Student’s Guide

PASTORAL CARE AND LEADERSHIP

What does it mean to care for and lead a church?

DR. JOHN JOHNSON
Overview

Title: Pastoral Care and Leadership
Speaker: Dr. John Johnson, Western Seminary

Are you a pastor? Are you studying to be a pastor? Are you a leader in your church and you want to encourage your pastor? As a pastor, what does it mean to care for your congregation? How do you do it well? What does it mean to be a good leader? What character traits can you develop? What relational, motivational, spiritual and educational strategies can you use to become an effective leader and develop leaders in your church?

In Pastoral Care and Leadership, you have the opportunity to sit down with Dr. Johnson as he relates what he has learned, experienced and taught over the past three decades. What a great opportunity you have to learn about how to lead and care for people in your congregation from someone like Dr. Johnson who is thoughtful, relational, highly trained, a talented communicator as a seminary professor and experienced as a pastor who served for more than a total of 30 years at three distinctly different churches.

GOALS

In this class you will learn how to:

1. Care for yourself and others;
2. Deal with sickness and death;
3. Celebrate the Lord’s Supper and Baptism;
4. Lead a wedding service;
5. Relate to the board and staff;
6. Grown from conflict
7. Handle your own money wisely, and the church’s;
8. Transition the church forward with innovation.

REQUIREMENTS
None

PREREQUISITES
None

FORMAT
Video/audio
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Broadly evangelical. Our materials are broadly evangelical, governed by our Statement of Faith, and are not tied to any one church, denomination or tradition.

Partners. We provide the content and delivery mechanisms, and our partner organizations provide the community and mentoring.
Your Speaker

Dr. John Johnson was the Lead Pastor at Village Baptist Church in Portland, Oregon for 16 years. Dr. Johnson recently retired from pastoral work to focus on writing and teaching. He loves opportunities to travel abroad to help equip the next generation of leaders. John is currently the Interim Teaching Pastor at GracePointe in Milwaukee, OR and is also an Associate Professor of Pastoral Theology at Western Seminary. John enjoys working with various ministries in Lebanon to build partnerships. He teaches regularly at ABTS in Beirut Works and he teaches in India, where he also has partnerships. John also leads study tours to Turkey and Israel. He recently completed his book Under an Open Heaven: A New Way of Life Revealed in John’s Gospel, which in his words “is a call to live the life an open heaven has enabled us to live.” John is an avid kayaker and has a cabin on the Pend Oreille River near the Canadian border, where he kayaks and recharges. John has two children and a great wife, Heather.

EDUCATION

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B.A., San Diego State University
We are pleased that you have chosen to use materials from BiblicalTraining.org. We trust that you will find them to be of the highest quality and truly helpful in your own spiritual growth and that of your church. Please read through the following guidelines; they will help you make the best use of this guide.

**WEEKLY SCHEDULE**

Listen or watch the lesson. The lesson for each chapter is designed to be listened to outside of your meeting. Each lesson lasts for an hour. This is a crucial step. If the meeting time with your fellow students is going to be productive and encouraging, everyone in the group needs to have listened to and wrestled with the lesson.

Take notes. This guide has the outline for each lesson with a summary of the teaching for each major point. If you are unable to take notes while listening to the lesson, please work through the guide at some point before your meeting.

Questions. Each chapter closes with a series of questions. Some of the questions are data based, confirming that you understand the information. Other questions are more reflective, helping you move beyond the important accumulation of knowledge to challenging you to think through what you are learning about God, yourself and others, and finally to application. Our encouragement is to think through your answers before your meeting and then use the meeting to share your thoughts and interact with others.

**MEETING. MEET TOGETHER WITH YOUR GROUP.**

While some people may have to study on their own, we strongly recommend finding a group with which you can
study.

A group provides encouragement to finish the class.

Interacting with others, their understanding and insight, is the most effective way to sharpen your own thoughts and beliefs.

Just as you will need the help of others from time to time, so also they will need your help.
Mentor’s Guide

If you are leading the group or mentoring an individual, here are some suggestions that should help you.

Your role is to facilitate. This is not an opportunity for you to teach. In fact, the less visible role you take, the better. Your role is to listen and bring out the best in the other people.

Preparation. Be sure to have done your homework thoroughly. Have listened to the lesson and think carefully through the questions. Have an answer for each question that will get the conversation going. A great question is, “What is the Lord teaching you this week?”

Creativity. What works to help one person understand may not help another. So listen to the conversation and pray that the Lord help you bring out the greatest interaction among all the people.

Correct error. This is difficult. If someone says something that isn’t right, you don’t want to come down on them, telling them they are wrong and shutting down their participation. On the other hand, if you let an obvious error pass, the rest of the group may think you agree and what was said was correct. So look for gracious ways to suggest that perhaps the person’s comment was incorrect.

Focus. Stay focused on Jesus and the Bible, not on church or religious traditions.

Lead the discussion. People don’t want to listen to a sharing of common ignorance. Lead by asking questions that will prompt others to think.

Silence. Don’t be afraid of silence. It may mean nothing more than people are thinking. But if the conversation lags, then ask thought-provoking questions to get the discussion started, and then step out of the way.
Discipleship. Be acutely aware of how you can mentor the people in the group. Meet with them for coffee. Share some life with them. Jesus’ Great Commission is to teach people to obey, and the only way this happens is in relationship.

Men and women. Be aware that men and women tend to learn differently. Don’t ask the men to become women in how they answer.

Privacy. All discussions are private, not to be shared outside the group unless otherwise specified.

Goal. The goal of this study is not just increased knowledge; it is transformation. Don’t be content with people getting the “right” answers. The Pharisees got the “right” answer, and many of them never made it to heaven (Matt 5:20).

Relationships. Share everyone’s name, email and phone number so people can communicate during the week and follow up on prayer requests. You may want to set up a way to share throughout the week using Slack or WhatsApp.

Finish well. Encourage the people to make the necessary commitment to do the work, think reflectively over the questions, and complete the class.

Prayer. Begin and end every meeting with prayer. Please don’t do the quick “one-prayer-covers-all” approach. Manage the time so all of you can pray over what you have learned and with what you have been challenged. Pray regularly for each individual in the meeting.
Lesson overview

Being a shepherd to a congregation includes the responsibility to protect, provide and lead. A church is a group of believers that is incorporated into one body and adopted into a family. The church has a mission to go after truth, respond to truth, love one another and share their faith. The pastor is called to care for and lead the congregation in the process.

I. INTRODUCTION

A. Personal experience

Pastor and seminary professor
B. Care and leadership

Both care and leadership are core aspects of being a pastor.

C. Emphasis on methodology

Practical application based on theological principles.

II. THEOLOGICAL FRAMEWORK

A. Theological nature of ministry is service

The nature of the word refers performing mundane tasks to serve others.
B. Theological nature of a shepherd

Provide leadership, protection, exercise authority and extend care

C. Nature of the Church

It’s a community of souls, a reconciled community and a missional community

D. Mission of the Church

Prepare people to share the gospel in order to reach a lost world
III. QUESTIONS

How do you encourage people in your congregation to be actively involved in accomplishing the mission of your church?

Reflection Questions

1. As a minister, who does Dr. Johnson say that you are called to serve? Based on your gifts, abilities, training and your congregation, what will your priorities be in order to serve according to God’s calling for you? What strategies will you use?

2. Describe what it means as a pastor to fulfill the role of a shepherd. What will your priorities be to accomplish this? What strategies will you use?
3. How does Dr. Johnson describe the four aspects of the mission of any church? What is your vision for fulfilling each of them in the church you are currently in? How will you communicate this to your board and congregation to determine with them the strategies to accomplish them?

4. What are you doing in your ministry to encourage people in your congregation to see themselves as a community, not just a collection of independent individuals?

5. How are members of your congregation currently growing closer in their relationships with God and with each other? What is something that is hindering this from happening? What are you doing to encourage people to grow closer to God and to each other? How will you know whether or not it’s happening?
6. How would you describe a church that is functioning as a missional community? How would you describe the mission that God has called your church to? How are you leading your church to accomplish that mission? How will you know if you are accomplishing your mission?

7. In what ways do you see people in your church exhibiting attitudes of passivity? What would it look like for people to live out a culture of involvement characterized by activity? How can you lead in a way that causes this to happen?
Lesson overview

Convergence is where your greatest passion, giftedness and abilities line up with the greatest opportunity. When managing your time, don’t measure your success only in how busy you are. God has not called to do, but to be. Be on a lifelong journey of becoming so you have a reservoir to give from in both your relationships and your preaching.

I. MOVING FROM A PASSIVE TO ACTIVE MODEL

A. People have busy schedules

People see the church primarily as serving individuals
B. Churches need to understand their identity

The nature of the church is community

II. CARE FOR YOURSELF

A. Self-discipline required.

1. We are sinful people by nature

   Our natural tendency is to be disordered

2. We have a certain aversion to God

   We want things our own way.
B. Scripture tells you this

Watch yourself and form the habit of caring for your soul daily

C. Ministry itself tells you this

You need a spiritual reservoir to draw from to deal with spiritual problems.

III. WHAT MUST YOU MANAGE?

A. Your strengths and weaknesses

1. Focus on your strengths

Know yourself and spend your best energy improving your strengths.
2. Aim for convergence

Our greatest passions, gifts and abilities line up with our greatest opportunity.

B. Your family

1. Keeping things in order

What happens in your home affects your ministry.

2. Discipleship begins here

You have a unique opportunity to disciple in your home.
C. Your Time (Ephesians 5:16)

1. You can consume your time in nothingness
   
   Busyness is not necessarily success

2. Don’t surrender to the demands of expectations
   
   Do more than just respond to emergencies

D. Manage your motives

1. Win approval
   
   It’s possible to make your personal popularity a priority
2. Personal ambition

Important to have ambition with humility

E. Your purity

1. Mortify the flesh

Keep yourself pure in a world of impurity

2. Boundaries in counseling

Know your limits

F. Your finances

1. Discover a financial planner

Spend and invest wisely
2. Credibility in handling church finances

Manage your personal finances wisely so you can manage the church’s finances wisely.

3. Keeps you from being generous

Having too much debt limits your ability to give.

G. Your personal growth

1. Ministry can dull you quickly

Confronting spiritual problems can wear you down.

2. Ministry is a constant spiritual discharge

The enemy assaults are often more effective when you are weak.
IV. WAYS WE MANAGE

A. Read the Word for your soul
   Read for what God is teaching you not for what you can teach others

B. Enter into solitude and listen to God’s voice
   Begin with an attitude of listening to God

C. Pray fervently
   Pray based on what you have read and sensed God saying to you

D. Stretch your mind
   Read widely and deeply
V. QUESTION

A. Reading scripture and listening to God’s voice

People will be able to know what your relationship to God is like by how you live

Reflection Questions

1. What evidence is there that people see your church as primarily serving individuals? What evidence do you see that people in your church act as a community? What can you do to encourage people in your church?
2. In what ways is your personal life ordered and focused on listening and responding to God? In what areas do you need to improve? What are goals you can measure and what strategies will you use?

