Table of Contents

THE MAKING OF A LEADER

Foreword
Introduction
Chapter 1 The Nature of Leadership
Introduction - 1
The Twisted Image - 1
Changing Definitions of Leadership - 1
"Clergy" vs. "Laity" - 3
"Priest" vs. "Elder" - 7
The Clergy as Professionals - 8
"Business" of the Ministry - 9
"Office" of the Ministry - 10
"Authorization" of the Ministry - 11
"Ordination" of the Ministry - 11
"Laity" and Ministry - 12
Chapter 2 Church Leadership: Background and Conflicts
Introduction - 13
Where the Conflict Began — Religious Hierarchies - 13
The Change of the Concept of a Minister - 15
Leading by Service in the Old Testament - 17
From Serving to Leading - 18
The Shepherd-Leader - 19
Governmental Ministries in the New Testament - 19
Mending - 20
Fitted - 21
Perfectly Joined Together - 21
Prepared - 21
Framed - 21
Discernment—A Crucial Governmental Function - 22

Worksheet: Ministry Calling Evaluation - 66

Levi the Tax Collector - 22
James and John - 22
Paul - 22
Timothy - 23
Releasing Ministries - 23
New Testament Eldership - 23
Important Eldership Terms - 24
Scriptures Concerning Eldership - 24
Appointing of Elders - 24
Scriptural Ministry Functions of Eldership - 25
Contrast: True vs. Domineering Leadership - 27
Example of the Nicolaitans - 27
Example of Diotrephes - 28
Peter's Warning - 29
Teaching of Christ -30
Ezekiel's Word - 30
Chart: True Leadership vs. Domineering Leadership - 31
Leadership Motives - 32
Carnal Motives - 32
Godly Motives - 33
Example of Christ - 33
Conclusion - 33
Chapter 3 The Call of Leadership
Introduction - 35
The Necessity of the Divine Call - 35
God Rejects False Leadership - 36
Self-appointed Leadership: Korah - 37
Man-appointed Leadership: Saul - 37
God-appointed Leadership - 38
All Believers Called to a Specific Function - 40 The Nature of the Call - 41
The Church — the Body of Christ - 43
The Fullness of the Spirit - 44
Chart: Christ the Head and The Church, the Body - 45
Your Call from God - 46
Your Call from God - 46
Your Call from God - 46 Chart: Gifts and Ministries in the New Testament Church - 47
Your Call from God - 46 Chart: Gifts and Ministries in the New Testament Church - 47 Chapter 4 Man's Response to the Call of God
Your Call from God - 46 Chart: Gifts and Ministries in the New Testament Church - 47 Chapter 4 Man's Response to the Call of God
Your Call from God - 46 Chart: Gifts and Ministries in the New Testament Church - 47 Chapter 4 Man's Response to the Call of God
Your Call from God - 46 Chart: Gifts and Ministries in the New Testament Church - 47 Chapter 4 Man's Response to the Call of God

Chapter 5 The Heart Qualifications of Leadership
Introduction - 69
Definition of the Word "Heart" - 6
Importance of the Heart - 70
Chart: Parallels, the Physical Heart and the Spiritual Heart - 70
Guarding the Heart - 71
Qualities of the Heart - 7
Chart: Spiritual Heart Qualities Positive and Negative - 73
The Leader and the Heart of a Father - 74
The Church Today - 75
The Father's Heart of Jesus - 7
Fatherly Gentleness - 76
Fatherly Nursing - 76
Fatherly Cherishing - 77
The Example of Husbandry - 77
Chart: Spiritual Husbandry Principles - 78
Spiritual Husbandry Application - 78
Fatherly Nurture and Admonition - 7
A Balanced Father's Heart - 80
Chart: Fatherly Heart Attitudes of the Apostle Paul - 80
Chart: A Balanced Father's Heart - 81
The Leader and the Heart of a Servant - 8
Hebrew Meanings - 82
Greek Meanings - 83
The Love-slave - 83
The New Testament Concept of Serving - 84
Example ervants - 87
Conclusion - 88
Chapter 6 The Leader and the Heart of a Shepherd
Introduction - 8
"Shepherd" as a Leadership Title - 89
Jehovah as the Great Shepherd - 91
Actions of the Great Shepherd - 91
Jesus as the Good Shepherd - 9
Relational Pictures of a Leader - 93
The Shepherd-Watchman - 94
The Shepherd-Protecter - 95
The Shepherd-Guide - 96
The Shepherd-Physician - 97
Sheep Diseases - 98 Chart The Network Disease The Society of Application 109
Chart: The Natural Disease, The Spiritual Application - 98
Types of Sheep - 99

