

LEADING YOUR CHURCH THROUGH CHANGE

*A guided workbook for pastors
and their leadership teams*

BRIAN HARPELL

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Leading Your Church Through Change
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brianharpell.com

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In September of 2011, I was asked to speak at a conference held in Moa, Cuba on the subject of leadership. It was an incredible and unforgettable experience.

The materials were received so well, that before the conference wound down, sponsors of the conference were asking about the possibility of producing the materials in a book format, so that other pastors and leaders could benefit.

This workbook is the result of that request, which came from Lester Acosta, Vice President of the Baptist Convention of of Eastern Cuba; his wife, Raquel; my interpreter David Gomero, founder of Traducciones NaKar; Brian Stewart, Director of Action International Ministries; and Eddy Gonzalez, Rector of the Baptist Seminary in Santiago de Cuba and Pastor of the Third Baptist Church in Santiago de Cuba.

I agreed to the project on one condition: that we would work together as a team in collaboration. I would write the materials, David would translate the materials into Spanish, Raquel would contextualize the materials for the Cuban culture, while Brian and Action International Ministries would oversee the design, printing and distribution of the book.

What you have in your hand is the collaborative work of many people and the first step in our international mission vision of Cuba for Christ. We pray that this workbook would be a blessing to you and your congregation.

I want to thank my wife, Lynne, my family, Eddy Gonzalez and my Cuban Leader Learning Community for their hard work of editing for this second edition of the book, and the First Baptist Church in Everett, Washington for supporting my numerous mission trips to the beautiful island of Cuba. Without your partnership, along with the many relationships I enjoy with my brothers and sisters in Cuba, this book would not have been possible. Thanks team!

—Brian Harpell

INTRODUCTION TO LEADING YOUR CHURCH THROUGH CHANGE

We live in a world saturated with change, a world where the only constant is change. Unfortunately, the church has a reputation for being one of the last places to embrace change. Some congregations, trying to avoid the reality of a changing world, decide to live in the past. Others attempt to grip tightly to the *status quo*. But whether we admit it or not, the *status quo* is a myth. To stand still in a world, where everything is changing and at an ever-increasing rate, is to be left behind.

What is needed in a change-saturated world, are men and women skilled in effectively leading transformational change. This workbook is about how to lead and navigate change toward God's vision. This book, relying upon best practices in both the church world and the business world, addresses the relevant issues related to leading change such as: How do you arrive at a vision for the future? How do you introduce the need for change? How do you go beyond the first steps of change? How do you build and sustain momentum? And how do you lead toward God's vision as a team?

Leading Your Church Through Change is a work book study of the Old Testament leader, Moses. Moses was an incredible leader of transformational change, leading the Israelites from bondage in Egypt on the long journey to the Promise Land. Moses' story is a model for leading transformational change.

While *Leading Your Church Through Change* is a study about leadership, it is also a Bible study designed for individual leaders and is most effective when studied with a group of leaders. Each chapter has three sections:

- An *EXPOSURE* section where the reader is exposed to Scripture and leadership principles.
- An *EXERCISE* section where the reader is invited to complete an exercise related to the material presented in the *Exposure* section.
- An *EXPERIENCE* section where the reader is encouraged to participate in a group experience. The *Experience* section takes the material to an important next level. Leadership is not a solo enterprise, and it is why I strongly urge readers to involve a small group in this adventure.

One of the emphases in this book is that leadership is best done as part of a team. We can all learn from one another. As you begin to implement some of the leadership principles of this book, I want to encourage you to share your own learning and experiences with me. You can contact me through brian@brianharpell.com

Partners in His Adventure,
Brian Harpell

CHAPTER 1

GOD BEGINS WITH A LEADER



Exodus 1

**KEY PRINCIPLE: GOD ALWAYS BEGINS WITH A LEADER
TO SERVE AS A CATALYST FOR CHANGE.**

“Nothing is more important than the leadership.”

—George Barna, *Leaders on Leadership*

EXPOSURE: The leadership of Pharaoh

As we begin this study on Leading Your Congregation Toward God’s Vision, we will be looking closely at the life of Moses as his story comes to us in the book of Exodus.

The book of Exodus is one of the five books of the Pentateuch. The word *EXODUS* means “*departure*” or “*going out.*” The book of Exodus is the story of God’s leading the people of Israel out of bondage in Egypt toward the Promise Land, through His chosen leader, Moses. What we see in this story is that God always chooses people—God’s choices are often surprising, as we will see—to lead in accomplishing His purposes.

