

Session One:
Personal Development

➔ Session Two:
**The Leadership
Maturing Process**

Session Three:
Values and Passions

Session Four:
Personal Mission Statement

Session Five:
Mentoring

SESSION TWO

Introduce the process of maturing for leadership and help participants begin to review their own process of maturing.

1. Reflect on personal time lines.
2. Introduce eight concepts of leadership development (cont).
3. Introduce the four stages God uses to develop leadership abilities.
4. Introduce a process for discovering spiritual gifts and gift mix.

REFLECTION ON PERSONAL TIME LINE AND YOUR LIFE/LEADERSHIP STORY

Share your personal time line and your life/leadership story with another person.

As you worked on your personal time line and your life/leadership story, what insights struck you?

From working on your personal time line and your life/leadership story, reflect on the following:

- “Through many people, events, circumstances, and life assignments, God, by His Spirit, seeks to conform believers into the image of his Son.”

- “Potential leaders are born, but effective leaders are shaped. God develops believers into leaders by guiding them through growth stages.”

CONCEPTS OF LEADERSHIP DEVELOPMENT AND DEPLOYMENT (Cont)

In Session One (pages 3ff), we introduced eight important concepts which clarify the process of the development and deployment of leaders. By way of review, those eight concepts are:

1. Indicators of a Leader (Recognizing)
2. Traits of a Leader (Defining)
3. Functions of a Leader (Serving)
4. Styles of a Leader (Distinguishing)
5. Character Formation of a Leader (Being)
6. Skill Formation of a Leader (Doing)
7. Strategic Formation of a Leader (Focusing)
8. Placement of a Leader (Mobilizing)

In the following pages, we will explore the remaining six concepts.

CONCEPT 3: FUNCTIONS OF A LEADER (Serving)

Leadership functions describe what all leaders must do or be responsible for as they influence their followers toward God's purposes. Leadership functions help you recognize and identify the essentials of a leader. A leader's actions and ministry include:

1. **Relational functions** - related to the specific group of people God has given a leader to lead. They include team, ministry environment, conflict, care, feeding, and development.
2. **Task functions** - related to a leader's ministry assignment and group goals. These include organization, structures, decisions, finances, and administration.
3. **Visionary function** - related to hearing God and setting ministry direction. Included are issues of motivation, ownership, priorities, and change.

Leaders often carry out these three functions simultaneously. The functions can vary, depending on the demands of a leader's current leadership assignment. The specific leadership functions below help to further identify the characteristics and responsibilities of a leader.

- ▶ Model - they live out the vision in actions and lifestyle
- ▶ Motivate - they inspire so others follow
- ▶ Encourage - they come alongside to exhort and admonish
- ▶ Facilitate - they empower others, helping them excel
- ▶ Coordinate - they bring people together
- ▶ Responsible - they are willing to be accountable
- ▶ Develop - they are conscious of the need for personal growth

- ▶ Problem solving - they can recognize and solve critical issues
- ▶ Decision making - they can make necessary decisions
- ▶ Crisis resolution - they identify resources for emergency needs
- ▶ Apprentice - they constantly seek to train new leaders

Reviewing leadership functions is important for existing leaders, because it reminds them of the multi-functional responsibility of leadership. Most leaders gravitate to those functions they feel they do well with. But leaders are called upon to minister both in areas of their strengths and their weaknesses. Leaders must be learners.

Reviewing the leadership functions reminds new leaders that there are many aspects to being a leader. Therefore, there are always new skills and insights they can learn from others in leadership. New leaders must be learners.

Leaders who are in *direct (hands-on) ministry* – leaders in small ministries (for example, pastors of churches under 200, planters, local ministry leaders) – often take on functions of modeling, coordinating, taking responsibility for ministry, problem solving, and decision making.

Those who are serving in a more *indirect ministry* – leaders of larger ministries (for example larger church pastors, denominational leaders, parachurch leaders) – often find themselves seeking to motivate, encourage, facilitate, develop leaders, and help facilitate ministry effectiveness.

