

Contents

Forward -- Dr. Greg Kappas

**Preface — Beyond the Glitter of the
Modern Mega-Church**

**Part I — Why do Growing Churches Need Transfor-
mational Leadership?**

Part II — What is Transformational Leadership?

What is Transformational Leadership?
What is Transactional Leadership?
How do these affect Group Life?
Isn't this just a Matter of Style?

**Part III — What does Transformational Leadership
Mean for Ministry?**

What does Transformational Leadership
mean for the church?
What should church leaders do about it?

**Part IV — How Would Jesus Lead? — The Good Shep-
herd & the Transformational Community**

Jesus: The World's Most Transformational Leader
How did Jesus leadership approach contrast with
prevailing notions of leadership at the time?

Part V— How Can We Apply Transformational Leadership to Ministry?

Step 1 — Transformation Begins Vertically!

How do leaders help people connect with God?

How do Worship, Prayer and the “walk of faith” relate to transformation?

Step 2 — Transformation Spreads Horizontally!

What difference should Transformational focus make church management? Small Group Ministry? Outreach? Preaching & Teaching? Church Planting?

Step 3 — Write Your Own Ending

Ideas for strengthening the transformational focus in:
Worship, Prayer, Preaching & Teaching, Outreach,
Small Groups, Daily Management, Church Planting
Ministry, Church Renewal Ministry.

Acknowledgments

Appendix:

**Relating Transformational Leadership to other fields
dealing with learning and growth.**

Self-Assessment for Transformational Leadership

For Further Reading

Forward

How would Jesus lead? We have asked ourselves that question scores of times, in numerous situations...and we think you probably have to. How would Jesus lead?

How? With grace and humility...with focus and caregiving...with direction and confidence. **Would?** Some influencers should lead...others should not...but Jesus, He always leads...He leads with integrity and joy...with humor and sincerity. **Jesus?** Yes, Jesus Christ! The Lord God on High is our Leader and there is no one like Him. He is the Good Shepherd Who influences through His character and His Presence. **Lead?** That's influence in a transformational way. We are talking life change from the Life Changer. That is the heartbeat of this book and it is written by our fine friend, Jeff Lind who models the words you have before you.

This is in many ways Jeff's life message. He and Teresa are the real deal. We have known them since 1985 and they love our Messiah...each other...their family...their church community...their unchurched friends...their work. They are easy to be around (light people). Their loyalty as a couple to us and other friends is truly remarkable. Now, it is passing on to our own children. Both of our daughters love to be with their daughter. Light people, as in easy to be with...reflective individuals, as in amazing thoughts.

Dynamic thinking needs to be shared! In the 1980's, the Lind's and the Kappas' began to dream about ministry today relating closer to the text of Scripture. Our spirits connected as we integrated Biblical thoughts with the reality of now. Something has to happen to see more fruitful change...Transformation of people's lives and ministries need to take place. We are all tired of transactional, "lording it over" leadership. Mark 10 puts all of this in context.

It is this context that Jeff takes us to. He takes the torch from Jesus in Mark 10 and passes it on to all of us. Our mutual mentor, Dr. J. Grant Howard told us that he was passing his torch from Jesus to us. Now with Grant's homegoing to our Lord just days ago...we cannot drop the torch of leadership health. The Lind family is carrying the torch...the Kappas family is doing likewise. How about you? How will you lead? We know how Jesus would lead!

Dr. Greg and Debbie Kappas
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Preface

Beyond the Glitter of the Modern Mega-Church

It's exciting to watch a dynamic church grow! The minute you walk in the door, you can tell there's something special that draws new people like a magnet. But increasingly, today's fastest growing evangelical churches face a crippling crisis of leadership as their rapid growth brings in more people than their leaders can lead effectively—more people than the cords of relationship can reach around. When a growing church cannot raise up a steady stream of capable new leaders, its life becomes like an oil slick on the water—growing broader, but thinner every day. This “thin growth” phenomenon is deceiving because on the surface it looks like health, but it hides a frame that grows only weaker by the day, like a man with decaying bones.

When a church grows without a growing supply of qualified leaders, the kind of rich nurturing relationships that once fueled healthy growth cease to reproduce themselves. Key leaders become entwined in the minutia of church life. More and

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more people crowd into the congregation, but there is less and less opportunity for them to bond into the body and remain bonded over time. There is nobody to “travail over *them* in the pains of childbirth until Christ is formed” in *them*.

