless. Hans Finzel in *Empowered Leaders* identifies some key functions of a leader to keep you focused on your responsibilities.⁶

Cultivate the vision. Leaders cultivate the vision that others within Single Adult Ministries hold. It is important to remember that single adults involved in determining the vision more willingly work to achieve it. Leaders assist in articulating the vision.

Create a clear organization. The structure of Single Adult Ministries may remain essentially untouched through leadership transitions; however, a new director may add or shift ministry emphases. A key element of any organization is putting the correct person with the right task.

Choose the right team. Single adults on the council play an important role in determining your level of success. Each person has unique gifts, talents, and abilities. Ensure that your council mirrors the single adults in the congregation.

Change the culture. Culture is defined as the shared values and behaviors that knit a community together. Understand the unwritten values and norms of your community and congregation.

Coach the team. Since leaders are only as good as their teams, it is imperative that you guide and empower them. Each member brings specific strengths and weaknesses that complement the ministry and create

a synergy for effective leadership.

Care for the troops. Caring for the members of the council and leadership team involves providing resources and opportunities for growth and development. Time and money invested in these single adults will yield returns.

Curing the Problems. Part of the director's responsibility is to solve problems and resolve challenges. Part of this process is to teach and enfranchise council members to address the situation on their own.

Risky? Perhaps, but remember you have to clearly state the amount of freedom council members have to make decisions.

Check on progress. As human beings there is a tendency to do what is inspected more than what is expected. Develop a system to help in tracking and checking on the progress of ministries, programs, events, and other delegated responsibilities.

Leaders' jobs often seem endless. Responsibility starts and stops with the leader. Leadership is a complex set of gifts, skills, experience, respect, emotional strength, discipline, vision, and developing a leadership team.

Leadership Gifts

Do not assume that only single adults with the spiritual gift of administration are spiritually equipped for leadership. Leaders often lead through other areas of giftedness.

A single adult with a gift of teaching may lead a Bible study. A single adult with a gift of mercy may lead a support group by creating a safe atmosphere. A mercy-gifted person may also organize food and clothing drives for the needy or set up a soup kitchen. An individual with a gift of exhortation may motivate others through the ability to challenge and encourage them to love and do good works. An evangelist may lead single adults to be more committed to and trained in witnessing to the unchurched.

Discovering and Developing Gifts

A baby may be born with good intelligence but show a significant lag in mental development due to living in an environment where learning is not stimulated. So, a Christian may have an aptitude for ministry (a spiritual gift) that is not encouraged to grow. Spiritual gifts need to be discovered and developed.

A number of tools are available to help Christians discover their spiritual gifts. Many books on spiritual gifts are available for study. Ask your pastor for recommendations.

Do not overlook secular sources for learning how to express spiritual gifts with greater effectiveness. Teachers can learn to teach better by taking classes in teaching methods. Speakers can learn to speak more effec-

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tively by taking courses in communication. Leaders can become more effective by attending seminars on management, administration, and leadership skills. Also, consider both Christian and secular books as resources for growth. Finding a mentor with the same gifts is another wonderful learning opportunity.

Knowing people's gifts and plugging them into a ministry where they can express them builds their sense of significance, competency, and contribution to the church. Encouraging people to serve as they are gifted lessens burn out. It is easy to become weary in well-doing when working outside an area of expertise and effectiveness.

Taking people's gifts into consideration can save leaders the headache of placing square pegs in round holes and the need to dislodge them. This may lead to a difficult situation when someone is incompetent in a desired position because it is perceived as prestigious. Ultimately, the greatest advantage of taking spiritual gifts seriously is to use these gifts as God intended—for His glory and the Church's good.

Working with Volunteers⁷

Almost all ministries of the church require lay or volunteer participation. Motivating, recruiting, and retaining volunteers requires thoughtful preparation, and continued effort. According to Les Parrott, "The first step in motivating potential volunteers is to understand and appreciate their personal values and priorities."⁸ Before deciding to volunteer, church members must first become aware of the need and determine the importance of the need. Then they must decide whether or not to volunteer to serve.