People today are busy. Therefore, perhaps now more than ever, leaders need to understand and experience the functions of a leader through the modeling and apprenticing of other leaders. Leaders need clearly defined role and function expectations. Many leadership assignments today come with assignment job descriptions to help the leader better understand their contribution to the overall mission and vision of the endeavor.

CONCEPT 4: STYLES OF A LEADER (Distinguishing)

Leadership style refers to the blend of a leader’s personality, temperament, and shaping. Style reflects the preferences and roles leaders are most equipped to fulfill.

By identifying leadership style, leaders can better understand their unique fit in the ministry, and they can learn to value others’ roles and contributions. Ministry conflicts often occur because leaders do not understand or value other styles of leadership.

Many tests are available – Personality Profile, DISC, Myers-Briggs, MMPI, 16 PG – to help define leadership styles. Most tests reveal four basic leadership styles. Though no *one* style perfectly describes anyone, the following general descriptions are helpful. Most leaders are a combination of these four styles.

Style 1 – Creator

They enjoy beginning new works. They are “idea” people, catalysts, and visionaries. They have a passion for pioneering and innovating. Often, they are very task-oriented people.

Creators are idealists, directing or influencing others. They may be jack-of-all-trades generalists. They are good at starting new ministries, churches, or mission projects. Founders or leaders of larger ministries are often creators. They get bored when a project or vision is completed. They become impatient if they stay with anything too long. Sometimes they resist structure and organization.

Style 2 – Developer

They find fulfillment in taking good ideas and making them work on a larger scale. They see the need for effective infrastructure and systems. They are better working with something already in existence.

They improve ideas and are usually patient enough to see these ideas reach fruition. They often specialize in particular organizational skills. They can be effective leaders of existing ministries or assist leaders in an area of specialty. Developers like to follow or team up with creators.

Style 3 – Maximizer

They bring ministry to a peak performance level for any group of people. They are pragmatists, but still can “dream the dream” with the visionaries. They grow existing ministries into effective places of service.

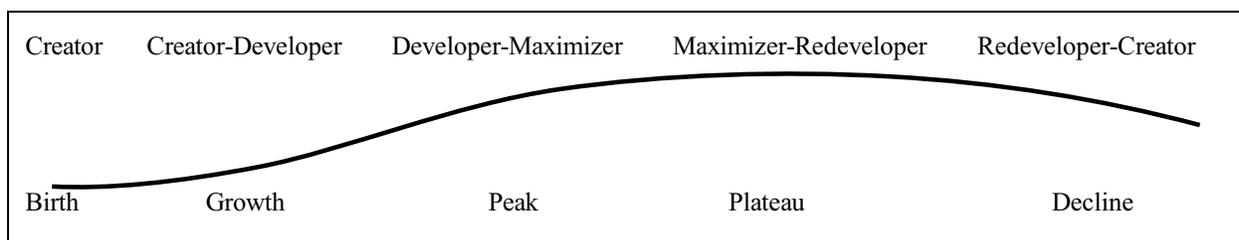
They often bring together the visionaries and the team players, and get the most out of both styles. They have learned the art of delegating. They seek to balance creativity and management. They excel in running programs. They can be both long-term leaders or leaders at peak times in the effectiveness of an organization.

Style 4 – Redeveloper

They are part creator and part maximizer. They love to re-create and breathe new life into situations that were once seen as hopeless.

On the surface they appear warm “people” persons, but underneath they can be ruthlessly pragmatic. They can make the tough decisions needed to turn an organization around. They help ministries rediscover purpose and vision and inspire them to change. They are often called to re-start a ministry, serve as an interim leader, or serve as a renewalist.

It helps to match leadership style to a ministry’s life cycle. Certain styles are most effective at specific points.



Leadership style is a key clue to whether someone is suited to a particular ministry. Leaders should accept ministries based on who they are, not because of the “need of the moment.”