3. “You can’t put straight in others what is warped in yourself.” What’s a situation you have recently preached on or counseled someone about recently that you struggle with yourself? What are you changing in your life as a result?

4. What are your strengths? How are you working to improve them?
5. What are your weaknesses? How are you getting people to come alongside and help you in these areas?

6. In what ways are you planning your time so you are focusing on what’s important, not just responding to emergencies or what seems to be urgent? Describe a time when you responded to a situation that seemed to be an emergency but could have been postponed? What is one thing you can do to improve and be proactive in this area?

7. What are ambitions that the Lord has called you to pursue? What steps are you taking to attain them? What are you doing to maintain humility in the process?
8. What are you doing on a daily basis to keep your thoughts and actions pure? What people have you identified to help you with counseling that have the gift, training and spiritual insight necessary?

9. What procedures do you have in place to spend and invest wisely? When is the last time you evaluated your personal financial situation with a professional? What are your strengths and weaknesses in handling your church finances? What people have you identified in your church that have the gift, training and character to help in this area?
10. What are you doing regularly to grow spiritually? How do you read your Bible and reflect on it in a way that God speaks to you? What authors do you read that encourage your spiritual formation? Who do you meet with regularly that you talk to about what the Lord is teaching you?

11. What book have you read recently that gave you insights into a current social or political topic? What publication or book have you read recently that articulated a point of view on a social or political issue that is different from the position you currently hold? How did it affect your thinking? How did it help you understand the perspective of people that have a different perspective than you do?
Pastoral Care and Connecting with People

Lesson overview

Pastors visiting people unannounced in homes is not as common or accepted as it once was. Visiting people in their homes is an important part of your ministry as a shepherd. When you visit people, keep track of who you visit and take notes. Remember that you are representing the church. Plan how much time you will spend and have a plan for having a meaningful conversation. It enhances your preaching because you are more aware of the kinds of struggles and joys people are experiencing. It helps you to pray more effectively and helps them pray for you. It takes time and it can be unnerving.
I. INTRODUCTION

A. Perception of pastors as psychological therapists

Pastoral care is essentially supporting people spiritually

B. Visitation

Connecting with people

II. CONNECTING WITH PEOPLE PERSONALLY IS A REQUIREMENT

Shepherding requires personal connection

III. BIBLICAL EXAMPLES

A. God visited Abraham, Moses and others

God was involved with them personally
B. Jesus left heaven and visited people in their context

Jesus visited people where they lived

C. Early church leaders honored the role of visitation

The apostles went to homes

D. Early Church history reveals a ministry of visitation

Early church fathers valued personal contact for shepherding

E. Richard Baxter’s church

Systematically visited 800 families annually
IV. ESSENTIALS FOR CONNECTING

A. Order

Include everyone and keep notes

B. Intentionality

How much time to spend on each visit

C. Listening

Let them tell their story and ask follow-up questions to get details

D. Prayer

Pray for peoples’ needs and for a vision for how God can use their lives and home
E. Share a needed word

A word that builds on friendship and shares God’s wisdom

V. REWARDS FOR CONNECTING

A. You are participating with God

We bring God’s presence into peoples’ lives and home

B. You are authenticating your ministry

An opportunity for you to demonstrate tangibly that you care for people as individuals
C. It enhances your preaching

Staying in touch with the needs of people gives you perspective as you prepare your sermon

D. It gives relationships a chance to grow

Authentic conversations about real needs help you connect with people

E. It counters loneliness

People are often more lonely than we realize

F. It allows us to pray effectively

We become aware of specific situations
G. It builds endearment

Personalized caring visitation on a regular basis is significant.

VI. RISKS THAT COME WITH CONNECTING

A. It can interrupt other necessary demands

It often takes time away from other priorities we have.

B. It can be unnerving

Sometimes what begins as a pleasant conversation can be confrontive.

C. It can turn into wasted time

Intentionality helps the conversation to go deeper than surface chit-chat.
VII. WE NEED TO RECOVER FACE-TO-FACE INTERACTION

Jesus was incarnate, so you as a pastor should connect with people individually in person

VIII. QUESTIONS

A. Should lay leaders visit the homes of people in their groups?

   Lay leaders can also visit people

B. Importance of valuing people as individuals

   Model caring for people as a representative of the church
Reflection Questions

1. What are the scriptural examples that Dr. Johnson refers to as the basis for visiting people in their homes? How do those examples give you a model for patterning your format and purposes for visiting people in their homes?

2. Have you previously visited people in their homes as a pastor? If you have visited people in their homes in the past, what characterizes your good experiences? What characterizes your bad experiences? What does this tell you about what you should emphasize and what you should avoid?

3. What procedure do you plan to use to visit everyone? How will you record what happened in each visit so you can refer to the information later?
4. How much time do you plan to spend on each visit? How will you structure your conversation so you talk about subjects that are significant while you are there?

5. What questions can you ask to prompt people to share about significant experiences and issues in their lives? How will you remind yourself to ask follow-up questions and observe body language to give people an opportunity and feel safe enough to share more deeply about what they are currently experiencing and feeling?

6. How will you model prayer as you are praying with people in their home (e.g., praying a few times as items of praise and needs are mentioned, praying at the end, praying for spiritual growth and strength and not just comfort and ease, etc.)? How will you remember to continue to pray for them? What is your plan for communicating with them later that you are praying for them and asking for an update?
7. When was the last time you included an emphasis in your sermon because you knew of people in your congregation who were experiencing and/or struggling with a certain issue? What difference did it make in individual lives and corporately? If it has been a while since something like this has happened, how do you plan to pray differently during your sermon preparation and interact with people so that this will happen more often?

8. How will you structure your schedule to make time for visitation? How can your office staff help you with the administrative details so you can focus more of your time in face-to-face interaction?
Lesson overview

Jesus devoted a part of his ministry to the sick, so you as a pastor should, too. Know your theology regarding healing. God’s never interested in taking us back to where we were, but he’s always interested in taking us where we need to go. Call the elders to pray for physical and spiritual healing and possibly because of the influence of the adversary. Part of the misery of sickness is often solitude. When you visit people in the hospital, be careful with your words, be timely and be expectant.

I. INTRODUCTION

Part of being a shepherd is ministering to people when they are sick
II. GROUND RULES

A. Know your theology

1. Some believe that healing is not normative today

Healing was a gift people had for a specific purpose in a certain time that has passed.

2. Some believe that healing is the birthright of every believer

We should all expect to be healed.

3. Some believe that God continues to heal where and when it accomplishes his purposes

God will heal what will accomplish his purposes.
4. Role of faith in healing

Be careful about raising false hopes or increasing someone’s burden

5. How you should respond to people who are sick?

a) Get the best medical help they can find

Use technology wisely

b) Encourage people to pray fervently for healing

Pray for their own healing

c) Encourage people to call the elders

James 5:13
B. Exercise wise pastoral care

1. Pastoral care does not wait passively for the sick to come to you

   a) Sickness is often a time when people experience loneliness

      Go to people who are sick

   b) Illness constitutes a crisis

      The crisis includes spiritual and emotional issues

2. Good judgment in a hospital room

   a) Be careful with your words

      Avoid adding guilt or additional burdens on people
b) Be timely

Be there before surgery or wait until they are ready afterwards

c) Be expectant

Invite God to do something unexpected in them or us

d) Don’t be afraid to touch

Holding someone’s hand can be powerful

e) Prepare for the moments that you will experience sickness so you can empathize

Your experiences will help you empathize with others
III. QUESTIONS

A. How do you make time for visiting the sick if you are a pastor of a large church?

   You can delegate some but not all

B. What about the people that want only the senior pastor?

   Set your priorities and do your best

C. Aging of the population will increase the need for this ministry

   Be aware of elder care issues
Reflection Questions

1. What is your view about God performing physical healing today? If you don’t believe he does, how do you talk to and pray for people when they are sick? If you do believe he does, how do you talk to and pray for people? What is your role in the process?

2. How does Dr. Johnson describe the difference between using technology to extend life and using technology to extend death? What language do you use to have a conversation with people in this area?

3. According to Dr. Johnson, when the elders pray for a person, what might also be involved besides physical healing? What questions should you be asking besides the nature of the physical problems of the person you are praying for?
4. What does Dr. Johnson recommend that your attitude be as you are going to visit people in the hospital? What unexpected encouraging experiences have you had when visiting someone in the hospital? What is a time that you have been encouraged by the person you were visiting?

5. How do you manage your schedule to include time for visiting the sick? Do you have a staff person, elder or volunteer helping you in this area? How do you find out about people who are sick? How do you determine who needs to be visited and how often?

6. How have times when you have been sick helped you empathize with others?
Lesson overview

People are often not realistic and the inevitability of their own death. We all die naked, so older years often involve the process of letting go. Death helps you sift out the trivial, but most people live in denial. As you approach death, life is often a series of interruptions, medical tests and uncertainty. People can lose their sense of identity. You can empathize with people and remind them that God is active and has not forgotten them. Three reminders about God: 1. God is good in everything he does, 2. God is perfectly wise in everything he does, and 3. God is powerful. In a Christian context, there is every place for grief but no place for despair.
I. PASTORAL CARE PRIOR TO DEATH (PART 1)

A. Loss comes in many ways

This can include relationships, seasons in life, unrealized dreams, etc.

B. Delegating shepherding care for physical death is not an option

Death is an opportunity to minister to the surviving family and friends

II. KNOW YOUR THEOLOGY

A. Death is a reality

1. Some people aren’t realistic about death

It’s about what you are gaining, not what you are losing, if you are living in relationship with Jesus
2. We all die naked

Getting older is a time to begin getting rid of things

3. Death helps us to sift out the trivial

Death gives us an opportunity to put things in perspective

B. Everlasting is a reality

We are moving into something that’s eternal

C. Death is a fixed moment

It’s an appointed moment
D. In death, we enter into an intermediate state

It’s a transit point for everyone

III. PASTORAL SKILLS

A. Prior to death

1. Life is a series of constant interruptions

Healthcare appointments and tests are common

2. Loss of identity

Your roles change so it’s often harder to define your identity
3. People need you to minister empathy, perspective and assurance

Remind people that God is present and hasn’t forgotten them

4. Three descriptions of God

God is good, wise in everything he does and he is powerful

5. Give wisdom regarding medical care

Know when you are extending life or extending death

6. What should be said at the memorial service

Write out ahead of time what you want to be said about you
IV. PASTORAL CARE IN DEATH

A. Let loved ones decide about memorial service

The purpose is to give people and opportunity to remember and release the person who died

B. The service itself

1. Prior to the service

Meet with people to help with decisions

2. During the service

a) Be prepared to conduct the service in a variety of settings

Know the expectations for the venue
b) Be familiar with the components of the service

Know the order of service and who is involved

c) Let people get a sense of this person’s life

Include their interests and passions and what they would want to be known for

d) Encourage people to share

Set reasonable limits

e) Encourage people that it’s OK to grieve

For a believer, there is a place for grief but no despair
f) Psalm 23

A good passage to use for a person who may not seem have assurance


g) Know what to emphasize

God and his character, Scripture, allow for grief, offer hope, prayer, music, customs

3. After the service

How to dispose of the body, note the date of death so you can contact people on the anniversary, follow up after the service
Reflection Questions

1. What is a loss, other than death, that you have experienced in your life? What did you do to process it? How did it change the way you have handled other situations in your life?