The decision to volunteer is made easier when the church atmosphere is positive and the congregation is happy. Positive church experiences create an environment that fosters volunteerism. On the other hand, many people do not volunteer because they are afraid. "And fear in the mind of a potential volunteer turns to apathy."⁹

Make sure you carefully explain the task you are asking a volunteer to do. A clear challenge produces more volunteers than one that is ambiguous. Choose jobs to fit volunteers, carefully give instructions, establish specific deadlines, and insist on quality work. For volunteers to keep serving, they should see their work as significant and providing opportunities for personal growth. "Repetitive work without significance fosters a high dropout rate among volunteers."¹⁰

Natural Abilities, Talents, and Spiritual Gifts

"Real ministry takes place when perceived needs are strategically

matched by the person who has the gift to meet that need. The matching of needs to the gifts of people is essential for meaningful ministry to take place.”¹¹ The question arises as to how to match jobs to volunteers and volunteers to ministries. One method is to search for natural helpers.

While we are all involved in giving and receiving help from time to time, there are some people for whom helping is a more central activity than for others. These people are sometimes called natural helpers. They willingly make themselves available to those in need in their families, neighborhoods, workplaces, or the organizations to which they belong. They have the type of personal skills, similar to those of helping professionals, which make them particularly effective problem solvers. Some natural helpers hold positions of leadership, but many prefer to work behind the scenes.¹²

John Ed Mathison suggests that an attitude of ownership is extremely important in motivating volunteers. When lay persons prayerfully consider their own gifts, and then match them to a particular ministry, they have ownership of the decision. When volunteers have ownership of a commitment, they are more likely to follow through on it.

A short questionnaire requesting specifics about willingness, the ability to serve, and the type of service can be used to match jobs and volunteers. Knowing if there are certain situations in which the volunteers feel uncomfortable or others for which they believe they are especially well-equipped helps in matching volunteers and ministry opportunities.¹³

Effective caring people will reflect a spiritual aliveness in the way they meet life, and how they respond to, empathize with, and relate to others. Empathy, familiarity, ownership, and personal preferences all help determine volunteers’ involvement in the ministries of the church. Yet volunteers should be asked to serve based on their God-given spiritual gifts. Spiritual gifts are given for building up the church (I Corinthians 12 and Ephesians 4). People’s gifts should match the committee or function where the gifts are most likely to be used.

“Church leadership is mostly a matter of letting spiritual gifts do their ministry.”¹⁴ Unfortunately, many people do not know what their gifts are or how to discover them. Many believers have never been told about God’s gifts for the benefit of the church nor assisted in recognizing or identifying spiritual gifts in themselves or in others. When lay people are “talked into” a ministry, they often leave it. The same positions must be recruited over and over again. When God calls people into ministry, they often find new meaning and purpose in their lives; and they enjoy a God-given ministry.

When looking for a church, most people seem to want an atmosphere

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they describe as friendly, spiritual, and accepting. Garth Icenogle writes, “we are hungry to be with others. Our spirits cry out to be known by another, to be loved by another, to be affirmed by another.”¹⁵ According to Diana Garland, people are not able to form meaningful social networks in large-scale, fast-paced, impersonal settings.

God has called us to be in Christian community. Community is a gift of God; and by God’s power and grace, it is a human responsibility. The universal community of faith takes form in local congregations, called to share life together in ways bearing witness to God’s love and mercy. Studies show that when people join a church, if they are not involved in a group or function of ministry within six months, 50 percent of them will become inactive. The best way to avoid inactives is to involve every member in meaningful ministry.

Although most lay volunteers have strong biblical, theological, and spiritual reasons for volunteering, they are still human beings who will eventually stop to examine the returns on their voluntary efforts. This is a human reaction. Volunteers expect material benefits, social approval, honor, or a sense of well-being from doing a good job. Negatively they often express freedom from guilt.

Training Volunteers

All volunteers should be trained before actually being placed in some function of ministry. Proper training leads to confidence in their ability to perform the ministry effectively. After lay people are recruited, someone must train them and help them learn to support, encourage, and grow from one another. Training workshops, seminars, retreats, lectures, and discussion groups all can nurture and enable lay leaders. Training alone is not adequate. In all too many programs, persons are trained well, but then left on their own to sustain their ministry. Without some form of continuing support, natural helpers can lose their effectiveness.