CONCEPT 5: CHARACTER FORMATION OF A LEADER (Being)

Character formation is concerned with “being.” It helps a leader reflect greater Christ-like characteristics in his/her personality and everyday actions. Character formation sustains great levels of influence. Character formation means developing greater intimacy with Christ, experiencing more of his presence and power for ministry. Four kinds of checks, or tests, help form character:

Integrity checks test inner convictions against outward actions. Early in their development, leaders face personal inconsistencies in what they say, do, or believe. Resolving these inconsistencies forces leaders to grow deeper in their walk with Christ.

Obedience checks test a leader's desire and willingness to respond to the truth God has revealed. It is a call for action. These checks build greater character depth.

Spiritual authority is the source of true credibility in leadership. While there are other legitimate means of authority, spiritual authority is foundational to accomplishing vision. Spiritual authority is the direct result of God doing a greater work in the deeper areas of a leader's life.

Word checks test a leader's ability to hear from God through his Word and through prayer, fellowship, and divine intervention. Leaders must learn to hear from God, especially in their personal growth and development.

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God causes all things to work together for good (Romans 8:28). He uses every circumstance, person, or event that comes our way to shape our character. He wants to conform us to the image of his Son (Romans 8:29). Leaders may question God's purpose in letting certain events happen. But they know that God always has a purpose, and that the Lord uses these events to call us into deeper intimacy with him.

God develops character especially through ministry assignments. Ministry assignments refer to a particular role or responsibility a leader has undertaken. Ministry assignments provide the "hot house" for many important character lessons. No matter how difficult the circumstances, no assignment is a wasted venture in God's economy.

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A trusted mentor or spiritual director can be very helpful in character formation. He or she can often pinpoint character weaknesses, help identify patterns of behavior, and provide ongoing accountability and monitoring of character development. Mentors are also a great source of encouragement to a leader.

True accountability is rare in the church today. Many leaders shy away from intentionally building character. Leadership training must address character formation; and accountability structures must be created to help encourage and challenge leaders to greater character depth.

CONCEPT SIX: A LEADER'S FORMATION (Doing)

Leadership formation is concerned with "doing." It means developing deeper spirituality while building leadership skills. Leadership formation is often the result of growth in:

- Understanding and experiencing leadership concepts
- Sensitivity to God's revelation of his purposes
- Identification and development of spiritual gifts and abilities
- Ability to motivate followers to make the necessary changes which better reflect the will of God

Leadership formation has to do with innate and acquired leadership skills. As a leader develops, s/he grows in understanding and use of leadership knowledge and skills. An effective leader maintains a learning posture.

Growth in **skill development** includes learning to better hear from God, discerning spiritual direction, handling people, organizing and delegating tasks, communicating vision, and managing time and leadership priorities.

Growth in **knowledge development** centers on a greater understanding of essential Christian doctrines, applying deeper spiritual principles to everyday life, understanding leadership dynamics, motivating followers, understanding organizational structuring, and goal setting or strategic planning.

Mentors can build **leadership formation** through coaching and mentoring. But leaders under mentorship must be clear about what they seek. Mentors need to know which skills or knowledge will unleash a leader into great effectiveness.

The Big Picture

Leaders need a big picture of their growth and development. This overview shows them how each leadership assignment works together in forming a pattern. Creating a personal time line is the best route to seeing a big-picture perspective.

CONCEPT 7: THE STRATEGIC FORMATION OF A LEADER (Focusing)

God develops a leader over a lifetime. He intervenes in a leader's life in crucial ways, to shape that leader toward his sovereign purposes. Viewed from a life perspective, God's intervention is intentional and purposeful.

Ephesians 2:10 says that each of us is God's craftsmanship. He has made us and is shaping us for influence which he prepared for us. When Christ calls leaders into areas of influence, he intends to develop them fully. Each of us is responsible to God for our own development and response to God's initiatives in our lives.

God shapes a leader's destiny through processing, time analysis, and development phases.

