

Article 30

Relevance of the Article to 1,2 Timothy

Even before Paul's conversion it was clear that he would have wide spread influence. He was operating in several different culture/countries as he pursued the persecution of Christians. At *the critical incident*—the *On the Road To Damascus revelatory Type I Awe Inspiring destiny* incident—it was clear that Paul would eventually have a Type E level influence. And Paul did. He also illustrates Types C and D and some Type A leadership in the church planting situations in which he established a longer residential ministry. In 1,2 Ti Paul is near the end and it has clear that he has fulfilled his destiny and become a Type E leader. His epistles alone, a major legacy of his ministry, continue to exert, even today, world-wide influence on Christian leaders. Paul is a good study to see how a leader progresses all the way along the levels of influence continuum. He personally experience the effects of all three major barriers to moving along the continuum: 1. The Experience Gap; 2. The Logistics Barrier, and 3. The Strategic Barrier. In Paul's own ministry and his leadership selection and development of many others it is clear that levels of leadership are distinguished to imply two things: 1. not to stress that bigger is better but to indicate that problems will be faced as leaders develop to higher levels of leadership; 2. the responsibilities of those levels. Bigger is not better—appropriate levels in terms of God-given potential is the standard.

30. Leadership Levels Looking At A Leadership Continuum: Five Types Of Leaders

Introduction

It is helpful to differentiate leaders in terms of some criteria. Several can be constructed. One typical example looks at Christian leadership in a church or denomination or parachurch organization. The primary criterion involves sphere of influence.³⁰⁰ This typology of leaders along the continuum helps us pinpoint three major problems leaders face as they emerge from low level influence to high levels. These problems will repeatedly be faced around the world as the church emerges.

1. The Experience Gap,
2. The Financial (Logistics) Barrier,
3. The Strategic (Psychological) Barrier

Five Types of Leaders Along An Influence Continuum

Examine Figure 1,2 Ti 30-1 below which presents a continuum of leaders based on sphere of influence and shows some potential problems along the way.

³⁰⁰ Sphere of influence refers to the totality of people being influenced and for whom a leader will give an account to God. The totality of people influenced subdivides into three domains called direct influence, indirect influence, and organizational influence. Three measures rate sphere of influence: 1. Extensiveness—which refers to quantity; 2. Comprehensiveness—which refers to the scope of things being influenced in the followers' lives; 3. Intensiveness—the depth to which influence extends to each item within the comprehensive influences. Extensiveness is the easiest to measure and hence is most often used or implied when talking about a leader's sphere of influence.

Looking At A Leadership Continuum: Five Types Of Leaders

mission organizations. More types A and B are needed than Type E leaders. The type of leader we become depends on capacity that God has given and God's development of us toward roles which use that capacity. To be gifted for Type B leadership and to aspire for Type D is a mismanagement of stewardship. So too, to be gifted for Type E and yet remain at Type C. None of the types are better than any other. All are needed. We need to operate along the continuum so as to responsibly exercise stewardship of our giftedness and God's development of our leadership. Bigger is not better. Appropriate is best.

Problem 1. The Financial Barrier

Problem 1, also called the *Logistics Barrier* or the *Lay/Clergy Dilemma*, deals with finances.³⁰¹ In most situations where a church is emerging, a need for workers who can devote their full time and giftedness to accomplish ministry goals will arise. In the Christian enterprise there are non-professional workers, people doing necessary work in churches. There are para-professional workers, those who give their most energy to church work and have some developed giftedness but who support themselves financially with some sort of secular job. And finally there are semi-professional workers. Some leaders get partial pay for their Christian work. When a worker moves from non-professional, para-professional, or semi-professional status to full time paid Christian worker, that is, workers move from Type A to Type B, he/she will face the financial barrier. How can such workers be financed?³⁰² Many potential leader stumbles over this barrier and never makes it in to full time ministry (and perhaps because of discouragement, drops out of ministry altogether). Paul was dealing with this problem in 1Co 16 when he exhorts the Corinthians about finances for Christian workers—his own self (subtly given), Timothy, and Stephanus.

Additional Problems with Problem 1 Moving Across the Financial Barrier

There is a tendency, which I call, *The Projection Tendency*, to seek to pressure effective Type A leaders to go full time. The idea involves the subtle implication that full time Christian leaders are more dedicated to God than lay leaders.

There is another minor problem involved in moving from Type A to Type B leadership. I call it *The Expectation Problem*. When leaders cross the logistics barrier, it involves a major status change for leaders. Laity perceive full time Christian workers differently than lay leaders. Movement from Type A to Type B leadership means that people will view them differently (perhaps have higher expectations of them) even though their roles may not change.