2. If you are living in relationship with Jesus, what does Scripture teach about what you gain when you die? How would you express this to someone who is likely nearing the end of their physical life?

3. When you think about what you leave behind when you die, how does that affect the way you determine your priorities? What do you spend your time, money and energy on right now that you want to keep the same? What do you want to change? What will you do to make those changes? How will this perspective affect the way you have conversations with others, especially those for whom death seems more immanent?
4. What happens when we die? How is that an encouragement to you? What verses and imagery do you use to inform and encourage people about this subject?

5. How do people feel emotionally when they begin having health difficulties, resulting in changes in their daily routine, frequent medical tests and appointments with medical professionals and limited physical mobility often accompanied with pain? How can you as a pastor be an encouragement to them?

6. Why do people often struggle with their identity as they get older and approach death? What is our core identity? How do you encourage someone to see what their core identity is and embrace it?
7. What is an advanced medical directive? Do you have one filled out? As a pastor, how do you encourage others to complete this process and update it as necessary?

8. How do you describe the difference between extending life and extending death? What descriptions, metaphors and Scriptures do you use when you talk to someone else and their family members?

9. Why is it important for someone to write out ahead of time what they want to be said about them at their memorial service? Have you written out that information for yourself? What do you say to others to encourage them to complete this process? (See a suggested form under the Downloads heading on the class page.)
10. Why should the details of the memorial service be decided by the people who are still living? What descriptions, metaphors and scriptures do you use to have that conversation with a person who is dying and their family and friends?

11. How do you inform and advise people regarding the steps to take when a person dies in the areas of finances, legal issues and care of the body? Do you have instructions written out for your survivors so they will know what to do when you die? Do you have a checklist to guide someone else to go through this process ahead of time? Do you have suggestions written out for survivors to give them directions for the next steps to take when a loved one dies? As a pastor, how do you comfort and encourage people emotionally when a loved one has died?
12. What questions do you ask to help loved ones plan the memorial service to help the process go smoothly and to be a spiritual and emotional encouragement? Why is it important to be prepared ahead of time?

13. What are the different venues that memorial services are held in? What is unique about each one that affects your role as the pastor in planning and conducting the service? When you are planning the service, how do you frame your conversation with the family differently depending on the venue that will be used?

14. As you focus on helping people get a sense of a person’s life, what do you do in preparation? How do you structure the elements of the service?
15. Why is it important to provide a setting that allows people to go through the grief process? What does Dr. Johnson mean when he says that in the case of a believer, that grief is important but that there is no room for despair? What descriptions, metaphors and Scriptures do you use to communicate this in a memorial service and as you interact with others individually?

16. What do you say in a service for someone for whom their assurance of relationship with God is in doubt? What passages of scripture can be helpful?

17. In a funeral service, when you emphasize God’s character, how do you do it in a way that encourages believers and reminds unbelievers of who God is, so it encourages them to think about their own life?
18. How does Dr. Johnson describe the elements that are important to emphasize in a memorial service? How do you include these as you have conversations with the family in planning the service? How do you implement them as you conduct the service?

19. In what ways is it important to follow up with family and friends after the service? What procedures do you have in place to remind you? Who is someone in your congregation that could use a visit from you this week regarding a loved one that has died?
Pastoral Care and Death (Part 2)

Lesson overview

Help the family plan and carry out the services they want in a way that honors both the dead person and their relatives and friends. Help the family navigate the details regarding what kind of services, who should speak, whether the casket will be open or closed whether people should give flowers or donate to a charity, etc. When you are planning what you will say, take into account special circumstances like murder, suicide or someone who may not have assurance of their relationship to God.

I. QUESTIONS

A. How should immediate family members be involved in the service?

How many, how long for each one? Write out comments ahead of time
B. Cremation or burial?

Burial seems to be the biblical model but there’s no specific Scripture forbidding cremation.

C. Graveside service only?

Consider the situation of the family and the person who died.

D. Memorial gifts rather than flowers?

Give people a choice and don’t designate a gift to the church to a specific project.

E. Open vs. closed casket?

Open casket can help bring closure. Closed casket allows you to remember a person in life.
F. Infant death

Treat it with respect and care and as deserving of a service

G. Wills or living trusts?

Encourage people to see an attorney ahead of time, if possible

H. Obituaries?

Check your local paper for format and costs

I. Embalmed?

Know the local laws and options
J. Suicide and murder

Be prepared with appropriate remarks

II. FINAL THOUGHTS

A. Keep a file on death, grief, funerals

It will help you remember what you said in previous memorial services and collect ideas for the future

B. Discover good funeral homes

Caring, honest and fair prices

C. Know how to advise

Be aware of financial issues and know of professionals to recommend
D. Become acquainted with the stages of grief

Know what’s normal so you can help people walk through the process

E. Build bridges with the families in the last days before death

Establish a relationship to make it easier to have conversations in the process

F. Help people prepare ahead of time

Encourage people to write out their wishes and directives
III. MORE QUESTIONS

A. What are issues regarding death that affect young people?
   Older relatives that die and friends that die unexpectedly

B. How do you interact with people who are unbelievers regarding death?
   God is merciful and loving, and also just

C. How do you die well as a believer?
   Get things right with others and live in faith
D. Should people in small groups be supporting each rather than expecting the pastor to be responsible?

It should be both

E. What about destination memorials?

Give time for grief but don’t fall into despair

F. Is encouraging people to get involved in small groups a way to promote people being active in their local body of Christ?

Encourage people to have authentic interaction not just surface conversations

G. Is there value to have individuals share their faith story in a Sunday morning service?

People sharing their stories can be powerful
Reflection Questions

1. What guidelines do you have for appropriate ways for family members to be involved in the memorial service? (e.g., comments written out or videoed ahead of time, how many people, how long for each one, etc.) What questions do you have written out that you want to ask people to determine what they want included in the service? What do you think are important elements that should be included in the service?

2. When discussing the choice between burial and cremation, what pro’s and con’s would you suggest about each option?

3. When people give a memorial gift to the church that is designated, what is the risk involved? How can you encourage people that want to give a memorial gift to give it to the general fund of the church?
4. What are the pro’s and con’s of having an open or closed casket at the memorial service? How will you present these options to the family?

5. Why is it important to have a service for an infant who died? How can you encourage the parents about the child’s eternal state?

6. What are wills and living trusts? How can you communicate the importance of writing these out ahead of time and updating them? Do you have attorneys or estate planners that you can recommend?
7. What remarks would you give at a memorial service for a person who committed suicide to give comfort to people and also communicate that it is a self-centered act that can cause unnecessary grief and harm to others?

8. In a memorial service for a murder victim, what do you say to acknowledge the tragedy of the situation and maintain God’s sovereignty without making God responsible? How could the parable of the wheat and tares (weeds) in Matthew 13 help you in this situation?

9. What record do you have of memorial services you have conducted? How can you create a file that is more complete and organized that will give you a place to remember what you have done before and to collect ideas that you can use in the future?
10. What’s the difference in Paul’s attitude toward death in Philippians 3 and 2 Timothy 4? What kinds of things do you say to people as they are going through that change in perspective?

11. As your church grows, how do you maintain your role of pastoral care for individuals without being overwhelmed by the responsibilities of being a manager of an organization? What are you doing in your personal spiritual life to be sensitive to the leading of the spirit in your current situation so that as your circumstances change, you can be confident that you are responding to the leading of the Spirit each day, even when your circumstances are changing?
Lesson overview

The nature of a pastor’s job is that you often feel like you are not doing enough. With the sacrament of the Lord’s Supper, there is something happening beyond the surface that is sacred and divine. In the act of communion, we should experience an empowering grace. We remember the death of Jesus and in a spiritual sense, we died and were raised with him. The Lord’s Supper looks back to Israel and also to the cross as well as to our present communion with him in the presence of the Holy Spirit in our lives, and to the consummation of all things in the future.

I. PASTORAL CARE BEGINS WITH YOUR OWN SOUL

A. Thomas Oden

You have an obligation as a pastor to care for yourself
B. Barbara Brown Taylor

Difficulties in serving in ministry

II. PASTORAL CARE AND ORDINANCES/SACRAMENTS

A. The nature of the term raises questions

The words sacrament and ordinance can have liturgical connotations

B. The Lord’s Supper

1. The Lord’s Supper in Scripture

   a) Essential part of what the early church did

      Act 2:41
b) It’s a core pastoral care act

Jesus instituted it and the apostles continued it

c) It comes in the context of a meal

Meals are important beginning in the Old Testament

d) The Passover

The Lord’s supper reminds of how God did break into history and will break into history in the future

e) The new covenant

Jeremiah 31:31-34
f) Gospel passages

The Lord's supper preaches the gospel

g) Jesus' references to him as the Bread and the Wine

You participate with Jesus your new life

h) Early church practice suggests a regular ritual

Celebrating the Lord's Supper regularly was important in the early church

i) The Lord's Supper looks in different directions [CC 12:42]

The Lord's supper looks to the past, the present and into the future
2. The Lord’s Supper in history

a) Catholic church teaching of transubstantiation

The elements become the physical body and blood of Jesus

b) Lutheran church teaching of consubstantiation

The substance of the body and blood of Jesus are present in and under the elements but they aren’t physically changed

c) Zwingli’s teaching of symbolism

The Lord’s supper represents the body and blood of Jesus
d) Calvin’s teaching of suprasubstantiation

There is something of the presence of Christ, not in the elements themselves, but in the act of celebrating communion, 1 Corinthians 10:16

3. The Lord’s Supper in practice

a) Treat it with reverence and holiness

It’s an act of worship that’s central to the service

b) Guard it so it doesn’t become stiff just a formality

Encourage appropriate reverence and celebration
c) Celebrate in the context of community

It’s something the group does together

d) Create a context of gratitude

Thankfulness for what God has done

e) Explain the table every time

A reminder of what Christ did and what it means

f) Invite people to search their hearts

Examine yourself and your relationship to others in the moment
g) Administer with creative order, not chaos

Take time and use variety in how you prepare and partake of the elements

Reflection Questions

1. Do you use the term sacraments or ordinances? For you and your congregation, what is the significance of using one or the other?