Processing describes the people, events, and circumstances that God uses to shape a leader's life. God checks a leader's heart and character, challenges his/her view of ministry and faith, and leads him/her through incidents and experiences. These people and events are called **process items**. Identifying significant process items helps a leader understand how God is shaping his/her life.

Time analysis refers to a chronological analysis of a leader's processing. It helps a leader gain a big-picture overview and identify patterns in his/her development. The creation of a **personal time line** helps a leader to *see* his/her past development as a leader and helps identify life and leadership values for future leadership decisions. Reflecting on the time line helps to *process* what God has been doing.

Development phases are major groupings of people and events in a leader's life. Leadership assignments move a leader through development phases and into maturity. Faithful leaders discover their destined area of influence or contribution. As leaders mature, they see how God has shaped process items into his sovereign purpose. Looking back, leaders see their development as a series of progressive phases.

Too often casual bystanders are pressed into service to fill a need simply because they have a pulse. Effective leaders learn to recognize God's unique processing of potential leaders. By helping someone to understand their development and identify their values, a leader better aligns the individuals and a local church with God's ultimate plan.

CONCEPT 8: THE PLACEMENT OF A LEADER (Mobilizing)

Leadership placement matches leaders' gifts with leadership roles. It is the key to empowering leaders, helping them discover their unique contribution in their area of influence.

More than ever, leaders today want to know that they are making an important and unique contribution. They want to make a difference. Potential leaders want to discover:

- A clear, concise vision for the setting in which they will be providing leadership
- Their unique role and part in that setting
- A vision for what God could do through them
- Another leader who is committed to developing them
- A clear and specific leadership assignment
- Basic orientation and ongoing training and care (e.g., Council Orientation)

Those responsible for placement of leaders should consider the following:

1. Assessing the tasks within the system according to individual spiritual gifts and calling and determining new corporate needs in light of the vision.
2. Helping leaders clarify their shaping as a leader by examining their:
 - Giftedness and calling
 - Temperament and personality
 - Abilities and skills
 - Past leadership experiences (processing)
 - Passion and heart
 - Leadership models and styles
3. Matching the calling and giftedness of the leader to the leadership opportunities.
4. Providing feedback and fine-tuning to ensure a proper fit for the leader and the assignment.

Exercising leadership means empowering others within the system. Leaders are in a unique position to help a group clarify its vision. Often they, better than anyone else, can help individuals understand their specific roles in realizing the group vision.

The process of placement

This six-step process can be done formally or informally with new or existing leaders:

1. Meet with the leader, seeking to discern his/her calling, passion, and vision for the system.
2. Explain your personal and the corporate commitment to the leader, your overall vision, and your desire to help this leader find their fit in the system.
3. Spend some time assessing giftedness and calling. Discover areas of leadership that might best reflect their unique gifts and abilities.
4. Identify a specific task (short-term activity role) that could be done in the possible area of leadership. This will allow the new leader and yourself to discern his/her best placement.
5. Schedule a follow-up interview to review placement. Was it a “fit”? Are there other options?
6. Integrate the new leader into your ongoing leadership training and care.

Helping leaders to find their “fit” is a key to leadership. A leadership placement system ensures that potential leaders are placed in positions that match their gifts and passions. Leaders can use available resources to train spiritual gift placement advisors; these advisors in turn can help interview potential leaders.

REFLECTION

List the key insight you received regarding each of the six concepts of leadership development we discussed today.

The Concept

Personal Insight

The Functions of a Leader

The Styles of a Leader

Character Formation of a Leader

Skills Formation of a Leader

Strategic Formation of a Leader

Placement of a Leader

From our introduction of the eight concepts of leadership development (Session 1, pgs 3ff, and in the pages above), which of the concepts is most helpful in thinking through your current strengths and your current leadership needs?

FOUR STAGES GOD USES TO DEVELOP LEADERS
The Making of a Leader, Dr. J. Robert Clinton, pgs 82ff

STAGE ONE: ENTRY

There are two process items involved in the entry stage of leadership. One is *the leadership task*, which moves a leader from the Inner-Life Growth phase to the Ministry Maturing phase. The second process item is *the leadership challenge*.