Single Adult Ministries, along with the other ministries and programs, must use volunteers to reach their goals. These volunteers must feel ownership of the areas of involvement. Without this feeling of ownership, they tend to lose interest, burn-out, become discouraged, and quit. To avoid losing volunteers and lay leaders, publicly and privately acknowledge their roles in the effectiveness of the ministry or program. Single Adult Ministries, regardless of church size, requires many individuals to reach its potential.

How to Approach a Potential Volunteer

Many leaders shy away from inviting people to volunteer, because they are never quite sure how to make the request in the most favorable way. It is not difficult—but it does require forethought and a belief that what you are asking the volunteer to do is a worthwhile task.

Here are some phrases that do not belong in an invitation to a potential volunteer:

“I know you’re busy, but. . .”

“Would you mind doing a little thing for our program?”

“We’re desperate for new people to help us. We really need you to say yes.”

“Could you at all possibly do this?”

“We can’t find anybody else to do it. . .”

Here are some simple, clear phrases that do belong in an invitation to a potential volunteer:

“We are looking for someone with real gifts in this area for this responsibility.”

“Do you have interests in this area?”

“How can we help you contribute your many talents to Single Adult Ministries?”

“By observing you, it seems to me you are gifted in this area.

When issuing an invitation, never apologize. For example: “I can guess that you are too busy to help us, but I’d like to ask anyway. . .” By apologizing, you communicate that the potential volunteers have something more important in which to invest their time, or that what you are asking them to do is not worthwhile. Make your invitation to the volunteers positive, simple, and straightforward.

Here are three things volunteers want to know:

1. Is it meaningful? Does it fulfill God’s plan? Will I have a sense of significance?
2. Will I have authority and structure? What is the chain of command? Will I have the freedom to get things done?
3. What about training? Will someone help me learn to do what I’ve been asked to do?

Remember to care for the individuals you ask to volunteer, whether they say “yes” or “no” to your request. God’s love can reach through your willingness to listen, support, and understand those with whom you minister. Your willingness to form a relationship with the volunteers and to appreciate their work and family situations may strengthen and empower them for future service in transforming ways.¹⁶

Delegating Responsibilities

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Effective leaders enfranchise the team members so they can effectively complete their responsibilities and recognize that people want to accomplish their goals in a manner that reflects their personalities and styles. However, as leaders, there are some responsibilities reserved for the Single Adult Ministries director.

Be responsible for communications with the church leadership. As the leader of Single Adult Ministries, you need to meet with the leadership to ensure a clearer understanding of the goals of Single Adult Ministries and how they fit into the picture for the entire church. Keep the leadership informed. I'm convinced that you cannot give too much information.

Be responsible for communications with the Single Adult Ministries Council. Volunteer leaders need to know they are valued and keeping them informed is vital. Remember all communications involve giving and receiving information. If the leader is deemed to be a communications-giver without listening to others, there is a strong probability that communications with the leadership team will cease.

Be involved with the promotional process. It isn't necessary for the director to be responsible for developing the promotional materials. However, it is important to be involved in the process to ensure the quality of materials.

Be involved in the selection process for new team members. Take time to get to know those interested in joining the team. Without limiting involvement, it is important to maintain a congenial team.

Be sure to follow up—whether it's details for events or garnering information for new attendees. It is possible to ensure that follow-up occurs without making those responsible feel as if they are being monitored.

Express appreciation to your leadership team. With volunteers, they need to hear words of appreciation and praise in public meetings along with personal notes and calls.

Keep informed of the finances. Leaders are responsible for maintaining the budget and making adjustments as necessary.

Address problems quickly. Remember the buck stops with the Single Adult Ministries leaders. Resolve issues quickly and with love.¹⁷

Resolving Conflicts

Conflicts occur as individuals work together to create a ministry or to achieve a common goal. Based on *The Peacemaker* by Ken Sande, here are five ways to resolve conflicts.¹⁸ The first way is to overlook the offence. Some disputes are too insignificant and, therefore, are resolved

by quietly and deliberately overlooking an offence and forgiving the person who wronged us. An example is flippant remarks that offend you.

Discussion uses confession or loving confrontation to resolve the conflict. Individuals talk about the circumstances that led to the conflict, the role each played, and what can be done to resolve the issue. Discussion involves naming the problem, identifying your role in the conflict, using “I” statements, and accepting the role each party played.