2. How was the Lord’s supper started? Why was it important in the early church? What are Bible passages that teach us about the Lord’s supper? How do these passages confirm what you are presently doing to celebrate the Lord’s supper? What do you think you should change?
3. How does the Lord’s supper remind us of how God broke into history at the first Passover? The incarnation of Jesus? How does it remind us to look forward to how God will break into history when he comes again?

4. What is the new covenant? How does it affect the way you relate to God and others? How does it make a difference in your mission, vision and strategies?

5. What does the Bible mean when it reads that as a follower of Jesus, you are, “crucified with Christ?” How does it make a difference in what you do to love God and others? How does it change the mission, vision and strategies of your church?
6. What did Jesus mean when he said that the bread is, “his body that is broken for you,” and the wine is, “his blood that was shed for you?” How do you communicate that when you celebrate the Lord’s Supper? How does it make a difference in your mission, vision and strategies?

7. How does celebrating the Lord’s Supper help you focus on what God did in the past, what he is doing in the present and what he will do in the future? How does it change the way that you love God and others? How does it affect the mission, vision and strategies of your church?

8. How often do you currently celebrate the Lord’s Supper in your church? Are there passages in Scripture that would cause you to consider celebrating it more often? If yes, what are they and why?
9. How does Dr. Johnson explain the significance of the Lord’s Supper as an act of participation which is more than a symbolic act of remembrance? Do you agree? If not, why not? If so, how will that make a difference in how you celebrate the Lord’s Supper in your church?
Pastoral Care and Questions about Communion

Lesson overview

How often should you practice communion? Who should be allowed to participate? Should you use wine or grape juice? Should it be done at home or always at church? Should it always be with the whole corporate body? Should communion be part of a wedding ceremony? When should it be in the order of service? As a pastor, how do you deal with serving communion to people you know are struggling in their lives?

I. PRACTICAL QUESTIONS ABOUT COMMUNION

A. How often should you celebrate communion?

Biblical basis for celebrating communion each time you meet
B. Who can participate?

What is the Biblical criteria for who can participate in the Lord’s Supper?

C. Wine or grape juice?

Wine has both bitterness and sweetness

D. Should it be done at home or always at church?

It should be done with a group

E. Should it always be with the whole corporate body?

Small groups can sometimes be appropriate
F. Should communion be part of a wedding ceremony?

The nature of communion as focusing on the body of believers may not be the best fit for a wedding.

G. When should it be in the order of service?

Variation can be effective.

II. ADDITIONAL QUESTIONS

A. Is making communion open to non-believers similar to the Jews in the Old Testament inviting foreigners to participate in their feasts?

Different factors involved with foreigners in Israel.
B. Should children be included?

At least if they understand what it’s about

C. As a pastor, how do you deal with serving communion to people you know are struggling in their lives?

Invite people to examine themselves

D. Have you as a pastor ever mentioned an issue that needed to be dealt with corporately?

Opportunity for a congregation to examine how they are treating each other

E. Should communion be on a regular basis?

Should be part of each service
Reflection Questions

1. What does Dr. Johnson think the Biblical model is for how often we should celebrate communion? Do you agree? If not, why not. If so, why? Will you change how often you celebrate communion at your church? If so, how will you work with your leadership and congregation to make that change?

2. Who can currently participate in communion at your church? Do you think you should change your policy? If not, why not? If so, why, and how will you work with your leadership and congregation to make that change?

3. What are the pro’s and con’s of celebrating the Lord’s Supper as part of a wedding ceremony.
4. What are the pro’s and con’s of serving wine and/or grape juice in the Lord’s Supper? Do you think your church should change what they are currently doing?

5. What are some creative ways you could celebrate communion in your church that would encourage people deepen their participation in community? How will you include the staff, leadership and congregation in adding this variation?

6. What can you do as a pastor to preach about the Lord’s Supper and write out your position? How will you integrate this so people at different entry points for your church will understand the importance and significance of the Lord’s Supper?
Pastoral Care and Baptism

Lesson overview

Baptism is a sacred ceremony so you as a pastor should treat it with care. People have different views on baptism as it relates to who should participate, the mode used and it’s function as a means of grace or ordinance. Dr. Johnson says that baptism doesn’t produce change, it announces change. As one way to prepare for their baptism, the person who is being baptized can write our their testimony in a way that people who aren’t believers can understand it.

I. BAPTISM IN SCRIPTURE

A. Pastoral care

Important act that requires care
B. An act of cleansing
   Ritual washing centering around repentance

C. Identification
   Union with Jesus

D. Initiation
   Rite of initiation into the visible company of the people of God

II. BAPTISM IN HISTORY

A. Participants
   Infants or people who have professed faith in Jesus
B. Mode

Sprinkle, pour or immerse

C. Means of grace/ordinance

Means of grace that sanctifies but doesn’t justify. It announces change but doesn’t produce change.

III. BAPTISM IN PASTORAL PRACTICE

A. Administer with preparation

Spend time explaining the meaning of baptism to candidates

B. Administer with passion and not indifference

Enthusiasm, intensity and excitement are appropriate because it a central act of the church
C. Administer with holiness and not disrespect
   Dignity and sacredness is important

D. Administer with order and not chaos
   Rehearse the details of the service ahead of time

E. Administer with thoughtful creativity
   Different places or times can make it meaningful

F. Administer with the unchurched in mind
   Invite and focus on family and friends
IV. PRACTICAL QUESTIONS

A. Should baptism be required for church membership?

How important is baptism as a sign of inclusion into the community of faith?

B. How old should children be?

Consider the maturity and family situation.

C. Who can baptize?

Depends on church tradition and your view of the sacredness of the act.

D. Private or public?

The corporate and family aspects are an essential element.
E. Can we be baptized again?

It’s a one-time experience like salvation

F. When should a person be baptized?

Tension between immediacy and enough time for their faith to become real

G. What if they are from an unchurched family and their parents forbid it?

Pray about each situation and consider the long-term relationship with the family

H. What about a person that was baptized by sprinkling then came to Christ later?

Mode is not as important as being baptized after salvation
Reflection Questions

1. What are the Biblical arguments for and against infant baptism? What are the Biblical arguments for and against baptism for someone who has confessed faith in Jesus?

2. What is your church’s policy on baptism? Do you agree with it? If so why and how will you encourage people to participate? If not, why not, and how will you encourage your staff, leaders and congregation to change their position?

3. Do you agree with Dr. Johnson that baptism is a means of grace that sanctifies but does not justify? If so, why? If not, why not?
4. How do you explain the purpose for baptism to candidates? How do you check to determine what they understand?

5. What are the elements that you recommend that people include in their testimony? What is your procedure for having them write it out and having someone go over it with them? What are the advantages that Dr. Johnson gives for recording someone’s testimony and presenting it as a video at the baptismal service? What process would you set up to make this happen?

6. Why is it appropriate to create an atmosphere of enthusiasm, intensity and excitement, as well as dignity and reverence, at a public baptism? How will you structure the components of the service to promote these elements?
7. What Biblical reasons does Dr. Johnson give for baptism being a requirement for church membership? Is baptism a requirement for membership in your church? How do you handle situations where people have been baptized in other denominations and/or using various modes?

8. What are some of the risks involved in baptizing children? What criteria do you have for having a conversation with a child and their parents regarding the baptism of the child?

9. How does Dr. Johnson explain the tension between someone getting baptized immediately when they come to faith, or waiting a while to confirm that their faith is real? What criteria do you have in place to have a conversation with someone about when they should be baptized?
Lesson overview

There has been a disintegration of the institute of marriage in the American culture over the past 60 years. People in our culture today traditionally get married in a church. Meet with the couple before you agree to marry them. Have procedures and policies in place for use of the church building and your involvement. Suggest that the couple choose one of the following passages as the main focus of the wedding ceremony: Col 3:12-14; I Cor 13:4-7; Phil 2:1-4; Gen 2:24-25; Ecc 4:10-13.

I. INTRODUCTION

Disintegration of the institution of marriage in our culture
II. INITIAL QUESTIONS ABOUT MARRIAGE

A. Should the church be in the marrying business?
   It’s an opportunity to bring a sanctifying element to the ceremony and it’s part of our culture.

B. How do we handle requests to use the church from people outside the church?
   Sometimes it’s people who have no interest in God but want the trappings of God

C. What if a couple is living together?
   Individual situations can be different
III. GUIDELINES FOR WHO TO MARRY

A. Go through the premarital counseling far enough that you can be confident that it’s God’s will

Don’t commit before this process and you feel good about it

B. Don’t commit to marrying a believer and an unbeliever

Scripture and statistics are clear that it is not a good idea

C. Is it OK to marry two unbelievers?

Consider recommending a civil ceremony
IV. GUIDELINES FOR PREPARING FOR THE WEDDING

A. Have a good plan for premarital counseling

www.prepare-enrich.com

Good resources help you have good conversations

B. Ask people who are living together to separate

Consistent with asking God to be the center of the relationship

C. Be aware of legalities

The government may have requirements
D. Have a set of procedures and policies in place

Determine guidelines for staff involvement, use of the building and fee schedules

E. Gather the initial wedding information

Have a procedure for finding out details about the ceremony

F. Give careful thought to the rehearsal

1. Pre-rehearsal

Make decisions ahead of time and determine who will be in charge

2. Rehearsal

Decide ahead of time whether the pastor or wedding coordinator will be in charge
G. Guidelines for the wedding

1. Set the tone

   Combination of celebration and dignity

2. Maintain order

   a) Processional

      Start on time

   b) Ritual

      Set the tone from the beginning of the service

   c) Recessional and signing

      End the ceremony well
V. CONCLUDING THOUGHTS

Plan ahead do what you can to reduce tension and focus on the ceremony.

VI. QUESTIONS

Reflection Questions

1. What is your policy for allowing non-members to use your church? How does your reasoning for this policy support your mission, vision and strategies of your church?

2. What are your guidelines for which couples you will marry? What is your process and the resources you use for premarital counseling? What is your process for following up to encourage and mentor couples you have married?
3. For people that are living together, what rationale would you use to encourage them to live separately for a period of time before the wedding?

4. What are the legal guidelines for marriage in area? How do you incorporate these into your process for pre-marital counseling and the ceremony?

5. What is the fee schedule for people using your church building and staff (e.g., sound, janitor, weeding coordinator, etc.) for a wedding? What are the guidelines for the kinds of music that can be played? What are the guidelines for flowers, candles, alcoholic beverages, smoking, etc. Is it allowed for a visiting pastor to conduct the ceremony?
6. What are the five passages that Dr. Johnson recommends as options for using as the theme for a wedding ceremony? Are there any that you would add to this list?

7. What details can you decide before the rehearsal that will make the rehearsal go smoother and be less stressful? Who will be making these decisions? (e.g., bride, groom, wedding coordinator, etc.)