THE LEADERSHIP TASK

A leadership task is an assignment from God that tests a person's faithfulness and obedience to use his or her gifts in a task that has a beginning and ending, accountability, and evaluation.

In early leadership phases, emerging leaders are attracted to others who serve as mentors or supervisors and who challenge emerging leaders to undertake tasks, which can be of any size or nature. These tasks will test loyalty and submission and indicate the emerging leader's gifts, initiative, and potential. An important thing to keep in mind is that the ultimate assignment is from God, even if the leadership task is self-initiated or assigned by another. The leader's accountability is to God. A desire to please the Lord in a leadership task is a sign of maturity.

A leadership task should be differentiated from life experience in general because a leadership task is a test. It is a special assignment that can be completed and evaluated. It will test the potential leader's availability, faithfulness, and skills. God's pattern seems to be to start with small leadership tasks. As the leader responds to them properly, God gives him/her tasks of greater and greater responsibility.

Small leadership tasks can be early indicators of leadership potential. The primary objective of the leadership task in early leadership phase is to develop the potential leader. Those given in later leadership phases concentrate on accomplishing the task for those who will benefit.

Small task	Large task
Task primarily for potential leader	Task primarily for benefit of others

THE LEADERSHIP CHALLENGE

The *leadership challenge* is closely related to the leadership task. A leadership task is a simple assignment that focuses on the job to be done and its effect on the emerging leader and those s/he leads. A leadership challenge focuses on the leader's acceptance of his/her task. Specifically it is the means through which a leader or potential leader is prompted by God to sense the need for and accept a new task.

Sources for leadership challenge can be external or internal. A challenge can come from someone else or from a leader's own recognition of a need or an opportunity. Internal challenges are relatively rare among early emerging leaders. The heart of the leadership challenge is twofold:

sensing God's direction, and the joy of discovering what it means to be a channel through whom God works. There are some typical external challenges that occur in a local church during the early ministry phase. They include calls for people to teach Sunday school classes, be a committee member, help someone else perform a service, lead a small group Bible study, do evangelistic visitation, do organizational support work, organize social functions, or plan a retreat.

Leadership challenge describes the means whereby a leader is prompted to sense God's guidance and to accept a new assignment. The most common means of entry into a leadership assignment is an external challenge by a person to work in an established program. The rarest entry pattern involves self-initiated challenges to create a new leadership role and structure. This has some important implications:

- ▶ The majority of leaders will emerge via common entry patterns,
- ▶ Self-initiation in the entry patterns indicates strong potential for upper-level leadership,
- ▶ Plateauing in a leader's development is indicated by a declining frequency of initiative and response to leadership challenges and leadership assignments.

A major responsibility of leadership is the selection and development of potential leaders. Mature leaders should openly and deliberately challenge potential leaders about specific needs and leadership opportunities, and provide training to potential leaders.

STAGE TWO: TRAINING

So far we have focused on two entry process items, the leadership task and the leadership challenge. The leadership task provides a transition from the Inner-Life Growth phase to the Leadership Maturing phase. The leadership challenge dominates the processing in the early leadership phase and decreases in the middle leadership phase. It is rare in later leadership processing.

In the transition between the early and middle leadership phases, the leadership skills process item provides the momentum. A leader's sensitivity to this item indicates whether he or she is growing or plateauing.

ACQUIRING SKILLS

Leaders who plateau early reveal a common pattern. They learn new skills until they can operate comfortably with them, but then they fail to seek new skills deliberately and habitually. They coast on prior experience.

Leadership skills development offers a twofold challenge: 1) To see the leading of God in each skill learned and to recognize that each is part of a long-term process of training by God, and 2) to maintain the attitude of a seeker in order to benefit from learning opportunities.