Some negotiation is necessary. Typically, these issues involve money, property, or other rights. In negotiations, the parties seek to reach a settlement that satisfies the legitimate needs of all involved. Negotiations attempt to make the conflict a win/win situation—that is, both of you get something while you compromise on some things.

If negotiation doesn’t result in solution, the next step is mediation. One or two people are asked to meet with the individuals to help them communicate more effectively and to explore possible solutions. The role of the mediator is to ask questions and to give advice, rather than forcing a particular solution.

The final step is arbitration. This involves the appointment of one or more persons to listen to the arguments and render a binding decision to settle the matter. Typically, this is done in business and legal circumstances.

Perhaps you’ve not considered using negotiations, mediation, or arbitration to resolve conflicts. More than likely, you’ve used some form of negotiations without recognizing the process. Mediation may have occurred as you discussed problems with mutual friends. Their insights may have caused you to resolve the conflict without recognizing the process.

Conflict may develop among members of the leadership team and you may be asked to serve as a referee. Finzel suggested a step before you accept the role of referee—ask those involved to talk about the problem with resolution as the goal. Finzel recommends the following guidelines.

Mediate rather than judge. Encourage those involved in the conflict to solve the problem and allow them to determine how it will be accomplished.

Give it time. Give all sides adequate time to express their position and understand the positions rather than hurrying to end the conflict.

Don’t accuse or lay blame. Keep people focused on the goal—finding a resolution. Emphasize *what* is right rather than *who* is right.

Gain admissions—and forgiveness—of mistakes. Let people gracefully admit to shortcomings. Remember some of the hardest, but most

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powerful, words are, “I was wrong.”

Find grounds for cooperation. Create ways for those involved in the conflict to work together for a common goal.¹⁹

When involved in a conflict, one of the first questions you must answer is, “What results do I want?” Honestly answering this question plays a key role in the approach you take.

Remember that anger and differences of opinions are part of daily life. It’s how you cope with and react to them that make the difference. Anger is an emotion, a feeling, and there is nothing good or bad about it. Therefore, as Christians, we will become angry and experience conflict. However, our Christian experience should enable us to cope with and react differently.

¹ Jeren Rowell, “Careful, Your Leadership Is Showing,” *The Communicator*, Nazarene Publishing House: Kansas City, July 2001.

² Ibid.

³ Max DePree, *Leadership Is an Art*, (New York: Dell Publishing, 1989), p. xx.

⁴ Warren Bennis, *Managing People Is like Herding Cats*, (Provo: Executive Excellence Publishing, 1997).

⁵ John Maxwell, *The 21 Irrefutable Laws of Leadership*, (Nashville: Thomas Nelson Publishers), 1998.

⁶ Hans Finzel, *Empowered Leaders*, (Nashville: Word Publishing), 1998.

⁷ This section on volunteers is adapted from materials written by Anita Greening in completion of the requirements for a degree in Management and Human Relations from MidAmerica Nazarene University.

⁸ Leslie Parrot, *Motivating Volunteers in the Local Church*, (Kansas City: Nazarene Publishing House, 1991), p. 27.

⁹ Ibid., p. 45.

- 10 Ibid., p. 137.
- 11 John Ed Mathison, *Every Member in Ministry*, (Nashville: Discipleship Resources, 1988), p. 21.
- 12 Diana S. Garland and Diane L. Pancoast, *The Church's Ministry with Families*, (Dallas: Word Publishing, 1990), p. 67.
- 13 Howard W. Stone, *The Caring Church: A Guide for Lay Pastoral Care*, (San Francisco: Harper & Row, 1983), p. 99.
- 14 Brian Kelley Bauknight, *Body Building: Creating a Ministry Team Through Spiritual Gifts*, (Nashville: Abingdon Press, 1996). P. 17.
- 15 Gareth Weldon Icenogle, *Biblical Foundations for Small Group Ministry*, (Downers Grove: InterVarsity Press, 1994), p. 27.
- 16 Adapted with permission from Sue Nilson.
- 17 Adapted from Women's Ministries, Issue # 131, Thursday, August 15, 2002 <http://www.womensministry.net>
- 18 Ken Sande, *The Peacemaker*, (Grand Rapids: Baker), 1997.
- 19 Finzel, p. 81.
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