8. What are the advantages and disadvantages of having a wedding coordinator? Do you have people that you can recommend for being a wedding coordinator?
9. What jokes or anecdotes do you know that you can use to provide appropriate humor to provide an atmosphere of levity to begin a wedding service? What verses and/or ideas do you know that will help you provide an atmosphere of dignity and seriousness to a wedding ceremony?

10. What are the advantages and disadvantages of having a video before or during the ceremony showing pictures of the couple? What guidelines would you give that would help make it enjoyable and appropriate for all the guests at the wedding ceremony?
11. What does Dr. Johnson say is the value of the bride and groom not seeing each other prior to the start of the wedding ceremony? How would you advise a couple on this issue? How would you advise the couple to work with their photographer if they decide to do this?

12. What elements of ritual do you think should be included in a wedding ceremony? What guidelines will you recommend to the couple as they plan the service?
Lesson overview

Discipleship was an essential part of Jesus’s ministry and a significant part of the early church. Be deliberate about spending time with people that are leaders and potential leaders that are living their lives to follow after God. The heart of congregational accountability is being involved in soul care for each other. Part of admonition is corrective preaching that is done with the right motives and in the right way. Membership requires sacrifice to join others in a battle with others who see themselves as investors not consumers. The pastor is accountable to protect, guide, encourage, comfort and admonish. In the process of confrontation, it’s important to have a commitment to mutual understanding, to do everything in love, aim for reconciliation, to be proactive, do all for God’s glory, to be a peacemaker and for reconciliation and closure.
I. INTRODUCTION

II. ACCOUNTABILITY AND ITS CONTEXT

A. Accountability begins with discipleship

1. Discipleship was essential to Jesus’ ministry

   Jesus focused his time on his disciples

2. Discipleship was a significant part of the early church

   Intentionality of catechism and working toward maturity

3. Discipleship involves thinking through core outcomes

   Identifying core outcomes gives you a framework for accountability
4. Five kinds of people in the church (Gordon MacDonald)

People in your church that have different gifts and abilities

B. Accountability in small groups

1. Fellowship, teaching prayer and accountability

   Should be more than primarily social groups

2. Band societies

   Wesley’s small groups that had intense accountability
3. Congregational discipleship

Ephesians 4 describes deep relationship in community

III. ACCOUNTABILITY AND ITS EXPRESSIONS

A. Personal admonition

Willingness to admonish

B. Corrective preaching

Speaking on a difficult text that requires a response of corrective action from the congregation

C. Accountable membership

Make membership meaningful
D. Pastoral accountability

Your responsibility to provide protection and security

E. Membership calls for accountability by the member

Call people to be a part of a movement

F. Timely discipline

1. Prayer

Praying that a person’s heart will change

2. Confrontation

Start one-on-one
IV. QUESTIONS

A. How do you structure accountability so leaders don’t use it in an abusive way?

A culture of mutual accountability is important

B. What does group accountability look like?

Mutually doing the work of ministry

C. How should membership agreements be written?

Legal liability can make accountability more difficult

D. How should a pastor encourage people to support the church financially?

Give generously and sacrificially
E. Should church discipline be at the small group level or in front of the whole church?

One-on-one, then small group, then the congregation

Reflection Questions

1. What was the result of Jesus focusing his time and energy on a few disciples rather than the crowds? How are you following the model of Jesus in the way that you spend your time and energy?

2. What should be the criteria for the people you choose to disciple? Who are the people that you are discipling? Why did you choose them?
3. What are the core outcomes that Dr. Johnson suggests? What are the core outcomes that you have set as your goals? What is your short-term and long-term plan for nurturing and cultivating those relationships in a way that focuses on your core outcomes?

4. What are the five types of people that Gordon MacDonald describes? Who are people in your church that fit into each of those categories? Who are you currently spending time with? Who should you spend your time with? How will you structure that time?
5. What were the four questions that the people in John Wesley’s small groups asked each other when they met? How would you answer these questions? What questions do you currently ask in your small groups to encourage people to talk about spiritual issues in their lives? How could you introduce and/or modify these questions to begin people to discuss their spiritual lives in a small group setting?

6. When Dr. Johnson talks about Congregational discipleship, what passage of scripture does he use? One of the key words is the idea of “mending.” How does he apply that idea to accountability in the church body as a whole? Do you see that happening in your church? How do you know? How can you as the pastor encourage this to become a priority for the people in your church?
7. What is a passage you preached on that called for corrective action from people in your congregation? How did you change as a result? What was the impact on your church?

8. What is the process for people to become members in your church? How do you present the mission and vision of your church to potential members? After someone becomes a member in your church, what process do you have in place to encourage their involvement in the life and ministry of your church community as investors, not just consumers?

9. What does it mean for you to provide security and protection to people in your congregation? What are you doing to accomplish this? What is a recent example?
10. In what ways does Dr. Johnson suggest that members of the congregation should hold you accountable as a pastor? Who are people in your congregation that you trust to do this? In what ways do you provide time and opportunities for this to happen? When is the last time you received feedback from someone that helped you make a change that made a positive difference in your ministry?

11. How do you pray for someone about sin in their life before you confront them about it? Have you encountered a situation where it was solved by prayer before you met with the person?
12. Why is it important to meet one-on-one first with a person you are confronting about sin? At what point do you involve other people? How do you structure the conversations to show that you love the person and emphasize redemption and restoration?

13. What are the eight commitments that Dr. Johnson recommends when you are confronting someone about sin in their life?
Lesson overview

Sometimes the pressures of administrative responsibilities cause you to feel like it’s distorting what you think your priorities should be as a pastor. Attention to administration is critical to the health of a church. How you handle your administrative tasks affects how well you are able to lead and to care for your congregation. By administrating effectively, you will have more time for other activities. A certain amount of administration cannot be delegated. Historically, three models for church structure are the Episcopalian, Presbyterian and Congregationalist. Churches need to be led by effective leaders.
I. TWO MIS-PERCEPTIONS REGARDING CHURCH LEADERSHIP

A. Administration is not important to my ministry

Being organized yourself will help you accomplish your responsibility of the administration of the church more effectively and ensure that tasks are completed.

B. Ministry centers in administration

Be careful about focusing so much on administration that you neglect to care for people in your congregation.

II. PASTORAL LEADERSHIP AND STRUCTURE

A. What should the church structure be?

Scripture is not clear in describing a specific leadership structure for all churches to follow.
B. Respect the various leadership structures

Scripture and church history describe different leadership structures that various congregations have adopted.

C. Know the main scriptural texts for each structure

Leaders are described in scripture using various terms, some of which refer to specific types of gifting.

III. QUESTIONS

A. Are there apostles and prophets today?

There seems to be people that function with apostolic and prophetic gifts today.
Reflection Questions

1. What are areas in your life in which you are organized and purposeful? What areas in your life need to be more organized and purposeful? How does your ability to organize and be purposeful in your own life affect your leadership in the administration of your church? What can you continue to do that is effective? What can you do to improve?

2. What areas in your church are organized and purposeful? What areas in your church need to be more organized and purposeful? How does better organization in your church help you to lead and care for your congregation better? What steps can you, your staff and your board take to improve in this area?
3. What is the current leadership structure that is in place in your church? What is the Lord leading you to keep the same? What is the Lord leading you to change? How will you lead in a way that motivates people in your staff, board and congregation to embrace the changes you are proposing?

4. In your church, upon whom does the ultimate leadership fall? Considering your church’s history, gifts and abilities of people in the current congregation and your gifts and abilities, what are three specific actions you can take to strengthen the way the leaders interact? What are three specific actions you can take to strengthen the way the leaders interact with the congregation?
Lesson overview

The organization should always serve the organism. In some churches, the pastoral responsibilities are carried out by one or more of the elders, and in some, the pastor position is distinct from the elders. It’s important for you to make sure that the elders are qualified and that they carry out the duties for which they are responsible. Recognize the structure in your church and your place in it so you know how to relate to people and are able to lead effectively.
II. PASTORAL LEADERSHIP AND STRUCTURE (CONT)

C. Know the main scriptural texts for each structure (cont)

2. Regarding deacons

We are all called to do works of service and scripture also mentions deacons as a formal group that dealt with the temporal physical needs of the church.

3. Regarding elders

It’s important to identify the qualifications and duties of an elder.

D. Be aware of both the necessity and dangers of structure

1. Organism needs structure

There is necessity for structure but there are also some dangers
2. Churches that grow need more structure and to restructure

Determine how to add structure in a way that’s effective

3. Dangers of adding too much structure

Be careful about adding too many layers of structure

4. Questions

a) What’s the difference between elders and deacons?

Two boards can sometimes cause confusion and dissension. Not as necessary for deacons to meet together as a board to function, as the elders need to meet together to fulfill their responsibilities.
b) Is there a gift or calling of leadership?

Is it possible that someone has good character but does not have the gift of leadership?

c) In the APEST model, who has the final authority?

Most of the time the board, staff and congregation should agree in a collaborative process. When necessary, it should be the lead pastor.

Reflection Questions

1. Are there any indications in your church where the organism might be serving the organization? Is there a specific event or decision you made recently that would indicate that you are bound by the constitution and policies and procedures to the point that those are becoming more important than the ministry itself? What is your next step to address this situation?
2. What are three questions Dr. Johnson suggests to determine if someone is qualified to be an elder? Would you include additional questions?

3. What are the responsibilities for elders that are described in the Bible? How do you describe each responsibility in a way that you can determine if someone is demonstrating that quality?

4. What does Dr. Johnson mean when he refers to, “ministry creep?” What are structures in your church that need to be added, eliminated or changed?
5. What are the three characteristics that Dr. Johnson describes that should be true of a person that would indicate that they have the gift of leadership? Do the members of your board exhibit these traits? Is there a way you can mentor people on your board to improve in areas in which they are weak? Are there others in your church that exhibit these characteristics that would be good candidates for being on your board?
Lesson overview

Create a culture with a fundamental value of training and becoming leaders. Establish clear qualifications of those who will lead. Create productive meetings that avoid intimidation and manipulation, avoidance of tough issues, personal attacks, digression from the agenda, hot button issues without proper preparation, too much time on money or people issues, leaving the vision and mission out of discussions, people who monopolize and dominate meetings and insistence on unanimity. Have a clear succession plan in place for board members. The staff has the role of daily managing and shepherding and the board focuses on mission and vision.
II. PASTORAL LEADERSHIP AND STRUCTURE (CONT)

E. Maintain healthy working rules

1. Create a leadership ethos

   A church that is devoted to training and preparing leaders

2. Establishing clear qualifications of those who will lead

   Pay attention to relevant scriptural passages and personal characteristics

3. Develop a healthy selection process

   Determine who will be engaged and involved and what the parameters will be
4. One governing board

Multiple boards can increase the amount of conflict, infighting and jockeying for power.

5. Exercise good board rules

A clear set of officers, policies and procedures.

6. Create productive meetings

Good meetings are carefully prepared, and have a clear agenda, time boundaries and proper procedures.