The ironic result is that, even in the face of impressive numerical growth, a large church may witness a tragic decline in spiritual health. It can progress imperceptibly from healthy growth to hollow growth, rootless growth, as layer upon layer of unattached people learn that it’s OK to watch the action and not be a part of it. People who don’t connect much, don’t expect much, and don’t contribute much. If the thinning of leadership goes unchecked, a large church may become a contradiction, in which the congregation is growing, while its net effect for the Kingdom is in decline. Does it have to be this way?

What Will You Find in this Book?

The goal of this book is to help you face the single greatest threat to lasting church growth: the shortage of spiritually and relationally qualified leaders. This book will help you explore the principles by which leaders produce leaders. It’s designed to help you build a practical philosophy of leadership and think out of the box about how you apply it where God calls you.

Jesus modeled an approach to leadership that produced lead-

ers from the most unlikely candidates. Throughout the centuries since then, the church has struggled to articulate Jesus leadership approach into each generation and culture. This book offers and approach for our time and culture, proposing a basic framework for life-changing leadership and then building on this framework with principles and patterns from Jesus, Peter, and Paul.

This book focuses on the role of leaders in cultivating a transformational community at every level of ministry, whether in a church or parachurch ministry. It examines the ways leaders set the tone of an organization to support lifechange. The study falls into four parts:

- **Part I** explores the need for transformational leadership and for churches to operate as transformational communities.
- **Part II** defines “transformational leadership”, and contrasts it with leadership behaviors that impede the growth of new leaders.
- **Part III** examines what transformational leadership principles mean for ministries, such as local churches and parachurch ministries.
- **Part IV** surveys how Jesus modeled a leadership that is transformational at its core, a leadership style so foreign to the first century that it would not have been recognized as leadership at all. Yet it was so powerful that we are still feeling its effects today. Even today, Jesus’ humble approach is often written off as impractical by his own followers. Through the centuries, churches have often

struggled to articulate Jesus leadership style into their contemporary culture. Your ability to do this where God has called you will largely determine the health of your ministry.

- **Part V** looks at the nuts and bolts of transformation as a part of everyday Christian ministry. How can leaders shepherd the transformational process today? We'll see how Paul wove transformation through his ministry and suggest ways leaders can cultivate transformational concepts in worship, prayer, teaching, small groups, daily management, outreach, and other aspects of ministry.

As you read and meditate on these principles, please take time to pray and write down your thoughts as you read. I've left wide margins for you to record your ideas and thoughts.

Please note that parts I through III provide an introduction to transformational leadership, adapted for Christian ministry. This leadership framework has roots in organizational psychology and group dynamics. This material provides a practical cohesive way to think about leading groups for lifechange. Parts IV and V survey New Testament examples and themes related to transformation. These distinctly Christian perspectives on transformation go far beyond theory. The two studies can be approached separately, but are meant to be complementary, as you will see.

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Part I

Why do growing churches need Transformational Ministry?

Exploring the need

Growing Pains

Parents take pride in their growing children. “Look Honey! You’re almost up to my chin!” Moms and dads love watching the process of healthy growth. We take it for granted that as our children grow on the outside, their skeleton will keep up on the inside. If the bones don’t keep growing with the rest of the body, we’ll soon call a doctor, before that growing child becomes an unhealthy blob.

Just like a growing child, a church may grow, taking in more and more people over time. And like a child, a growing church requires a growing “skeleton” of spiritually and relationally qualified leaders to remain healthy. A church needs spiritual leaders who practice an authentic walk with God, tending the warm steady fire of His presence; leaders who aren’t content to keep the fire alone, but work hard to share the fire with others.

Churches need leaders who will let down their guard and share their struggles, allowing others to see what it means to draw our life from Christ. A church needs leaders who understand how to participate one-on-one in the spiritual life of others, drawing them into relationship that is both vertical (with God) and horizontal (with other believers). This kind of leader holds the umbrella for growth, providing a safe context for personal growth. Growth from which ordinary Christians emerge in due course, as spiritual

adults, and become productive “ministers” themselves.

When such leaders are present and available, there is a steady process of

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growth in which people experience ongoing lifechange, and eventually become models of change for others. The more of these growth-oriented people the church possesses, the more opportunity newcomers have to link into nourishing, life-changing fellowship. As this process goes on, church growth occurs, both in depth and breadth. But without such leaders, people find the church a cold place, where they hear about lifechange, but are not drawn into it—where they see presentations about life in Christ, but can't get close enough to examine a living example.