Problem 2. The Experience Gap

Problem 2, also called the pre-service training problem, basically deals with a modern problem. Where churches have spread in a given geographical area, training institutions like seminaries and Bible colleges have also emerged. Normally, as a church is emerging, leaders are trained on-the-job and take on more responsibility as they are ready for it. But once there is a large number of churches and larger individual churches, people who are untrained on the job and with little or no leadership experience go to these training institutions and in a short period of time are academically trained (sort of) for ministry. They then attempt to enter ministry at Type B or higher level if they can. They don't have the experience for it. So we have people leading at levels they are not experienced to lead. A similar but not identical problem is being dealt with in 1Ti where Paul is seeking to give Timothy, a younger worker, to be accepted by older leaders, the Ephesian elders. The problem is not exactly the same, since Timothy did have experience—but the culture did not respect younger leaders. *The Experience Gap* is a double problem in some cultures since they respect age and experience, and training institutions turn out potential leaders who fit neither requirement.

³⁰¹ Leaders who hold to the major leadership lesson on selection and development, as a value, will face this problem repeatedly as they seek to find ways to move leaders along in development. That lesson (Effective leaders view leadership selection and development as a priority function) carries with it some heavy responsibility.

³⁰² This is a major problem that will be faced around the world as the model which arose in the 19th and 20th centuries in countries with financial resources, that is, at least one full time paid pastor per congregation, go by the by. Bi-vocational workers will most likely dominate in the early part of the next century.

Problem 3. The Strategic Barrier—Its Two Problems

Problem 3, also called the *ministry focus problem*, deals with a giftedness/ responsibility problem seen in leaders who move from Type C ministry to Type D or E ministry. That is, they become leaders who do less direct ministry and more indirect ministry. Heads of organizations with a big sphere of influence face this problem. Direct ministry means dominantly using word gifts to influence people directly. Indirect ministry means leaders who are now helping or directing other leaders in direct ministry but are themselves not primarily doing direct ministry. Usually leaders who rise to these levels do so because they were successful in direct ministry at lower levels of influence. Simply because they were effective at that lower level doing direct ministry depending on their word gifts does not insure that they will be successful at a higher level not dominantly using their word gifts. In short, they are not trained for the functions at the higher level. And what is more startling, little or no formal training exists to develop leaders to do these higher level leadership functions.

A second problem arises. It is a psychological one. It has to do with satisfaction in ministry. When one is doing direct ministry and dominantly using word gifts, there is a constant feedback of things happening in lives which gives affirmation and satisfaction. At higher levels most leaders are doing leadership functions like problem solving, crises resolution, structural planning, and strategizing. These functions do not reward one in the same way as direct ministry. They do not receive the same satisfaction in doing these things and getting little affirmation as they did when they effectively did direct ministry.

Two things can help overcome these two problems. One, leaders should be trained for the higher level functions, dominantly by mentoring from leaders who are doing them well, and then transitioned into them. Two, the psychological loss perceived by leaders crossing the strategic barrier can also be addressed in at least the following two ways that I have observed in leaders at high level. One, they can from time to time do forays back into direct ministry which bring satisfaction that was experienced previously. Two, they can learn to see that what is being accomplished has broader potential and more far reaching results than their former direct ministry which had to be sacrificed in accepting the higher level of leadership. This requires strategic thinking and an application of the servant leadership model at a higher capacity level. Paul's later ministry dealt with this strategic barrier problem. Most of his latter ministry was indirect. Note his epistles are largely indirect ministry. He is helping other leaders deal with their issues—problem solving, dealing with crises, etc. He is not out there teaching and preaching directly. Note he got strategic eyes—see 2Co 11:28, Then besides all this, daily, I am burdened with my responsibility for the churches.

Conclusion

Types of leaders, that is, levels of leadership, are distinguished not to imply that bigger is better but to indicate that problems will be faced as leaders develop to higher levels of leadership. Further, leadership issues will vary noticeably with the different types. Types D and E are much more concerned with leadership means/resources, items of organizational structure, culture, dynamics, and power. They are multi-style leaders. They are more concerned with leadership philosophy and with strategic thinking. They know they will have heavy accountability to God in these areas. They are concerned with macro-contextual factors. Because leadership functions vary greatly along the continuum, different training is needed for each type. Informal/non-formal training focusing on skills for direct ministry is needed for Types A/B and should usually be in-service. All three modes (informal, non-formal, and formal) are needed to provide skills and perspectives for Types C, D, and E. In-service and interrupted in-service should dominate for Types C, D, and E.

See sphere of influence, pre-service training, in-service training, word gifts, mentoring definitions, leadership styles, formal training, non-formal training, informal training, Glossary. See Articles, 49. Pauline Leadership Styles; Training Modes—When They Fit.