7. Clear succession plan

Procedure and plan to rotate people on and off the board.
8. Clarify the roles of elders and staff

Elders govern but staff manages the daily tasks and decisions

F. Questions

1. Privacy of board discussions

Value confidentiality.

2. Should staff concerns go through the lead pastor or directly to the board?

Pastor should set ground rules about dealing with disagreements personally and within the staff first
3. **Should people with disagreements about the pastor go directly to the board?**

Policy should be that board members stop the conversation until the person involved can be there personally.

4. **What is the role of staff pastors who have fiduciary responsibilities but aren’t board members?**

There’s a distinction in roles. Even though you don’t have a vote, you have a voice, that can often be more effective.

5. **Has your wife’s advice helped you with a board decision?**

She was involved in a different sphere.
Reflection Questions

1. Do you have a process for training elders in your church? What curriculum do you use for training and who oversees the process?

2. What are the responsibilities of your elders? How do you communicate the expectations for elders in a way that encourages them to develop care and trust for each other?

3. How do you purposefully relate to your elders in a way that encourages them and motivates them personally and in their responsibilities as an elder?
4. What is the selection process for leaders in your church? Is there anything that could be changed in the process or people involved to identify and confirm better leaders in your church?

5. Which of the four criteria for productive meetings do you already follow? On which of the four do you need improvement? What do you plan to do to make changes?

6. Of the ten things that Dr. Johnson mentioned to avoid in a meeting, what are three (or more) that you have experienced in a board meeting recently? What can you do with your board to improve in those areas?
7. On what questions does your board focus when they evaluate the staff? What input does the staff have in determining what questions should be considered in the evaluation process? What can you and your board do to bring encouragement and emphasize focus in areas of strength and bring support in areas where growth is needed? What can you do to agree on the areas and goals of evaluation and make the outcomes measurable?
Lesson overview

Determine reporting relationships and a structure for accountability. Develop effective staff meetings. Meetings should be regular, clear agenda, predictable time frame, participation, encouragement, focus on the mission vision and operational plan, informational, innovation, nurturing, praying together, discerning, sensitive to cultures. Establish personnel policies including a staff assessment plan and a release plan.

I. LEAD THE STAFF

A. Determine reporting relationships

Be clear about who each staff person reports to and how often
B. Establish the proper procedures for supervising

Clarity lines of communication and parameters for mentoring and evaluation

C. Develop effective staff meetings

Follow ten components of a good meeting

D. Use the right leadership style

Know when it’s time to persuade and when it’s time to take the initiative and guide

E. Establish personnel policies

Write down specifics about pay periods, hours, vehicle use, computer use, etc.
F. Establish an assessment plan

Decide on performance indicators and a plan for improvement

G. Have a proper release plan

Document the process leading to the release and be generous with severance when appropriate.

II. QUESTIONS

A. Why are sabbaticals for a pastor important?

Intentionality is important and report the results
B. The importance of mentoring others that will be prepared to step in when a leader takes a sabbatical

Should be scheduled in advance with plans for continuing the ministry

C. Balance and common sense in visiting and counseling situations

Treat people with respect and use good judgment

D. How do you deal with a person in the church who has been convicted of a sex crime?

Make the staff aware and have strict boundaries that are monitored
Reflection Questions

1. Have you determined and clearly communicated who each staff person reports to and how often? Have you established the lines of communication to be used and set the parameters for mentoring and evaluation? What parts of the process are working well and what could be improved? Are you following through with the process you set up? If not, what do you need to improve and what steps will you take?

2. Are you currently having regular staff meetings with 100% attendance? If not, how will you communicate that expectation and follow through to make sure it happens?
3. Of the ten components of a good meeting, which are you doing well and which ones do you need to improve? How do you plan to make the improvements?

4. Have you as a staff articulated a mission, vision, strategy and operational plan? If not, when and how will you do it? If you have already done that, how have you determined and communicated staff expectations related to each item? How will you structure your staff meetings to focus on how you as a staff are accomplishing what you have set out to do?

5. What are you and each of your staff reading that is challenging you in an area of your ministry responsibilities? When was the last time you took time in a staff meeting to share something you learned and how it made a difference?
6. Which members of your staff respond better to encouragement or confrontation? How do you interact differently with various staff members, in the staff meeting and one-on-one, based on their personality and background?

7. Do you have periodic performance reviews that you keep a record of? Do you have a procedure for establishing an action plan when a staff member is not fulfilling their responsibilities? What verbiage do you use when having a conversation with a staff member that you are releasing because of continued unacceptable performance?

8. Do you have a procedure for setting boundaries and monitoring behavior of people who have previously been convicted of violent crimes?
Lesson overview

Assessments are important because God calls us to be fruitful as well as faithful. Effective ministry requires metrics because it helps you address real needs. A church’s mission should include pursue truth, respond to truth, mature the saint, love one another and reach lost people. What is your expectation of outcomes? What would it look like if you gave a final exam each year to determine what people could remember and what they have put in practice from your sermons? The difference between an organization that is good, and one that is great, is discipline.

I. INTRODUCTION

Some pastors assume that if they are faithful, the results will take care of themselves.
II. ARGUMENTS AGAINST METRICS

A. Metrics can cause you to take a reductionist approach to ministry

You can reduce your ministry to numbers and statistics and lose sight of individuals and their spiritual growth.

B. Metrics can seem too corporate

The church’s focus is not being a for-profit corporation and congregants are not primarily consumers.

C. Spirituality is difficult to measure

Measuring someone’s spiritual growth is different than calculating sales totals.
D. Results may be too revealing or disturbing

Sometimes you would rather ignore rather that deal with results that

III. RATIONALE FOR METRICS

A. The church has a business aspect to it

If you are training to be a pastor, you must have the knowledge and motivation to know how to lead and manage a business.

B. There are some things that can be and must be measured

If something exists, it exists in some amount and can be measured. To use the excuse that something can’t be measured often indicates a lack of discipline.
C. Scripture validates it

The bible teaches through stories and prophecies about people being judged for their actions

D. Effective ministry requires metrics

Using metrics helps you identify and address real needs

IV. THE PROCESS FOR EFFECTIVE MEASURING

A. You must have a clear mission and vision

Decide what you are focusing on as a church and establish core outcomes based on your mission and vision
B. Determine what superior performance looks like

What standard are you using to set goals that are inspiring and achievable?

C. Create relevant metrics

1. They should measure what you want to accomplish

   What gets measured is what you focus your attention on

2. They should fit into an actionable time frame

   They should help you determine if you are making progress
3. **Focus on outcomes rather than activities**

Outcome statements apply to things that yield results


4. **They should apply to things that are actually measurable**

Measurements should have credibility


V. **QUESTIONS**

A. **How do you begin setting up measurables?**

Can be a difficult process but worth the effort. Start small.
B. How do you measure spiritual growth?

Some things are difficult to measure but don’t make excuses to measure nothing. Focus on measuring outcomes.

C. Spending time with someone who is making visible changes in their life

Investing your time with someone who is choosing to grow

D. The importance of choosing the people you are going to mentor

A sense of urgency to spend time with people who are motivated and serious
Reflection Questions

1. When people ask you as the pastor, “How is the church doing?” How do you answer that question? In what ways would you like to be able to answer that question more specifically and completely than you can now?

2. How would you answer each of the 4 objections to using metrics that Dr. Johnson mentioned using logic, Scripture and personal experience?

3. Using the metaphor of a life cycle of birth, growth, decline and death, where on that continuum would you describe the church you are in right now? Why? What do you think it would look like if your church moved to a state of growth or continued in a stage of growth?
4. What training, skills and experience do you need to successfully manage the business aspects of a church? What do you have already and what do you lack? How do you plan to get the necessary training, skills and experience that you lack?

5. Dr. Johnson states that, “you measure what you value.” What are areas of your life that you measure? What are areas in your life that you say you value but you don’t measure?

6. What are areas in your pastoral ministry that you measure? What are areas that you say you value but you don’t measure? What can you do to begin measuring those areas?

7. What is an example of a need in your church that you identified by using metrics? How are you addressing that need? How has it made a difference in the lives of people?
8. What is the mission and vision of your church? How are you measuring to determine if you are accomplishing them? In what areas are you doing well? In what areas do you need improvement? What are your goals moving forward? What metrics will you use to determine if you reach your goals?

9. What are the desired outcomes for people in your church? What are the goals you set to reach those outcomes? What metrics will you use to determine if you reach your goals?

10. How do you choose who you should spend time mentoring? Who are you mentoring now? Is there someone you should begin mentoring?
Pastoral Leadership and Conflict (Part 1)

Lesson overview

Conflict is part of our lives anytime we are interacting with other people. According to Alan Redpath, if you are a pastor you are always in crisis; either in the middle of one, coming out of one or going into one. Reasons for conflict include that it’s part of life, the role of a leader, your personal growth, change, style, staff, budgets, preaching and uninspiring results. People often don’t like change, but effective leaders require change to make improvements. Your style of leadership can create conflict because of their expectations or what they are accustomed to.
I. INTRODUCTION

A. Eugene Peterson description of a “bandlands” time in his life

When we face conflict, we sometimes feel isolated

B. The reality of conflict we face

When you are working with people, conflict is inevitable

C. Conflicts we remember

Dr. Johnson recounts personal crises at former churches
II. REASONS FOR CONFLICT

A. It’s part of life

The flesh sets itself against the spirit. We are in a war.

B. Because of your leadership role

People often criticize leaders, sometimes because they feel like their “turf” is threatened

C. God allows it for our personal growth

God is in the process of shaping us by giving us opportunities to grow
III. THE NEED TO ADDRESS CONFLICT

A. Conflict can deplete you if it’s not resolved

   The stress and emotional strain can wear you out

B. Conflict can distract us

   It can turn you inward and distort reality

C. Conflict can derail you if not resolved

   It can keep you from fulfilling your calling
IV. RESPOND TO CONFLICT WITH WISDOM

A. Aversion to change

If you are missional and have a vision, accomplishing your goals will likely require change

B. Style of leadership

Different temperament, different approach, different mannerisms

C. Style of worship

This is often one of the most intense areas of conflict

D. Staffing issues

Conflict with you and the staff or people who disagree with your choice of staff
E. Budget decisions

Disagreements about how to use limited resources

F. Preaching

People on the board and in the congregation have expectations about how you should preach and you won’t always meet those expectations

G. Your identity as a pastor

You need to have a clear sense of who you are as a pastor

H. Question about expecting and knowing how to deal with conflict

Focusing on the right things will minimize the amount of conflict
Reflection Questions

1. What is a conflict you are currently having? What is the root cause? How is it distracting you? How is it keeping you from fulfilling your calling? What are you doing to resolve it? What are you learning in the process about yourself and about how to approach conflict?

2. What is a ministry conflict that you have had in the past that you waited too long to address? How did you resolve it? What did you learn in the process about yourself and about how to resolve conflict?