The result? Increasing numbers of passive church goers stand on the sidelines unaware what they are missing. Half grown, half mature. Growing numbers of people with problems endure them alone, untouched, un-nurtured, un-embraced, receiving no healing touch from the busy followers of the Healer.

If leaders are so important to the life of the church, where can we get them? Can we buy them? Can we train them? Can we order a seminar to produce them? Unfortunately, it's not so easy. Only transformation begets transformation. Only leaders produce leaders. The real question is, how can today's leaders best nurture new leaders for tomorrow?

Faced with the pressures of rapid growth, many sincere church leaders reach for a quick fix, looking for ways either to reduce the need for leaders, or to mass-produce them in a

kind of ministry worker's assembly line. Charles Spurgeon, the great 19th Century preacher, decried those in his day who thought they could create qualified spiritual leaders overnight, "in the same way we grow heads of cabbage in a hot-house".

These "quick fix" strategies fall short because they neglect essential ingredients required to raise up new leaders, often producing "leaders" who miss the point of spiritual leadership altogether; who equate compliance with growth and control with capability. Like late night infomercials, selling sets of "how to" tapes, they promise fast relief, easy renewal, an instant solution. But in one form or other, most ministry short cuts rest on the mistaken assumption that somehow a system or program can "produce" spiritually and relationally qualified leaders. But systems and programs alone can never produce leaders. There is no one-size-fits-all solution. Only a Spirit-driven *transformational process* can meet the need.

Why Do Some Churches Produce Many New Leaders, and Some Produce None at All?

Both inside and outside the church, it's long been recognized that some leaders are very effective at developing new leaders, while other leaders produce few, if any, new leaders. Some leaders have the golden touch, they are "net producers" of leadership. Others seem to consume the leaders, burning them out one after another.

Some ministries produce many new leaders for the Kingdom of God, while others do not. Some ministries seem to overflow with newly emerging leaders whose lives have been switched-on to the life of ministry. They brim over with enthusiasm, emerging with maturity and balance, equipped

to equip others.

Other ministries are net consumers of leadership, spending leaders' energies with little thought of renewing them; using them up and, in effect, throwing them away. In their mechanical pursuit of programs and growth, they leave a wake of disillusioned people who feel left behind and quietly suspect that they have been used. All too often, they have been used. One pastor returned to his former congregation, years later, to apologize for pushing them too hard and for the wrong reasons.

How many pastor's and other leaders have had the experience of entering a church or missions ministry with enthusiasm and vision, only to leave a year or two later, beaten down, defeated, and depressed.

Once enthusiastic leaders emerge from these ministry treadmills with their motivation drained, their confidence shaken, and their sense of purpose dried up.

In recent decades we have seen an alarming rate of fallout among sincere leaders who have simply burned out on ministry. Some fall prey to clinical depression, chronic fatigue, and other stress related ills. Denominations and parachurch ministries publish few statistics, but the pattern is all too common. Many once fruitful leaders retreat to the sidelines, disillusioned with the relentless push for program success and the endless maze of conflicting motives, priorities, and strategies. Instead of multiplying leaders for the future, our ministries too often turn them into casualties.

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What are we doing wrong?

Certainly, there are many contributors to the thin growth common in many growing churches today. I believe one cause is our haphazard thinking about leadership and leadership development, and the chaotic assumptions and attitudes that often drive Christian leaders.

Rather than working through a clear philosophy of leadership, we are often guided by a jumble of ideas, impulses, and hunches about what a leader ought to be, and think, and do. Many of our conceptions of leadership flow from cultural and personal assumptions that are unexamined, ineffective, and damaging. As a consequence, many ministries are unable to nurture new leaders who model the kind of integrity, energy, and humility the church ought to represent.

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Questions at the heart of this study...

To sort through the issues around ministry leadership development, we need to build a clear understanding of what drives leadership development and how we can shepherd a process that supports it. This will involve answering the kinds of questions that are at the heart of this study...

- How should leaders affect the growth of the people they lead?
- How can a leader stimulate growth that goes beyond mere compliance?
- How is it that some followers grow to become leaders themselves, no longer needing to be told what to do, but having an internal drive to solve problems and meet needs themselves?
- What specific leadership behaviors encourage new leaders to emerge?
- What leadership behaviors tend to hinder development of new leaders?

In Part II, we'll explore a framework for answering these questions...

**Leaders Whose Style Has Strongly Influenced
American Views of Leadership:
George Washington...Thomas Jefferson...
Andrew Jackson...Abraham Lincoln...
Teddy Roosevelt...**