

ML501: Church Leadership and Administration

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About The Course



This course was originally created through the Institute of Theological Studies in association with the Evangelical Seminary Deans' Council. There are nearly 100 evangelical seminaries of various denominations represented within the council and many continue to use the ITS courses to supplement their curriculum. The lecturers were selected primarily by the Deans' Council as highly recognized scholars in their particular fields of study.

Lecture Outlines

LECTURE 1

The Church as the Context for Leadership

I. Exhortation: Matthew 28:16-20

- A. Evangelizing
- B. Converting
- C. Congregating
- D. Instructing
- E. Discipling

II. Example: Acts 2:42-47

- A. Balance between pre-evangelism and evangelism
- B. Balance between faith and repentance
- C. Balance between converting and congregating
- D. Balance between internal results and external results
- E. Balance between gospel preaching and social service

III. Explanation: Ephesians 4:1-16

- A. Unity-in-diversity
- B. Gifted leadership
- C. Involved laity
- D. Spiritual maturity
- E. Mutual edification

LECTURE 2

Teaching a Biblical View of Leadership

I. Old Testament Models

- A. Joseph
- B. Moses
- C. David
- D. Solomon
- E. Nehemiah

II. New Testament Models

- A. Peter
- B. James
- C. Paul
- D. Timothy

III. Example of Jesus

- A. Servant attitude
- B. Sacrificial spirit
- C. Sharing ministry

IV. Teaching of Jesus

- A. To the disciples
- B. To the antagonists
- C. To the crowds

V. New Testament Didactive Portions

- A. Spiritual gifts of 1 Corinthians 12
- B. Images of 2 Timothy 2
- C. Words in key passages

LECTURE 3

Leadership Behavior: Three Biblical Models

I. Climate for Biblical Leadership

- A. A solid organization foundation
- B. A team of qualified leaders
- C. A commitment to in-depth teaching
- D. A concern for wider social issues

II. Characteristics of Biblical Leadership

- A. Encouragement – Barnabas (Acts 11:22-24)
- B. Exposition – St. Paul (Acts 11:25-26)
- C. Exhortation – Silas (Acts 15:30-35)

III. Controversy in Biblical Leadership

- A. Representative democracy
- B. Participatory decision making
- C. Gracious tolerance of differences
- D. Protection of integrity

LECTURE 4

What Is Leadership?

I. Three Styles

- A. Autocratic
- B. Free-reign
- C. Participatory

II. Three Components

- A. Person
- B. Group
- C. Situation

III. Three Terms

- A. Leader
- B. Administrator
- C. Manager

IV. Three Distortions

- A. Success syndrome
- B. Compulsion to imitate
- C. Obsession with bigness

V. Three Myths

- A. “Leaders are born, not made”
- B. “Manipulation is desirable toward spiritual goals”
- C. “Nepotism is acceptable in the church”

LECTURE 5

How is Church Leadership Different?

I. Organization or Organism?

- A. Definition
- B. Interpretation
- C. Application

II. Nomothetic or Idiographic?

- A. Definition
- B. Interpretation
- C. Application

III. Program or People?

- A. Definition

B. Interpretation

C. Application

IV. Centralization or Decentralization

A. Definition

B. Interpretation

C. Application

LECTURE 6

What Is Administration?