Hireling vs. Shepherd - 100	
Comparison Chart: Hireling vs. Shepherd - 101	
Guard Your Heart - 102	
Chapter 7 Character Qualifications of Leadership	05
Introduction - 105	00
God's Purpose for Man - 105	
God's Purpose for the Church - 106	
Diagram: Gift Deposited, Character Developed - 106	
The Definition of Character - 106	
Greek Meanings - 107	
What Character Is Not - 107	
The Need for Character - 108	
Diagram: The Last Days - 108	
Negative Character Traits and Their Expression - 108	
God's Dealings in Character Development - 110	
Diagram: II Peter 1:1-11 - 110	
The Believer's Responsibility - 110	
Faithfulness of God's Dealings - 111	
The Need for God's Dealings - 111	
Chart: Good Beginning, Secret Sin, Tragic Ending - 113	
God's Dealings Defined Scripturally - 114	
The Purpose of God's Dealings - 115	
Attitudes That Embrace the Dealings of God - 118	
Endurance - 119	
Comparison Chart: A Worm, A Serpent - 119	
Major Character Areas - 119	
Recognition of Character - 120	
For Self-evaluation - 127	
To Evaluate Co-laborers - 128	
Chapter 8 A Leader's Preparation	29
Introduction - 129	-0
The Law of Preparation in Nature - 129	
The Law of Preparation in Craftsmanship - 130	
The Law of Preparation in Scripture - 130	
The Season of Preparation - 131	
Diagram: The Leader's Life Span - 131	
Isaiah 49:1-3 - 131	
Conclusion - 134	
	35
The Preparation of Joshua - 135	
A Warrior (Exodus 17:9-11) - 135	
A Word-bearer (Exodus 17:14; Acts 9:10-22) - 135	

```
A Servant (Exodus 24:13 and 33:11) - 136
    A Faithful Co-worker (Exodus 32:17) - 136
    A Lover of God's House and God's Presence (Exodus 33:11) - 136
    A Man of Zeal - 137
    A Man of Changed Character (Numbers 13:16) - 137
    Rejected by His Brethren (Numbers 14:6-12) - 138
    Submissive to the Laying on of Hands (Deuteronomy 34:9; Numbers
      27:18; I Timothy 4:14) - 138
    Set Before the Priesthood (Numbers 27:19a) - 139
    Set Before the Congregation (Numbers 27:19B) - 139
    Receiving a Commission (Numbers 27:19) - 139
    Shouldering Responsibility Gradually (Numbers 27:20) - 139
    Obtaining Guidance Through the Word of the Lord (Numbers 27:21) - 139
    The First to Obey the Command of God (Numbers 27:15-23; II Timothy 2:6) - 140
    An Example to the Congregation (Numbers 32:12; I Timothy 4:12) - 140
    Consulting With the Elders (Numbers 32:28) - 140
    Causing Others to Possess Their Inheritance (Deuteronomy 1:38; Joshua
      21:43-46 and 11:23 and 18:10; Ephesians 1) - 140
    Receiving Encouragement from Others (Deuteronomy 3:21-28) - 141
    Receiving Progressive Revelation on His Ministry (Exodus 17:14; Numbers
      27:17; Deuteronomy 31:7 and 34:8,9; Joshua 1:1-9) - 141
    Filled With the Spirit of Wisdom (Deuteronomy 34:9; Ephesians 1) - 141
    In Covenant Relationship With God (Joshua 1:1-9) - 141
    Learning From Bad Experiences (Joshua 2) - 141
    Functioning With Organization and Principles (Joshua 3) - 142
    Receiving Promotion (Joshua 3:7; I Timothy 3:6) - 142
    A Preacher of Victory (Joshua 3:9-11) - 142
    Handling God's Test of Blessing (Joshua 5:10-12) - 142
    Receiving Visitation From the Lord (Joshua 5:13-15) - 143
    Obeying Instructions Beyond Natural Understanding (Joshua 6:1-20) - 143
    Comforted and Strengthened to Deal With Sin (Joshua 6:17-27; 7:1-26) - 143
    Used in His Area of Expertise (Joshua 8:18) - 144
    Remembering the Lord During Blessing (Joshua 8:26-35) - 144
    Falling to the Sin of Self-confidence (Joshua 9:1-27 and 14 and 15) - 145
    Exercising Faith With Authority (Joshua 10:1-14) - 145
    Gathering Israel unto a Place of Visitation (Joshua 10:1-14; Genesis 12:6-8
      AND 18-20) - 145
    Using History and Prophecy to Admonish Israel (Joshua 24:1-28) - 145
    Looking Back Over a Life of Successful Ministry (Joshua 24:29-31) - 145
The Preparation of Samuel - 146
    The Miraculous Birth of Samuel - 146
    As a Nazarite (I Samuel 1:11) - 147
    As Living Up to the Meaning of His Name - 149
    As Having a Miracle Birth (I Samuel 1:19) - 149
```