The book of Exodus opens by reminding us of Joseph and his family (the twelve tribes of Israel) residing and multiplying in Egypt.

Exodus 1:1-8

¹These are the names of the sons of Israel who went to Egypt with Jacob, each with his family: ² Reuben, Simeon, Levi and Judah; ³ Issachar, Zebulun and Benjamin; ⁴ Dan and Naphtali; Gad and Asher. ⁵ The descendants of Jacob numbered seventy in all; Joseph was already in Egypt. ⁶ Now Joseph and all his brothers and all that generation died, ⁷but the Israelites were fruitful and multiplied greatly and became exceedingly numerous, so that the land was filled with them. ⁸ Then a new king, who did not know about Joseph, came to power in Egypt.

These introductory verses from Exodus 1:1-8 span a long period of time. According to most ancient historians, Joseph came to leadership in Egypt around the beginning of the 13th Dynasty and died around the end of the 14th. Many ancient historians believe Ahmose¹ to be the “*new king*” referred to in Exodus 1:8, “*who didn’t know Joseph, [who] came to power in Egypt.*” Why didn’t he remember Joseph? Because hundreds of years had passed in these early verses of Exodus.

One of the great themes of the book of Exodus is the theme of leadership. This theme is introduced in chapter 1, verse 8, with THE LEADERSHIP of PHARAOH. Being the king of Egypt, Pharaoh was obviously in a position of leadership. So, let’s look closer at the leadership of this Pharaoh.

Exodus 1:9-14

⁹“Look,” he said to his people, “the Israelites have become much too numerous for us. ¹⁰Come, we must deal shrewdly with them or they will become even more numerous and, if war breaks out, will join our enemies, fight against us and leave the country.” ¹¹So they put slave masters over them to oppress them with forced labor, and they built Pithom and Rameses as store cities

¹ During the three Egyptian Dynasties (15—17th), the region experienced a period of decline as the land was invaded and ruled by the Hyksos (Hick-sohss). However, in the beginning of the 18th Dynasty, the Pharaoh Ahmose expels the Hyksos (around 1550 BC), marking the start of the rejuvenated kingdom which would eventually be recognized as the heyday of Egyptian power and splendor.

for Pharaoh. ¹² But the more they were oppressed, the more they multiplied and spread; so, the Egyptians came to dread the Israelites ¹³ and worked them ruthlessly. ¹⁴ They made their lives bitter with hard labor in brick and mortar and with all kinds of work in the fields; in all their hard labor the Egyptians used them ruthlessly.

The Hebrew population living in Egypt was exploding and, as we all know, there is might in numbers. Clearly these numbers worried this new king; caused him fear and threatened him. In addition, Egypt had enemies who bordered them. It's one thing to defend your country from an outside attack, it's quite another to be vulnerable to attack from the inside.

This new king was obviously militarily minded and recognized a potential alliance between the Hebrews and any of their bordering enemies. Thus, in verse 11, we learn of his first attempt at preventing such an alliance: *"So they appointed taskmasters over them to afflict them with hard labor."* This Pharaoh was a hard taskmaster of a leader.

Leadership has to do with our influence or impact on others, which can be either positive or negative. In the case of Pharaoh's influence, his leadership was negative. Having this in mind, let's look at what is involved in positive leadership. This might be a good time to define what we mean by the term *"leadership."*

EXERCISE: Defining leadership

What is leadership? There are a variety of definitions of leadership. Read each of the definitions below and circle the word or phrase which resonates with you regarding the meaning of leadership.

- ▶ ***"Leadership is doing the right thing."***

Warren Bennis and Burt Nanus

- ▶ ***“Leadership is figuring out what needs to be done and then doing it.”***

Anderson, *Leadership that Works*

- ▶ ***“Leadership is when persons with certain motives and purposes mobilize, in competition or conflict with others, institutional, political, psychological, and other resources so as to arouse, engage and satisfy the motives of followers.”***

James McGregor Burns

- ▶ ***“Leadership is getting others to want to do something that you are convinced should be done.”***

Vance Packard

- ▶ ***“A leader is a dealer in hope.”***

Napoleon Bonaparte

- ▶ ***“Leadership is a relationship—a relationship in which one person seeks to influence the thoughts, behaviors, beliefs or values of another person.”***

Walter Wright, *Relational Leadership*

- ▶ ***“A leader is a person with God-given capacity and God-given responsibility who influences a group of followers towards God’s purposes for the group.”***

J. Robert Clinton, *The Making of a Leader*

- ▶ ***“Leadership is mobilizing others toward a goal shared by the leaders and followers.”***

Garry Wills

- ▶ ***“Leadership is influence.”***

J. Oswald Sanders, *Spiritual Leadership*

Which one of these definitions resonates or connects with you? Do you have a favorite? Each definition provides a perspective on leadership, that can enhance our understanding of leadership.