I. Biblical Foundations

A. Textual basis for the gift of administration

B. Theological implications of the gift of administration

C. Practical considerations regarding the gift of administration

II. Historical Review

A. 1900-1925: the era of Scientific Management

B. 1925-1950: the era of Human Relations

C. 1950-present: the era of Administrative Science

III. Institutional Process

A. Functions of administrative practice

B. Fascination of administrative profile

C. Frustration of administration pitfalls

LECTURE 7

Organizing Yourself and Your Tasks

I. Guidelines for Organization

A. Not an end in itself

B. Should always grow out of a need

C. Progress depends on decentralization

D. Flexibility is essential

E. Participatory democracy desirable

F. Proper records and reports

II. Components of the Organizing Task

A. Line-staff relationships

B. Span of control

C. Job descriptions

D. Channels of communication

III. Personal Application of Organization

A. Learn to say “no”

B. Control your phone

C. Organize your work area

D. Use proper equipment

E. Order a large wastebasket

F. File properly

G. Handle mail adequately

H. Delegate whenever possible

LECTURE 8

Setting and Achieving Goals

I. Goal Achievement and Organization

A. What will goal orientation do for you?

B. How can you tell if your institution is goal-oriented or problem-oriented?

C. How can a problem-oriented organization be “turned around”?

II. Goal Achievement and Job Control

A. How to get control of your job

B. How to manage your boss

C. How to prioritize your objectives

III. Goal Achievement and Time Management

A. How to analyze your activities

- B. How to identify wasted time
- C. How to utilize your time more efficiently

LECTURE 9

Relating to Superiors and Subordinates

I. Why Are Human Relations Problems Often More Difficult in the Christian Organization?

- A. Because of unrealistic expectations
- B. Because of Satan's overtime activity
- C. Because of ignorance of managerial processes
- D. Because the expectations are greater on both sides of the man-in-organization conflict

II. What Are the Roadblocks to Positive Human Relations?

- A. The word we use
- B. Ineffective non-verbal communication
- C. Hiding mechanisms
- D. Improper concepts of motivation
- E. Perverted views of leadership

III. How Can We Build Better Human Relations Into Our Leadership Styles?

- A. Understand the conflict model analysis of an organization
- B. Maximize the creative and positive values of interpersonal conflict
- C. Develop an idiographic leadership style

LECTURE 10

Control As a Leadership Function

I. What Is a Spiritual View of Control?

- A. Three types of discipline
- B. Three types of control
- C. Three types of leaders

II. How Can You Know When You Have Job Control?

- A. Adequate grasp of goals

- B. Adequate equipment
- C. Adequate personnel resources
- D. Adequate time
- E. Adequate confidence

III. Why Use a Systems Approach to Control?

- A. Zero-based budgeting and programming
- B. Elimination of blockades
- C. Alertness to wrong drift
- D. Perception of trends and issues
- E. Willingness to introduce change

LECTURE 11

Motivating Yourself and Others

I. Levels of Motivation – Involuntary to Voluntary

II. Blockades to Effective Motivation

- A. Low self-concept
- B. Past failure
- C. Complacency
- D. Negative habit to patterns
- E. Low achievement drive

III. Loyalty and Motivation

- A. Loyalty in its historic pattern
- B. Loyalty in a modern sense
- C. Herzberg's motivation-hygiene theory

LECTURE 12

The Process of Change

I. Guidelines for Understanding Change

- A. Change nothing major the first year

- B. Changing people is more important than changing things
- C. Change begins at the point of greatest control
- D. Change is facilitated by wide participation in its planning
- E. Change is directly related to the maturity of the group
- F. Change begins at the point of the most predictable results

II. Process of Implementing Change

- A. Planning state
- B. Announcement stage
- C. Resistance stage

III. Complexities of Attitudinal Change

- A. Basic presuppositions of human behavior
- B. Axiology and the psychology of change
- C. Facilitating attitudinal change

LECTURE 13

Making Effective Decisions

I. Causes of Ineffective Decision Making

- A. Lack of clear-cut objectives
- B. Insecurity of position or authority
- C. Lack of information
- D. Fear of change

II. Decision Making as a Problem Solving Process

- A. Orientation to the situation
- B. Identification of key facts
- C. Identification of major problems
- D. Proposal of possible causes and isolation on one
- E. Listing of probable solutions
- F. Testing, selection and application of best solution
- G. Evaluation of the decision

III. Common Questions Asked About Managerial Decision Making

- A. What are the characteristics of a good decision?
- B. What is the difference between vertical and lateral thinking?
- C. When should an announced decision be changed?
- D. How effective is group decision making?

LECTURE 14

Delegation: Key to Survival

I. Pattern of Delegation

- A. Delegation does not come naturally
- B. Delegation is essential for survival
- C. Delegation is a biblical technique
- D. Delegation does not abrogate accountability
- E. Delegation should be practiced with qualified people
- F. Delegation requires a span of control
- G. Delegation results in harmonious organization

II. Purposes of Delegation

- A. Survival
- B. Training
- C. Perpetuation

III. Process of Delegation

- A. Why should leaders delegate?
- B. Why do some leaders fail to delegate?
- C. What can be delegated and what cannot?
- D. What types of delegation can be identified?