As Turning to God in His Youth (I Samuel 2:22) - 149

Table of Contents

As Unhindered by Sin Around Him (I Samuel 2:12-17) - 149	
As a Priest (I Samuel 2:18) - 150	
As Growing in Balance - 150	
As a Right-on-time Ministry (I Samuel 3:1,3) - 150	
As Continuing Local Ministry Routine Even After a Powerful Prophetic Word	
(I Samuel 3:11-15) - 150	
As a Ministry Confirmed by God (I Samuel 3:19-21) - 151	
As Having a Word Ministry (I Samuel 3:21) - 151	
As Making Priestly Intercessions for Israel (I Samuel 7:1-14) - 152	
As Judging Israel and Raising Up Sacrifice (I Samuel 7:15-17) - 152	
As Patiently Enduring Israel's Rebellion (I Samuel 8:6-11) - 152	
As Maintaining a Good Reputation Throughout His Ministry (I Samuel 12:1-5) - 1	52
As Truly Admonishing the People (I Samuel 12:6-25) - 153	
As Boldly Speaking the Truth in Love (I Samuel 13-15) - 153	
As Learning God's Mastery of Events (I Samuel 16:1) - 153	
As Learning True Spiritual Discernment (I Samuel 16:7-13) - 154	
God's Preparation in Your Own Life - 154	
hapter 10 Preparation Principles: Elisha, David and Timothy	155
The Preparation of Elisha - 155	
Diagram: Elisha's Period of Patience - 156	
Chart: Elisha's Call, Leadership Principles - 156	
Chart: Elisha's Preparation, Leadership Principles - 156	
The Preparation of David - 158	
Diagram: David's Life - 158	
The Stages of David's Life - 159	
Spiritual Principles in David's Life - 161	
Godly Qualities in David's Life - 162	
The Preparation of Timothy - 162	
Timothy's Relationship With the Apostle Paul - 163	
Timothy's Ministry Responsibilities - 164	
Timothy's Character - 164	
Timothy's Ministry - 165	
Paul's Good Example to Timothy - 166	
Paul's Exhortations to Timothy - 167	
Your Preparation as a Leader - 169	
hapter 11 The Tests of Ministry Preparation	171
Introduction - 171	
Biblical Examples of Specific Tests - 172	
Time Test - 172	
Word Test - 173	
Character Test - 174	
Motivation Test - 175	
Servant Test - 175	