Using the words and phrases you circled in the exercise above, write your own personal definition of leadership:

Leadership is _____

To avoid a lack of clarity and confusion, I want to provide the following definition of leadership that I will be operating from through this study:

“A leader is a person with the ability to influence a specific group of people in a specific direction.”

Now, there are all kinds of leaders. This Pharaoh in the book of Exodus was a person with the ability to influence a specific group of people in a very specific direction. He used his power and authority to bring hardship on the people of Israel. Pharaoh’s leadership style can be summed up in one word: Pharaoh was the “*boss*.”

Here is a key truth I do not want you to miss in this story: Hardships experienced by God’s people never go unnoticed by God!

In Exodus 2:24-25 we read, “*God heard their groaning . . . So, God looked on the Israelites and was concerned about them.*” Listen! Effective leaders are attentive to what their followers are saying. How well do you listen to the people you are leading? Are you listening?

EXPOSURE: *The leadership of Shiphrah and Puah*

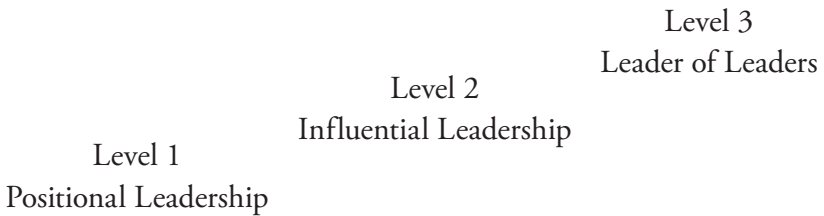
“But the more these slave-drivers afflicted them, the more they multiplied and the more they spread out . . .” (vs. 12). Pharaoh’s “Plan A” didn’t seem to be working. So, Pharaoh devised a “Plan B” that was even more reprehensible! Pharaoh, to curtail the burgeoning Hebrew population, decreed that every male child born to a Hebrew mother should be drowned in the Nile River. He ordered Egyptian midwives, including—Puah and Shiphrah—to abort all the Hebrew male babies.

Exodus 1:15-22

¹⁵The king of Egypt said to the Hebrew midwives, whose names were Shiphrah and Puah, ¹⁶“When you help the Hebrew women in childbirth and observe them on the delivery stool, if it is a boy, kill him; but if it is a girl, let her live.” ¹⁷The midwives, however, feared God and did not do what the king of Egypt had told them to do; they let the boys live. ¹⁸Then the king of Egypt summoned the midwives and asked them, “Why have you done this? Why have you let the boys live?” ¹⁹The midwives answered Pharaoh, “Hebrew women are not like Egyptian women; they are vigorous and give birth before the midwives arrive.” ²⁰So God was kind to the midwives and the people increased and became even more numerous. ²¹And because the midwives feared God, he gave them families of their own. ²²Then Pharaoh gave this order to all his people: “Every boy that is born you must throw into the Nile, but let every girl live.”

It would be incorrect to assume that Shiphrah and Puah were the only two midwives in Egypt. They were most likely high-ranking midwives (due to their Egyptian names), who served in Pharaoh’s house, and were probably in charge of all the midwives in the land of Egypt. Shiphrah and Puah provide us another picture of leadership.

This might be a good place to introduce the concept that there are different levels of leadership. There are three levels of leadership:



LEVEL 1 LEADERSHIP = POSITIONAL LEADERSHIP.

Positional leadership is the lowest level of leadership. At level 1, you are a leader because of a certain job position or title you hold. At this level, people follow you because they feel they have to. Pharaoh clearly had positional leadership. He had the title and position of “*Pharaoh*.”

It is important to recognize that you can have a “*position*” of leadership but not have people enthusiastically following you. Positional leadership could include being:

- a) A member of a local church board voted into the position by members.
- b) A member of a board for a denomination when selected by the assembly.
- c) A pastor, newly called to a local church.