IV. Principles of Delegation

- A. Exhibit confidence
- B. Define expectations
- C. Reinforce satisfactory results

- D. Provide all necessary resources
- E. Delegate to qualified people
- F. Establish controls
- G. Provide for adequate reporting

LECTURE 15

Supervising Workers

I. Understanding Supervisory Principles

- A. Personal attitude
- B. Impartiality
- C. Clear-cut goals
- D. Job clarification
- E. Responsibility
- F. Communication
- G. Control
- H. Training

II. Implementing Managerial Tools

- A. Organizational chart
- B. Job description
- C. Periodic reports
- D. Measuring goal achievement
- E. Evaluation procedures

III. Handling Critical Subordinates

- A. Types of criticism
- B. Sources of criticism
- C. Reaction to criticism

IV. Dealing With Interpersonal Conflict

- A. Identify the source
- B. Provide a loving climate for discussion

- C. Realize conflict is normal
- D. Offer comfort or counsel when appropriate
- E. Aim for reconciliation

LECTURE 16

Long Range Planning

I. Principles of the Planning Process

- A. An investment not an expenditure
- B. Careful attention to immediate choices
- C. Cyclically based on evaluation
- D. Acting objectively toward goal realization
- E. Ratio of planning to happening
- F. Specificity increases as events draw near
- G. Maximum participation
- H. Effort in relation to results

II. Tools of the Planning Process

- A. Three calendars
- B. Management by objectives
- C. Program evaluation and review technique
- D. Activity analysis chart
- E. Thinking time appointment

III. Stages of the Planning Process

- A. Initial intent
- B. Analysis and prediction
- C. Tentative goals
- D. Feasibility evaluation
- E. Final Goals

LECTURE 17

Organizational Communications

I. Reviewing Basic Communication Theory

- A. Receiver
- B. Sender
- C. Feedback
- D. Message

II. Understanding How Intra-organizational Communication Takes Place

- A. How does a subordinate communicate with a supervisor?
- B. Ten breakdowns in the process
- C. Perpetual skills of corporate managers
- D. Divorce patterns of intra-organization communication

III. Learning to Communicate Accurately and Adequately

- A. How to avoid podium panic
- B. How to say what you mean
- C. How to listen effectively

LECTURE 18

Conducting Business Meetings

I. Five Deadly Sins of Planning

- A. Ambiguous on aims
- B. Confused on format
- C. Unclear on budget
- D. Indefinite on responsibility
- E. Unstable on decision-making authority

II. The Agenda and How to Prepare It

- A. Who prepares it?
- B. Who receives it?
- C. What does it include?

III. Clues to Successful Meeting Conduct

- A. Visual communication
- B. Openness and verbal responsibility
- C. Comfortable physical surroundings
- D. Advance preparation by members
- E. Competent and courteous flow of issues

IV. Minutes – The Record of Your Competence

- A. Time-saving code
- B. Wording of business action
- C. Numbering system
- D. Accuracy of account

LECTURE 19

Evaluation as a Leadership Tool

I. Establish a Person-Centered Climate

- A. Achievement as end
- B. Accessibility as means
- C. Acceptance as pattern

II. Examine Crucial Areas

- A. Call
- B. Faithfulness/dedication
- C. Competence
- D. Relationships
- E. Productivity

III. Evaluate With Various Measures

- A. Self-evaluation
- B. Supervisor's observation
- C. Personal interview
- D. Group questionnaire

IV. Emphasize Personal Follow-Up

- A. Job before person
- B. Asking before telling
- C. Listening before talking
- D. Performance before personal feelings
- E. Strengths before weaknesses

LECTURE 20

Quality Control in Leadership

I. What is the Really Effective Executive Like?

- A. The effective executive makes sure people are where they belong
- B. The effective executive functions as himself
- C. The effective executive thinks through relationships
- D. The effective executive is not afraid of conflict
- E. The effective executive has control of her job

II. How Can We Be Accountable Leaders?

- A. Three kinds of accountability
- B. Three rules for setting accountability
- C. Three ways to follow up on accountability

III. How Does Self Evaluation Contribute to Quality Control?

- A. Measuring leadership style
- B. Changing leadership style
- C. Adapting leadership style to groups and situations

LECTURE 21

Understanding Spiritual Leadership

I. Christian Leadership is Based on Spirituality by Definition

- A. What is spirituality?
- B. What is the link between spirituality and maturity?