Wilderness Test - 176
Misunderstanding Test - 177
Patience Test - 178
Frustration Test - 179
Discouragement Test - 180
Warfare Test - 181
Self-will Test - 182
Vision Test - 184
Usage Test - 186
Conclusion - 187
Chapter 12 The Test of Promotion
Introduction - 189
Definition - 189
Purposes - 190
"The Parable of Promotion" - 190
The Horn: Symbol of Promotion in Scripture - 192
Exaltation of the Righteous - 193
Comparison chart: Eli and Samuel - 193
Only God Can Promote the Righteous - 194
Self-evaluation chart: Samuel and Today's Christian Leader - 195
God's Appointed Leader - 195
Comparison chart: Saul and David - 195
God Exalts Only the Called - 196
The Prerequisite of Righteousness - 196
Comparison Chart: Downfall of Wicked, Exaltation of Righteous - 196
Jesus — the Ultimate Exaltation - 197
Conclusion - 198
Chapter 13 The Law of Reproduction in Leadership
Introduction - 199
The Law of Reproduction in Man 200
Comparison chart: the Line of Cain, the Line of Seth - 200
Apostasy: the Way of Cain - 201
David — The Warrior Who Reproduced Other Warriors - 202
Jesus Christ's Reproduction of Ministries - 203
Paul's Reproduction in Timothy - 203
A Word of Balance - 204
Reproduction: From Father, Through Son, To Leadership - 204
Chapter 14 Warfare Ministries of the Leader
Introduction - 207
God the Protector - 208
The Leader as a Refuge - 208
The Leader as a Rock - 208

The Leader as a Shelter and Strong Habitation - 209
The Leader as a Covering - 210
The Leader as a Watchman - 211
Characteristics of God's Watchman - 212
God the Defender - 214
The Leader as a Shield and Buckler - 214
The Leader as a Fortress and High Tower - 215
The Leader as a Defender - 216
God the Deliverer - 216
The Leader as a Deliverer - 216
The Leader Who Looses and Redeems the Prisoner - 217
The Leader as an Opener of Blind Eyes - 219
Character Deficiencies - 219
Spiritual Bribery - 220
Personal Sin - 220
Conclusion - 221
Chapter 15 Restoration Ministries of the Leader
Introduction - 223
God the Consoler - 223
The Leader as a Comforter - 223
The Leader as an Obliger - 224
The Leader as a Long-sufferer - 225
The Leader as a Listener - 227
Comparison chart: Poor Listener, Good Listener - 228
The Leader as a Feeder - 228
The Leader as a Beautifier of the Meek - 230
God the Cleanser - 231
The Leader as a Refiner and Prover - 231
The Leader as a Washer - 232
God the Restorer - 233
The Leader as a Shower of Mercy - 233
The Leader as a Forgiver - 234
The Leader as a Provider of Strength - 236
The Leader as a Binder of Wounds and Healer of Breaches - 238
The Leader as a Healer of the Brokenhearted - 240
Comparison chart: Healthy and Unhealthy Broken Hearts - 241
Chapter 16 Growth Ministries of the Leader 243
Introduction - 243
God the Authority - 243
The Leader as a King - 243
The Leader as a Judge - 244
Comparison chart: the True Judge, the False Judge - 244
The Leader as a Father of the Fatherless - 247

The Leader as a Teacher - 248	
The Leader as a Disciplinarian - 249	
God the Guide - 251	
The Leader as a Guide - 251	
God the Husbandman - 252	
The Leader as Rain and Showers to God's People - 252	
The Leader as a Vineyard-planter and Husbandman - 253	
The Leader as Field-sower - 254	
Chapter 17 The Function of Leadership - 257	
Introduction - 257	
The Function of Leadership: Elisha the Prophet - 257	
Study chart: Elisha's ministry, application to leadership - 257	
Inheriting the Mantle — Entering the Ministry - 257	
A Prophet's Honor — Functioning in the Office of Ministry - 258	
A Prophet's Discretion — Proper Ministry Behavior - 259	
A Prophet's Discrement — Functioning with Discernment - 260	
A Prophet's Miracles — Functioning in the Miraculous - 261	
A Prophet's Kindness — Meeting Practical Needs - 262	
Nehemiah: A Leader in Action - 262	
Ministry's Burden to Rebuild the Church - 262	
Ministry Must Identify With the Problem at Hand - 264	
Ministry Must Initiate Problem-Solving - 265	
Ministry Restores God's House in a Certain Order - 266	
Establishment of Personal Responsibility in the Church - 270	
Tools for Work - 270	
Weapons for War - 270	
Chart: Relationship of Praise and Strength - 271	
Ear for the Spirit - 271	
The Apostle Paul: A Pattern Leader for the New Testament Church - 272	
Contrast chart: I Corinthians and II Corinthians - 273	
Leadership Principles of Paul - 274	
Chapter 18 Team Ministry	79
Introduction - 279	
Team Ministry as a Biblical Pattern - 279	
The Purpose and Advantage of Team Ministry - 280	
The Principles and Practice of Team Ministry - 280	
Moving an Existing Ministry into Team Ministry - 281	
How Should A Shepherd Choose His Co-laborers? - 281	
How Should A Shepherd Not Choose Co-laborers? - 281	
How Should A Shepherd Train His Co-laborers? - 282	
How Should A Shepherd Work With His Co-laborers? - 282	
Chapter 19 The Anointing of the Holy Spirit	83