You can have a “*position*” of leadership but not have people following you enthusiastically. It is only as you build trust and confidence in people in your leadership that you achieve “*influence*.” And a leader can lose his or her influence very quickly by breaking trust or demonstrating poor character.

LEVEL 2 LEADERSHIP = INFLUENTIAL LEADERSHIP.

To become more than “*the boss*” people follow only because they are required to, you must master the skills to invest in people and build trust. At this level a person may have an official title or not, but more

importantly, you have built trust and have influence on a specific group of people. At this level, people follow you because they trust you and want to.



There is a huge difference between an authoritative boss and a trust-building leader. What's the difference? What does a boss do? A boss drives with authority. *"I'm the boss and this is the way it's going to be."* A boss drives with authority.

A level 2 leader inspires by trust. The currency of influence is always trust. Just because you have a position, or a title, does not mean that you have people's trust. In the Exodus story, Shiphrah and Puah illustrate influential, trust-building leadership.

LEVEL 3 LEADERSHIP = LEADER OF LEADERS. At level 3, the leader has influence over other leaders who, in turn, have influence over a specific group of people. At this level, you need to be able to help people develop their skills to become leaders and inspire people to their highest leadership potential. Over the coming chapters you and I are going to see how God developed Moses into a level three leader, a leader of leaders.

Let's return to our discussion of Shiphrah and Puah and the duties of these midwives. In Biblical times, midwives, rather than doctors, assisted women in giving birth. Midwives would have served the Egyptian, as well as, the large Hebrew population. But rather than helping with

delivery, Shiphrah and Puah were ordered to kill all Hebrew male babies. Why male babies? The answer is obvious when you think about it. Females could be used as working slaves and presented no military threat. Boys, on the other hand, might become warriors!

It's hard for us to fully grasp the gravity of this situation. Puah and Shiphrah were slaves who stood before the most powerful man in the ancient world. Pharaoh's authority extended beyond reasonable measures. The wave of his hand could mean continued life or instant death! To these women, who at the time would have been viewed as lower than cattle in worth, Pharaoh ordered them to kill all Hebrew male babies at birth. Refusing to comply would mean their lives.

Most of us will not face life or death situations like Shiphrah and Puah faced. However, I think it safe to say that we all, at some point in our lives, will stand at crossroads where we will have a decision to make. Will we take the left road or the right? Will we follow the wide, easy road that most people want us to take or will we take the more difficult road that we know is the right road? Strong spiritual leadership begins with the courage to do the right thing, the thing God calls us to do. It is probably why Warren Bennis and Burt Nanus define a leader as someone who is "*doing the right thing,*" when doing the right thing is not always easy!

Do you remember the Apostle Paul's admonition to Christians living in Rome? He wrote to them: "*Do not be conformed to this world, but be transformed by the renewing of your mind, that you may prove what the will of God is, that which is good and acceptable and perfect*" (Romans 12:2). What was Paul saying? Choose the right road! If you take the wide road, you're conforming, being molded, being just like everyone else around you. You're fitting in!

If you are allowing the world to form you, then the world is leading your life, not God. A true leader operates on conviction and has courage of conviction. Martin Luther King Jr. once said, "*Most people are*

thermometers that record or register the temperature of majority opinion, not thermostats that transform and regulate the temperature of society.” A leader sets the standard.

Imagine how Shiphrah and Puah felt when the King called them in. You might think that they would feel intimidated. But they were not. In fact, the opposite: they turned aside the King’s question with its veiled insult to the Egyptian women. Don’t miss the irony here. Here is Pharaoh thinking he was going to deal shrewdly with these women, but it is these two midwives who end up dealing shrewdly with him.

So why did these two women refuse to obey the order of the Pharaoh? Well, verse 17 tells us: *“The midwives, however, feared God and did not do what the king of Egypt had told them to do; they let the boys live.”* They refused to obey. Their courageous decision is consistent with the instruction of Acts 5:29 which says, *“We must obey God rather than men!”* Shiphrah and Puah made a much harder decision than any of us will, hopefully, ever have to make. But they made it because they feared God more than they feared Pharaoh and it would be God they obeyed! They feared displeasing God more than they feared displeasing people, so they obeyed God.