3. In what ways are your relationship with your staff good? In what areas do you have conflict? What is the source of the conflict? What are you doing currently to strengthen areas of agreement and address areas of conflict?
4. Over what aspects of your preaching has there been conflict? How have you dealt with those situations? In what areas was this a confirmation of how you approach preaching? How has your perspective on preaching changed as a result?

5. What is your identity as a pastor? How have you let people define your role?
Lesson overview

Accept notes from people about situations in the church, only if they are willing to sign them. Work to gain trust. Don’t assume that people being kind to you at first means they trust you. Be patient. Help people become dissatisfied with the same things you are. What got you here won’t get you there. As you create a culture for change, demonstrate that you respect the past and leave some things the same if they are working. Encourage people to accept and value your strengths and be patient with your weaknesses. Develop and teach a clear theology of worship. Worship is response to revelation. If you can articulate a theology of worship, it helps reduce the conflict about styles of worship. Focus on the mission and vision of the church to help avoid conflicts about finances. It helps put the numbers in context. Teach people how to disagree without making it personal.
I. RESPOND TO CONFLICT WITH WISDOM

A. Concerning change

1. Build capital before you make changes

   Treat people with care and kindness so that people will give you grace when you initiate changes

2. Be patient

   Have conversations to help people feel the same way you do

3. Create a culture for change

   What got you here won’t get you there

4. Respect the past

   Be aware of their past and honor the positive
5. Leave some things the same

Don’t change everything

B. Concerning leadership style

Work on your strengths, ask people for patience with your weaknesses and allow the Lord to change you in the process

C. Concerning worship

It’s important to have a correct view of the theology of worship

D. Concerning staff conflict

Be careful who you hire, then encourage a team identity
E. Concerning finances

Keep people focused on the mission and vision. Establish procedures and consistently monitor them to make sure they are followed.

F. Concerning general disagreements

a) Avoid escape responses

Conflict doesn’t usually go away by ignoring it

b) Avoid attack responses

Avoid personal attacks and litigation

c) Avoid always insisting on unanimity

Compromise is often important
d) Ask the critical questions

Clarify the goal in this situation

e) Know the history

Be aware of the history of the church in handling conflict

f) Respect the time

Choose a time to deal with the situation when you can focus on the issue

g) Keep the response proportional to the conflict

Look at issues in the proper context
h) Look for every opportunity to use truth

Respond with truth in a gentle way

i) Avoid pulpit abuse

Avoid using the sermon to get revenge on one purpose

II. QUESTIONS

A. Who makes the final decision on the budget, the elders or the congregation?

Begin by getting input from the congregation and focus on mission and vision
B. How do you deal with someone who causes a conflict publicly in the congregation?

Deal with it right away and get the board’s support

C. The importance of dealing firmly with ungodly behavior

Don’t be tolerant of ungodly behavior

Reflection Questions

1. What specific actions have you taken to create “capital deposits” so that when you suggest or implement change, you have enough to “withdraw” to cover the relational and emotional costs that you will incur in the process?
2. What’s a change you made where you planned ahead and managed it well? What were the short and long-term effects? What would you do the same? What would you do differently?

3. What’s a change you made where you did not plan or manage it well? What were the short and long-term effects? What would you do differently? What would you do the same?

4. What situations in the history of your church have caused people to feel hurt and betrayed? What are you doing to build trust over a period of years?
5. What are some priorities that you have for mission or vision that are different than ones that your elders or congregation have articulated so far? How will you convince them of the importance of your priorities so they will agree with you and support you before you begin planning and implementing them?

6. What is a strategy that was effective in growing your church to this point but will not be effective in helping your church to grow to the next stage? How will you get the support of your board and congregation to make the transition to a new strategy?

7. What are events and people of the past of your church that should be celebrated and honored? How are you structuring your ministry to include and build on these?
8. What are events and people of the past that left a legacy that needs to be overcome? How are you structuring your ministry to recognize and deal with these?

9. What are elements of your church and its culture that should not be changed, at least for a while? How do these elements advance the mission and vision of your church?

10. What are the strengths of your leadership style and gifts? What are your weaknesses? How do your leadership style and gifts fit with leading the staff, board and congregation of your church? What fits well? What do you need to work on? What are you doing on an ongoing basis to improve your leadership skills?
11. What is your theology of worship? How will you communicate that to your staff, board and congregation? What procedures will you put in place to work out the practical implications?

12. What is your plan for you and your staff to read and study together the book, “5 Dysfunctions of a Team,” by Patrick Lencioni? What activities are you planning to build a team identity?

13. How do you structure your congregational business meeting to focus on mission and vision so your congregation has a context in which to understand your budget?
14. When there is a conflict in your church and one or both parties claim that their position is, “God’s will,” why does that often escalate the conflict? What can you do that is helpful in situations like this? (27:35)

15. What is a conflict that you have been avoiding? What can you do today to set a specific time and strategy to deal with it?

16. What is a situation in your church that the board made a decision based on consensus, not unanimity? How are they doing in supporting that decision as a group? How will you advise and encourage them in the future when these types of issues arise?
17. What is a conflict you have had where the real issue isn’t what the conversations have been about? What can you do in a conflict you are having right now, or in future conflicts, to clarify what the real issue is?

18. What is a time that you have considered preaching in a way that would be directed at one person or group? What do you do to avoid that urge?
Pastoral Leadership and Enlisting the Congregation

Lesson overview

The Pastor’s job is to equip people to do the work of the ministry. Decide on and communicate the mission and vision of the church that the people support. Create a process to assimilate people. Have a clear entry point and subsequent steps for maturity and involvement. There are 4 historical models for how the Church relates to the world. 1. The church separate from the world to stay pure, and attempting to attract outsiders. 2. The Church in the world to be relevant to people. 3. The Church over the world attempts to gain power and position to control the government structures. 4. The Church engaging the world is being salt and light in the world without separating, compromising or trying to control the structures.
I. INTRODUCTION

A. As a leader, how can you get people in the story?

People tend to give to the story they are in

B. How do you motivate volunteers?

In a culture with many distractions, how do you help people focus on ministry opportunities?

II. CREATE AN ENVIRONMENT DEDICATED TO EQUIPPING

Your role as a pastor is to equip people to do the ministry according to Ephesians chapter 4
III. HAVE A GOOD ASSIMILATION PROCESS

A. Have a clear entry point

Make it attentive to what people think and feel when they first walk in.

B. Skilled people trained in “first impressions”

What characteristics do you look for and how do you train these people?

C. Create obvious entry points

How do you care for a new person with entry points like the worship service?
D. Provide clear subsequent steps

What is the path for someone to go from being a new person to a person who is fully involved in the mission and vision of the church?

E. Find mentors to serve at key hand-off points

How will you identify and train these mentors?

F. Small group involvement

People feel more included when they are in a mid group or small group

IV. UNLEASH PEOPLE INTO MINISTRY

A. Extend a personal invitation

Invite people to serve in their sweet spot
B. Offer training

Have training and mentoring available to help them be successful

C. Unleash people to ministries that follow their gifts, passions and desires

Help people serve in a way that’s best for them, not only where the church has a need

D. Encourage people in their ministries

Recognize the service people have given

V. INVOLVE PEOPLE IN THE DECISION PROCESS

Encourage people to be involved in discussions about directions of the church
VI. QUESTIONS

A. Ask volunteers to serve for a certain period of time so you and them can reevaluate

Important for the person and the church a way to evaluate if it’s a good fit

B. What is the purpose of mid-level groups, especially for small churches?

Substantive teaching

C. How should the church impact culture?

a) The Church and the world

Be the light of the world and attract the world to us
b) The Church in the world

We need to speak the language and be relevant

c) The Church over the world

Take over political and social structures

d) The Church engaging the world

Articulate rational arguments

Reflection Questions

1. What does Dr. Johnson mean when he refers to people, “not being the in story?” Which people might that describe in your church? What can you do to change that?
2. Greg Ogden speaks of the second reformation as the recovery of the ministry to the people. In what ways do the mission, vision and strategies of your church focus on this? In what ways do these need to be changed to reflect this?

3. How do you want people to think and feel when they first enter your church? What are you doing to accomplish that?

4. What characteristics do you look for in people who would create a good, “first impression.” What training do you have in place for them?
5. How do you care for a new person in entry points like the worship service or a mid group? How can you do better to make them more at ease and aware of what is happening?

6. Do you have a multi-week, “entry” class for new people to tell them about the church and invites them to tell their story? What characteristics would you look for in people to lead this class? What kind of training would you give them?

7. What is the path in your church to go from someone who is a new person, to being actively involved in the mission and vision of the church? Who will be the mentors to serve at key hand-off points? How will you identify and train these mentors?
8. What mid-groups or small groups do you have that people can join? What process do you have to introduce people to these groups and help them join?

9. At what point do you ask people what they are passionate about? What process do you have for helping people find a place to serve in an area that they are passionate about and also gifted in? What additional training and mentoring do you have available to help people be successful when they serve?

10. What are you doing in your church to help people articulate their faith and be able to give rational arguments for current cultural issues?
Overview

If you manage your own finances well, it will be easier for people in the church to trust you to manage the finances of the church. Teach your congregation principles of how to manage money and how to give wisely.

I. INTRODUCTION
II. MODEL PERSONAL FINANCIAL INTEGRITY

A. Establish and manage a budget

Manage your household finances as an example of how you will manage church finances

B. Know the difference between good debt and bad debt

The difference between assets that appreciate in value and depreciate in value

C. Invest strategically

Have a long-term plan

D. Health and life insurance

Appropriate and cost-effective plans
E. Buying and selling with wisdom

Pay attention to value and timing within your priorities

F. Sacrificial kingdom giving

Give wisely as the Lord leads you

G. Establishing a trust and a will

Determine ahead of time where your assets will go

III. TEACH YOUR CONGREGATION ABOUT MONEY

A. Whenever stewardship or wealth appear in scripture, take the opportunity to preach about it

Teach what the text says
B. Preach confidently, without apology

How you handle your money is an indication of your spiritual life

C. Preach the following wealth themes

1. Money is dangerous

   Too much can lead to an attitude of self-sufficiency

2. Money has limitations

   Not ultimate happiness

3. Fragility of wealth

   Nothing is totally secure
4. Ownership of wealth

We are stewards of what God has given us.

5. Wealth indicators

What we do with wealth indicates our spiritual condition.

D. Teach on giving

1. Giving should not be just convenient and comfortable

It should be regular and sacrificial.

2. Giving should not be tied to an Old Testament system

Our giving should be guided by the Spirit and characterized by grace.
3. Provide money management seminars

Give people instruction about practical financial principles

IV. DEVELOP A SOUND STRUCTURE FOR GIVING

A. General offerings

All offerings should be treated with dignity

B. Special offerings

Have some guidelines so you are proactive and not reactive
V. QUESTIONS

A. What does it mean to give sacrificially?
   Giving should cost you something

B. How do you overcome the cynicism of people about giving?
   Relationship is important, more than just marketing

C. Learning discipline with our finances will make a difference in how we give
   Your debt limits what you have available to give
Reflection Questions

1. In what ways do you manage your household finances that models how to manage church finances well? In what ways do you manage your household finances poorly? How can you improve? What steps will you take to improve?