Introduction - 283	
Improper Sources of Anointing - 283	
What the Anointing Is Not - 284	
Anointing Defined - 285	
Hebrew Words - 285	
New Testament Greek Words - 285	
Related English Words - 285	
General Definition of Anointing - 285	
Illustrations of Anointing - 285	
Words for Further Study - 287	
Detailed Studies on Anointing - 287	
Mantle - 287	
Olive Tree - 287	
Uses of the Anointing - 288	
Anointing to Prophecy - 290	
Anointing Tied to Character - 291	
Purposes of the Anointing - 293	
Divine Typology in Anointing Oil - 294	
Traits of Anointing Oil - 295	
Restrictions on Use of Anointing Oil - 296	
Not to Be Poured Out Indiscriminately - 296	
Not to Be Imitated - 296	
Not to Be Made in a Different Way - 296	
Not to Be Used Unsupervised - 297	
Not to Leave the Holy Place of Ministry - 297	
Not a Substitute for a Holy Life - 297	
Other Prohibitions - 298	
Requirements for the Anointing of the Holy Spirit - 299	
Fruit Resulting From the Anointing - 299	
Chapter 20 Christ, the Anointed Leader	L
Introduction - 301	
The Anointing of Christ - 301	
Nature of the Anointing - 302	
Purposes of the Anointing - 302	
The Anointing Creates Zeal - 303	
Defining the Zeal of God - 303	
The Enemy of Zeal - 304	
The Focus of Zeal - 304	
Zeal in Loving God's House - 305	
Going to the House of God - 305	
Building Up God's House, Not Tearing It Down - 306	
Finding Satisfaction in God's House - 306	
Being Planted/Rooted in God's House - 306	
Keeping Unity in God's House - 307	

Zeal and Balance - 307	
The Anointing Creates a Servant Spirit - 308	
Christ the Servant - 308	
The Gentile Spirit - 309	
The Christ-like Spirit - 309	
Definition of Serving/Giving - 309	
Hebrew Meanings - 309	
New Testament Greek Meanings - 310	
Obstacles to True Serving - 310	
Confusing Man's Ways With God's Ways - 310	
Self-centered Living - 310	
"Quick Fix" Mentality - 311	
Sacrifice in Salvation History - 312	
Conclusion - 312	
Chapter 21 New Testament Warnings	. 313
Introduction: List of Warnings - 313	
Progress and Setbacks in Leadership - 314	
Diagram: Attitude Testing Through Pressures - 315	
Chart: Attitudes That Cause Progress or Setbacks - 316	
Conclusion - 320	
Chapter 22 Discipline and Restoration of Church Leaders and Members	321
Introduction - 321	021
Corrective Discipline for Church Members - 321	
Reasons for Discipline - 322	
Failure to Discipline - 322	
Benefits of Discipline - 322	
Process of Discipline - 323	
Confrontation - 323	
Exclusion from Fellowship - 323	
Godly Shame and Sorrow - 323	
Sin Beyond Repentance - 324	
Protecting the Church - 324	
Confession and Cleansing - 324	
Restoration and Reception - 324	
Results of Church Discipline - 325	
Corrective Discipline of Church Leaders - 325	
Effects of Moral Breakdown in a Leader's Life and Ministry - 325	
Guidelines for Corrective Discipline of Leaders - 326	
Pastoral Correction: Example Letter - 327	
Conclusion - 330	
Bibliography	331
Suggested Reading	001