One of the common temptations for leaders is trying to please people. But people-pleasing will keep you from becoming the leader God designed you to be. To develop as a leader, you’ll want to process your own need to please people. Why is it that you feel the need to please people? Ultimately, to develop as a leader you’ll have to make a choice that became very clear for the Apostle Paul in his own leadership. *“Am I now trying to win the approval of men, or of God? Or am I trying to please men? If I were still trying to please men, I would not be a servant of Christ”* (Galatians 1:10).

EXERCISE: Pleasing God or pleasing people

Spend a few moments thinking about this and write down why you think leaders might become people-pleasers.

We sometimes think that because we are not in a high-level leadership position or because we do not have a title, we cannot lead, or we cannot make any difference. In the minds of some, Shiphrah and Puah were “*nobodies*.” They did not have a title like “*Pharaoh*.” They didn’t command an army like Pharaoh. They were nothing more than midwives.

Think about how they must have felt. The fear, the anxiety, the self-doubt. “*Who are we?*” They must have entertained thoughts like: “*What difference can we make? If we don’t do it, someone else will. All we’ll achieve is the anger of the Pharaoh. He’ll probably have us put to death.*”

Nevertheless, they did what was right. What courage Shiphrah and Puah demonstrated! Courage like this builds trust between the leader and followers and inspires. Their decision to do the right thing probably influenced many other midwives to do the same. The truth is positional leadership is the lowest level of leadership. You can have a position of leadership. You can have a title. But the actual test of whether you are leading or not is looking behind you to see if anyone is following. Shiphrah and Puah had incredible influence.

It was not long, however, before Pharaoh realized that the Hebrew babies were being allowed to live and so he called the two midwives in again for an explanation. Pharaoh asked them, “*Why have you done this? Why have you let the boys live?*” Shiphrah and Puah replied, “*Hebrew women are not like Egyptian women; they are vigorous and give birth before the midwives arrive.*” Well, this may not have been the absolute truth!

Because of their courageous leadership, God blessed them and blessed all the midwives by prospering their families (as Exodus 1:21 says in some versions, “*giving them a large family*”). The text is not specific in terms of Puah and Shiphrah, but the midwives, in general, were blessed for their obedience.

Consider the leadership of Shiphrah and Puah for a moment. They used their personal influence for good and refused to follow the leadership of Pharaoh to kill the Hebrew male babies. Think about this! Without their courageous leadership, we would not have Moses.

What we are going to discover in our study of the book of Exodus is that God will choose an unlikely leader—Moses—to lead the people of Israel out of bondage on a journey to the Promise Land. Over the next thirteen chapters, we will be looking closely at Moses as a model of transformational leadership to learn how we can better lead change in a change-saturated world.

EXPOSURE: The leadership of Moses

Perhaps it is hard for you to think of yourself as a leader. But take a look at the real Moses! What is quite *interesting*, and what I want to get you thinking about in this first chapter, is that Moses was a very unlikely leader.

When most of us hear the name “*Moses*,” the award-winning film *The Ten Commandments*, directed by the great Cecil B. DeMille, comes to

mind. The image of the famous actor, Charlton Heston, is indelibly etched in our minds. In his role as Moses, Heston portrayed a vibrant, strong, handsome and confident Moses.

For the younger generation with young children, you probably have watched the movie *The Prince of Egypt*. This Prince of Egypt version of Moses presents us with a high energy, fun-loving, and ageless version of the leader of the Hebrews. But think for a moment. Both the Moses of *The Ten Commandments* and *The Prince of Egypt* are Hollywood's version.

In the real story of Moses' life that comes to us from the book of Exodus, Moses is described in very human terms: with all his self-doubts, his disappointments, his struggle to balance family with his role as leader and the many challenges he faced. One reason why Moses is so accessible to us is that his life is much like ours.

The resume of the real Moses reveals . . .

- ▶ **Not in his prime—80 years of age.** He's not the guy you would typically interview and hire for the job of leading the Hebrews out of bondage toward the Promise Land. You'd always have the thought, "*Is this guy even going to make it to Promise Land?*"
- ▶ **Very reluctant.** Moses lacked confidence and was riddled with insecurity.
- ▶ **Not the most gifted.** Not a great communicator. Not a quick-minded strategist. Not the most charismatic person you've ever met.
- ▶ **Anger issues.** Moses had issues, specifically a serious anger issue. He lacked self-control with respect to anger and often blurted out the inappropriate or worse, taking a swing at someone. Speaking of taking a swing at someone, we'll learn, in the next chapter, that Moses was a . . .
- ▶ **Murderer.** That's right. He took the life of another human being. It's the kind of thing you don't overlook when you are reviewing someone's resume who is applying for a high-level leadership position.