2. Have you established a budget for your household? What is your process for creating a budget and sticking to it? How often do you evaluate your spending patterns?

3. What items have you purchased on credit that are appreciating assets? What items have you purchased on credit that are depreciating assets?
4. What are your priorities and goals for your long-term financial planning? What strategies are you implementing to achieve them? How often do you re-evaluate? What criteria do you use to choose a financial adviser?

5. When is the last time that you preached a sermon and taught something about giving and/or managing your money as part of the central idea of the text? What specifically did you teach? What did you learn as a result? How did people in your congregation respond?

6. What is a passage of scripture that you plan to preach in the future that has an element related to giving and/or managing your money? What is the main point of the passage? How do you plan to apply it to your life? How will you encourage others to apply it?
7. How have you invested wisely in the past? How have you invested poorly in the past? What can you invest in right now that looks like a wise investment?

8. Of the five wealth themes that Dr. Johnson mentions, which are taught and illustrated by a passage of scripture that you have been reading or studying recently? What is God teaching you? How will you incorporate it into your preaching?

9. In what ways would you describe your giving as regular and sacrificial? In what ways does God want you to change your giving patterns? How are you incorporating this concept into your preaching?
10. What would you teach if you had a seminar at your church focusing on finances? What curriculum and strategies would you use to teach them? When will you schedule your next one?

11. What do you say and do to encourage people to view giving with dignity? What can you do differently to improve in this area?

12. What are your guidelines for special offerings? How do your guidelines help you to respond to needs proactively rather than reactively? What changes should you make in your current policy?
13. What is a gift you made recently that required you to give up something else? What is the Lord asking you now to give toward something that will require sacrifice on your part? What passages of scripture teach sacrificial giving? How will you preach this principle?

14. What debt do you have that is limiting what you can give? Is the Lord prompting you to pay it off? What is your strategy to do it?
Lesson overview

Designated giving can undermine the budgeting process. Faith-promise offerings can sometimes create a false hierarchy of giving categories. Sometimes, practically, a capital campaign is helpful. It often works better to use a consultant to conduct it. Create a budget driven by the mission and vision of your church. Establish procedures and check to make sure people are following them. Conduct periodic audits to avoid embezzlement. Combine the staff salaries one line item in the budget but don’t discuss the salary of an individual in a public meeting.
IV. DEVELOP A SOUND STRUCTURE FOR GIVING (CONT)

C. Designated giving

1. How healthy to the budgeting process is it to allow designated gifts?

How can you create your church budget to comprehensively reflect the priorities of your congregation?

2. Faith-promise offerings

Challenge people in their giving

D. Capital campaigns

Can sometimes be helpful
V. MANAGE THE BUDGET CAREFULLY

A. Create a budget that is driven by the mission and vision

Work with the staff, elders and congregation.

B. Establish priorities of what gets paid first

Set these priorities when you create and approve the budget

C. Have a solid structure with clear lines of accountability

Establish procedures and monitor them

D. Maintain confidentiality

Determine what you should and should not know about peoples’ giving
E. Report income and expenses periodically

Keep people informed about the finances of the church

VI. QUESTIONS

A. What are the IRS guidelines regarding tax deductions for designated gifts?

There are some regulations regarding tax exempt gifts to individuals

B. Do you think the church should know the pastor’s salary?

One option is to present the total for staff salaries as one line item
C. How do you respond when people want to designate their gifts?

Encourage people to donate to the General fund

Reflection Questions

1. What is your current policy on designated gifts? Why does Dr. Johnson say that it is better for the church to determine their priorities in the budget than people give to the general budget? Are there changes that you can make to your church budget to reflect this approach?

2. What is the purpose of “faith-promise” offerings? What are the advantages? What are the disadvantages? Would you encourage or discourage the use of this approach in your church? Why?
3. What is the process in your church for proposing, creating and approving a budget? What is your process for soliciting and evaluating input so that people feel heard and you are considering accurate and relevant information? How do you determine and communicate which budget items will get paid first?

4. What are your policies for spending the church’s money? What are your policies for reporting expenditures? How often and by whom are these expenditures audited?

5. Who handles money in your church? What are your procedures for making deposits and balancing the accounts? How often and by whom are the accounts audited?
6. What are the pros and cons of not knowing as a pastor, how much people in your church give to the church? What are the pros and cons of knowing? What is your position as a pastor on whether or not to know, and why?
Lesson overview

What got you here won’t get you there. Read current publications to keep up on culture. People like Stuart Murray suggest strategies for connecting with people in this post-Christendom era. Balance the tension between tradition and innovation. Evaluate why people are coming to your church as well as why they leave. Engage the world but don’t become like the world.
I. WATCH FOR TRENDS

A. Ideas from Stuart Murray

1. People in your congregation in different places of believing and belonging

Challenge people in your church to believe and belong

2. Create a strategies that challenge people to believe and belong

a) Work at closing the back door

1) Pursue leavers so they don’t think that no-one cares

Emphasize an atmosphere of community

2) Listen humbly even if it hurts or it’s not fair

Conduct an exit interview
3) Assess the reasons and respond accordingly

Make strategic changes

b) Make the front door attractive

Emphasize a welcoming atmosphere and clear points of entry

3. Post-Christendom churches must work through three paradigm shifts

Move from maintenance to mission, institution to movement, center to the margin

B. Be selective in your reading

Research the author and reviews before you read a book or publication
II. EXPERIMENT WITH DIFFERENT STRATEGIES

Bring in different voices and resources to get different perspectives

III. QUESTIONS

A. As you choose new strategies, how do you engage the world without becoming like the world?

Combination of ancient and future

B. Tension between traditional and new

Combination of tradition and innovation
Reflection Questions

1. What publications do you read to keep track of current trends and events in the world? What is an article you read recently that you incorporated into a sermon or as part of a strategy to implement your mission and vision? How did it make a difference?

2. What books are you reading about Christian leaders and/or ministries that are having a positive impact in their community and the world? What is an idea you used to incorporate into a sermon or as part of a strategy to implement your mission and vision? How did it make a difference?
3. How did Stuart Murray describe what it meant for believers to, “believe and belong” in the historical eras of the early Church, Christendom and post-Christendom?

4. How does Dr. Johnson describe people who attend your church who belong but don’t believe, or belong and partially believe? How do you identify the people that fit into this group? How does your mission and vision address the priority of moving these people into the category of believing and belonging? What strategies are you using to accomplish this? What metric will you use to determine if it’s happening?
5. How does Dr. Johnson describe people who attend your church who believe but don’t belong, or believe and partially belong? How do you identify the people that fit into this group? How does your mission and vision address the priority of moving these people into the category of believing and belonging? What strategies are you using to accomplish this? What metric will you use to determine if it’s happening?

6. How does Dr. Johnson describe people who attend your church who don’t believe or belong? How do you identify the people that fit into this group? How does your mission and vision address the priority of moving these people into the category of believing and belonging? What strategies are you using to accomplish this? What metric will you use to determine if it’s happening?
7. Why does Dr. Johnson recommend that you focus your energies on a small number of innovations at one time? What are one or two innovations that are dynamic and likely to succeed in a short amount of time your church? How will they help you succeed in your mission and vision? What strategies will you use to implement them? How will you measure their effectiveness?

8. How do you consciously structure your church services and ministries by including both traditional elements and innovative elements? What are the elements that help people value the authors, song writers, preachers, theologians and traditions of the past? What are the elements that create a sense of freshness, innovation and expectancy?
Lesson overview

How you manage transition is a critical aspect of leadership. Manage your present ministry by keeping in mind that, “Success is not measured by what you are leaving to go to, but by what you are leaving behind.” “Every congregation is a congregation of sinners and worst of all, they have pastors who are sinners.” When circumstances in your ministry are difficult, it may be the time to stay and learn important lessons about you and your congregation, not necessarily to leave right away. Mentor someone who can take over for your when you leave.

I. MANAGE YOUR PRESENT LEADERSHIP

Strengthen your ministry now
II. BE REALISTIC ABOUT THE GRASS ON THE OTHER SIDE

The grass is brown on both sides

III. BE HONEST ABOUT TOUGH TIMES

It may be a time to stay and grow rather than leave

IV. DISCOVER YOUR EMERGING LEADERS

A. Take time to disciple someone that could take over for you

   Invest in people

A. Ten clues to identifying a possible successor

   Look for specific character traits
B. Convince your present board of the wisdom of developing future leaders

Prepare for the future by what you are doing in the present.

V. RELEASE YOUR EMERGING LEADERS INTO MINISTRY

Give them opportunities while you are there to mentor them in the process.

VI. KNOW WHEN IT’S TIME TO LEAVE

A. Initial considerations

What is your personal situation and the situation of your church?

B. Helpful keys to thinking about when it’s the right time to leave

Questions to ask yourself
VII. STEP ASIDE WITH INTEGRITY

A. Walk away and disconnect to let the board and people connect with the new leader

Give the new pastor and your congregation time to adjust to the change

B. Four types of people that transition

1. Monarchs

Won’t leave voluntarily

2. Generals

Plots their comeback
3. **Ambassadors**

Mentors successors and remains available as a resource

4. **Governors**

Leaves and has no further contact

**VIII. QUESTIONS**

**A. Pray that as the Lord increases your boundaries, that your character will also increase**

Your character should be able to handle your responsibilities
Reflection Questions

1. What are you doing in your ministry now to build trust and develop a vision? How will you know if you are making progress?

2. If it’s true that, “Success is not what you are going to, but what you are leaving behind,” what did you leave behind at the last place you were a pastor that you are proud of? What specific actions did you take that resulted in those things? What did you leave behind that was negative? What could you have done differently to prevent it?
3. What is a time in your life when you changed your situation because you had a romanticized view of what you were going to? What did you realize later that you didn’t notice at first? How does that experience help you appreciate where you are and be cautious and discerning as you evaluate other situations?

4. When have you experienced a difficult situation and stayed until it was resolved? What did you learn in the process? How has it changed you as a person and in your ministry as a pastor?

5. When you are discipling someone who could take over for you, what ten characteristics does Fred Smith recommend that you look for in that person? Who have you decided that you will disciple? What is the process you will use to disciple them? How will you evaluate the process along the way?
6. What are the questions that Dr. Johnson suggest that you ask yourself when you are considering whether it’s time for you to leave the position of pastor at a particular church? How would you answer them now? How often will you plan to revisit these questions?

7. What are the four types of leaders that transition? Which one of these would describe you in previous churches you have transitioned out of? Which one was the previous pastor at your church? How has that affected your transition into the position you are in now? What type do you want to be when you transition out of your current church? What will you do to make that happen?