C. What are the key New Testament texts treating this issue?

II. Christian Leadership is Based on Spirituality by Gift

- A. Spiritual leadership is meekness
- B. Spiritual leadership is membership
- C. Spiritual leadership is ministry

III. Christian Leadership is Based on Spirituality by Model

- A. People who have it, know it
- B. People who have it also have greater responsibility
- C. People who have it can lose it

LECTURE 22

Spiritual Leadership and the Success Syndrome

I. Four Common Axioms of Worldly Success

- A. The better you look
- B. The smarter you are
- C. The more productive you are
- D. The closer you are to society's ideal

II. Four Examples of Worldly Success Syndrome in the Church

- A. Size of ministry
- B. Visibility of leadership
- C. Prestige of position
- D. Remuneration for services

III. Four Biblical Answers to the Dilemma

- A. Biblical values are counter-cultural
- B. Biblical heroes were worldly failures
- C. Biblical criteria for success are a joke to the world
- D. Biblical faith transcends temporal applause

LECTURE 23

Keeping Your Balance on the Leadership Ladder

I. The Significance of Ministry

- A. The place of ministry (Luke 5:12a)
- B. The person of ministry (Luke 5:12b)
- C. The procedure of ministry (Luke 5:13, 14)

II. The Significance of Meditation

- A. The dilemma of popularity (Luke 5:15)
- B. The problem of pressure
- C. The necessity of privacy (Luke 5:16)
- D. The requirement of prayer
- E. The issue of priorities

LECTURE 24

Training Other Leaders

I. Determining Standards

- A. Spiritual maturity
- B. Leadership skills
- C. Learning potential
- D. Cooperative attitude

II. Recruiting Personnel

- A. Recognize gifts and interests
- B. Elevate the opportunity
- C. Specify persons, tasks, and time
- D. Detail the responsibilities

III. Training Recruits

- A. Content of training program
- B. Time of training program
- C. Term of training program

D. Result of training program

IV. Studying Models

A. Moses and Joshua

B. Eli and Samuel

C. Elijah and Elisha

D. Jesus and the Twelve

Study Questions

LECTURE 1

1. What is the difference between the universal church and the local church?
2. What do we mean by “congregating” new converts?
3. What New Testament passage speaks about the internal results of a healthy church leading to external results in evangelism?
4. How is the church like a body, particularly with respect to its unity-in-diversity?
5. How does a congregation achieve and practice mutual edification?

LECTURE 2

1. Mention several ways in which Joseph serves as a positive model of leadership.
2. In addition to the names identified in the outline, mention several other New Testament models of leadership.
3. Suggest at least one key passage in which the servant attitude of Jesus is displayed.
4. What is the significance of Luke 22 in developing a Christian view of leadership?
5. What is a spiritual gift and how does it relate to Christian leadership?

LECTURE 3

1. What does Acts 11 tell us about the commitment to teaching in the Antioch church?
2. In what specific way did the church respond to the social implications of the gospel?
3. Under what circumstances did Silas minister to the church at Antioch?
4. From studying the argument regarding Gentile salvation, what can be learned regarding modern-day church leadership?
5. How did the church at Jerusalem extend itself to protect its integrity?

LECTURE 4

1. Describe the difference in the three styles of leadership.
2. What is “situational leadership”?
3. What is the difference between administration and management?
4. How is the “success syndrome” a distortion of biblical leadership?
5. What is nepotism and why is it wrong?

LECTURE 5

1. Why is it correct to say that the church is both organization and organism?
2. What is nomothetic leadership?
3. What is idiographic leadership?
4. How can a church focus on people instead of on program?
5. What is decentralization and why is it good?

LECTURE 6

1. What is the key verse for an understanding of the gift of administration?
2. Briefly state the basic emphasis during the era of scientific management.
3. Briefly state the basic emphasis during the era of human relations.
4. Briefly state the basic emphasis during the era of administrative science.
5. Identify four functions of administration using the acronym PLOD.

LECTURE 7

1. Expand the statement, "Organization should always grow out of need."
2. Identify at least one biblical passage supporting the idea that participatory democracy is a desirable principle of organization.
3. What do we mean by line-staff relationships?
4. What do we mean by "span of control"?
5. What is a job description?

LECTURE 8

1. What is the difference between goal orientation and problem orientation?
2. How does one "prioritize objectives"?
3. Why is it important for a Christian organization to have clear-cut goals?
4. How do goals relate to long-range planning?
5. How do goals relate to time management?

LECTURE 9

1. Why do some people have unrealistic expectations of work conditions in the church or other Christian organizations?
2. How does an ignorance of managerial process contribute to human relations problems in an organization?
3. How can non-verbal communication be a roadblock to positive human relations?
4. In what way can conflict be positive?
5. How do improper concepts of motivation hinder human relations?