But reading your Bible, you'll discover that God has always chosen the most unlikely leaders to accomplish His purposes. Jacob cheated, Peter had a temper, David had an affair, Noah got drunk, Jonah ran from God, Gideon was insecure, Miriam gossiped, Martha worried, Thomas doubted, Sara was impatient, Elijah was moody, Zacchaeus was short, Abraham was old and Lazarus was dead.

Here's my point: If God can use a Moses . . . why can't God use you?

EXPOSURE: Leadership Styles

The range of leadership roles and styles assumed by Moses during his life reflect his flexibility. He was able to adapt his style to the various needs of the people and the various situations they faced.

Different situations and different people call for different leadership styles. Bill Hybels, in his book, *Courageous Leadership*, identifies ten styles of leadership for our consideration. As you read this next section, I would challenge you to try to identify your leadership styles. Try to identify three or four styles that you have employed or are inclined to try. Here then are ten leadership styles:

- 1. THE VISIONARY LEADERSHIP STYLE.** What distinguishes the visionary leader is that he or she operates from a clear picture of what the future could hold. Visionary leaders love to cast clear and compelling vision and exhibit incredible passion around turning vision into reality.
- 2. THE DIRECTIONAL LEADERSHIP STYLE.** The focus and strength of this kind of leader is their discerning ability to choose the right path for an organization as it approaches a critical intersection.
- 3. THE STRATEGIC LEADERSHIP STYLE.** Leaders employing this style have the God-given ability to take an existing vision and break it down into a series of sequential,

achievable steps. The gifting of this kind of leadership provides a congregation the specific steps to take in order to march towards the vision.

4. **THE MANAGING LEADERSHIP STYLE.** Some leadership literature draws a hard line between leaders and managers. They'll say something like, "Leaders do the right things, while managers do things right." While the distinction is helpful to gain clarity about leadership, the person with a managing leadership style has the God-given ability to organize people, resources, and processes to achieve the mission.
5. **THE MOTIVATIONAL LEADERSHIP STYLE.** These persons have the God-given ability to keep their teammates fired up. They are encouragers and affirmers, and while some view motivational leadership as a lightweight style of leadership, this style of leadership is indispensable, especially when the journey towards the vision gets hard or the journey is long.
6. **THE SHEPHERDING LEADERSHIP STYLE.** Persons with this style slowly build a community and team by loving, nurturing, and gently supporting members of the community. This kind of leadership moves people toward the vision by their care. John Maxwell is fond of saying, "*people do not care how much you know, until they know how much you care.*"
7. **THE TEAM-BUILDING LEADERSHIP STYLE.** Team-builders have a gifting that allows them to successfully find and develop the right people with the right abilities, the right character, and the right chemistry to serve with other team members. They love teams. The difference between the shepherding style and this style is that the former's focus is people, whereas the team-builder's focus is the cause or the mission.
8. **THE ENTREPRENEURIAL LEADERSHIP STYLE.** Persons employing this style may possess any of the other leadership styles, but what distinguishes these leaders is that they function optimally in start-up situations. These kinds of leaders are highly creative and have a bias towards "*the new*"—as

in new ministries or new churches. Church planters are a perfect example of the entrepreneurial leader.

9. **THE REENGINEERING LEADERSHIP STYLE.** These leaders are at their best in environments needing a turn-around or renewal. When churches lose their way, get off mission, or become stagnate, engineering leaders thrive in helping these kinds of churches find their way back on mission or regain their passion.
10. **THE BRIDGE-BUILDING LEADERSHIP STYLE.** Leaders with this style have the unique ability to bring together, under a single leadership umbrella, a wide range of constituencies. Think of these kinds of leaders as spiritual diplomats who have the God-given wisdom and ability to appropriately compromise and negotiate in order to get everyone on the same page.

EXERCISE: Your leadership styles

After you've identified three or four styles that you have employed or have been inclined to try, in a small group with other leaders, have everyone share their three or four styles and provide examples. Also share what you think is the value of knowing your style.

1. _____
2. _____
3. _____
4. _____

EXPERIENCE: Leadership definitions

Post a variety of the leadership definitions from this chapter around the room. Have participants stand by one that speaks to them or shows their leadership values. Have them explain why they chose the definition they did, why it is relevant to them.