LECTURE 10

1. Identify the three types of discipline discussed in the lecture.
2. What specifically is “job control”?
3. How can one develop adequate confidence to carry out his job?
4. What is zero-based budgeting?
5. What is zero-based programming?

LECTURE 11

1. How does past failure hinder effective motivation?
2. What is a negative habit pattern?
3. On what is the historic view of loyalty based?
4. Describe a more modern understanding of loyalty.
5. Identify the five levels of Maslow’s hierarchy of human needs.

LECTURE 12

1. What does it mean that change begins at the point of greatest control?
2. Why is it desirable to have wide participation in the planning of change?
3. When implementing change, what are the components of the announcement stage?
4. How does an understanding of human behavior help the leader bring about change?
5. Name at least four ways in which attitudinal change is advanced.

LECTURE 13

1. How can fuzzy objectives hinder effective decision-making?
2. In what way is decision-making like problem-solving?
3. What are the characteristics of a good decision?
4. Under what circumstances should an announced decision be changed?
5. Why is group decision-making a valid process?

LECTURE 14

1. What is the key biblical passage dealing with the leadership task of delegation?
2. What do we mean when we say “delegation does not abrogate accountability”?
3. How does span of control relate to delegation?
4. Why do some leaders fail to delegate?
5. How can we cut the failure rate in the process of delegation?

LECTURE 15

1. In what way is job clarification a supervisory principle?
2. How does an organizational chart relate to the process of supervision?
3. Name the various types of criticism.
4. How should the Christian leader react to criticism?
5. What is the key New Testament passage on reconciliation?

LECTURE 16

1. How is planning cyclically based on evaluation?
2. Give an illustration of how specificity in planning must increase as an event draws nearer.
3. What is MBO?
4. Suggest the general principle related to long-range planning and the apportionment of thinking time in an organization.
5. In the planning process, what is feasibility evaluation?

LECTURE 17

1. In the communication process, what is “feedback”?
2. What should a supervisor do to encourage communication from his subordinates?
3. How do perceptual skills relate to the communications process?
4. What is “podium panic” and how can it be avoided?
5. Suggest several keys to effective listening.

LECTURE 18

1. Describe the bingo method of agenda preparation.
2. Describe the hopscotch method of agenda preparation.
3. How can we get board and committee members to prepare for a meeting?
4. Explain the time-saving code to the preparation of business meeting minutes.
5. How can meeting minutes actually become a motivational tool?

LECTURE 19

1. How can we establish a person-centered climate for evaluation?
2. How can the leader assess important but subjective areas, such as one’s “call” to service?
3. How can group questionnaires be used in the evaluation process?
4. Explain the “asking before telling” approach to personal follow-up.
5. How can the leader emphasize strengths instead of weaknesses?

LECTURE 20

1. Discuss the statement, “The effective executive makes sure people are where they belong.”
2. Why is the effective leader not afraid of conflict?
3. How does II Corinthians 3 relate to leadership behavior?
4. What does the issue of security or insecurity have to do with leadership?
5. Why does the effective leader carefully think through relationships?

LECTURE 21

1. What is spirituality?
2. What are the key New Testament texts treating the issue of spirituality?
3. Define meekness.
4. What do we mean by “spiritual leadership is membership”?
5. Discuss the centrality of Romans 12 to the whole issue of spiritual leadership.

LECTURE 22

1. Why do worldly axioms of success seem to be stumbling blocks for the church?
2. How is prestige of position an example of the worldly success syndrome in the church?
3. Discuss how biblical values are counter-cultural.
4. Give at least two examples of biblical heroes who were worldly failures in their time.
5. Why are biblical criteria for success a joke to the world?

LECTURE 23

1. Why is Luke 5 an especially appropriate passage for Christian leaders?
2. Discuss the problem of pressure both for Jesus and Christian leaders in the late twentieth century.
3. Why is privacy and quiet essential for effective leadership?
4. What is meditation and how does it relate to keeping one’s balance on the leadership ladder?
5. What priorities does Jesus show in this passage?

LECTURE 24

1. Discuss the standard of spiritual maturity in training other leaders.
2. How can one assess the spiritual gifts of others?
3. What does it mean to say “specify persons, tasks and time”?
4. What goals should a church set in its leadership training program?
5. Discuss Elijah and Elisha as models in the leadership training program?