PURSUING AND APPLYING TRAINING EXPERIENCE

In the early part of the middle leadership sub-phase most skills are picked up through experience, observation, and self-study. The *training experience* process item refers to an experience that gives some form of affirmation, assuring the leader that God will continue to use him or her in the future. The item is characterized by identifiable progress in terms of sphere of influence, leadership responsibility, or self-confidence.

All leaders are constantly being trained by God, but not all of them learn from the training. This is particularly true in *informal training*, which takes place in the context of everyday life, and in *non-formal training*, which comes through workshops, seminars, or conferences. In order to learn, a leader needs to analyze specific instances in which formal or informal training has taken place.

DISCOVERING SPIRITUAL GIFTS AND GIFT MIX

Acquiring leadership skills and pursuing training experience are both helpful in understanding God's work in the training stage of a leader's development. Apart from acquisition of general leadership skills, the most important development during the mid Leadership Maturing sub-phase involves discovering one's spiritual gifts and using them confidently. A spiritual gift is a unique capacity for channeling the Holy Spirit's power in exercising influence.

We will be coming back to stages three and four in our next session. In summary for now:

STAGE THREE: RELATIONAL LEARNING

A leader is one who influences a specific group of people to move in a God-given direction. In order to influence and motivate people, a leader must learn how to relate to people effectively. He or she must also learn how to work within existing organizational structures and create new structures to enhance the mission and vision. There are four specific process items in this stage of leadership development – authority insights, relational insights, leadership conflict, and leadership backlash. They form a cluster of related lessons, which can be called the submission cluster. God uses these lessons to teach a leader how to bridge the very important leadership problem of authority.

STAGE FOUR: DISCERNMENT

To develop a leader to maturity, God enlarges the leader's perspectives of the spiritual dynamics of leadership. The leader must learn to sense the spiritual reality behind physical reality, as well as to depend upon God's power in leadership. Also, the leader must learn to know God's voice in the challenge process items – faith, prayer, and influence – and the affirmative process items – divine affirmation and leadership affirmation.

Discover Your Spiritual Gifts

Adapted from "The Network" by Bruck Bugbee, Don Cousins and Bill Hybels

Instructions: As you read through the following statements,
circle the ones that are most characteristic of you.

1. I like to organize people, tasks, and events.
2. I would like to start churches in places where they do not presently exist.
3. I enjoy working creatively with wood, cloth, paints, metal or other materials.
4. I enjoy challenging people's perspective of God by using various forms of art.
5. I tend to see potential in people.
6. I communicate the gospel to others with clarity and effectiveness.
7. I find it natural and easy to trust God to answer my prayers.
8. I give liberally and joyfully to people in financial need or to projects requiring support.
9. I enjoy working behind the scenes to support the work of others.
10. I view my home as a place to minister to people in need.
11. I take prayer requests from others and consistently pray for them
12. I am approached by people who want to know my perspective on a particular passage or biblical truth.
13. I am able to motivate others to accomplish a goal.
14. I empathize with hurting people and desire to help in their healing process.
15. I can speak in a way that results in conviction and change in the lives of others.
16. I enjoy spending time nurturing and caring for others.
17. I am able to communicate God's word effectively.
18. Others often seek me out for advice about spiritual or personal matters.
19. I am careful, thorough, and skilled at managing details.
20. I am attracted to the idea of serving in another country or ethnic community.
21. I am skilled in working with different kinds of tools.
22. I enjoy developing and using my artistic skills (art, drama, music, photography, etc).
23. I enjoy reassuring and strengthening those who are discouraged.
24. I consistently look for opportunities to build relationships with non-Christians.
25. I have confidence in God's continuing provision and help, even in difficult times.
26. I give more than a tithe so that kingdom work can be accomplished.
27. I enjoy doing routine tasks that support the ministry.
28. I enjoy meeting new people and helping them to feel welcomed.
29. I enjoy praying for long periods of time and receive leadings as to what God wants me to pray for.
30. I receive information from the Spirit that I did not acquire through natural means.

31. I am able to influence others to achieve a vision.
32. I can patiently support those going through painful experiences as they try to stabilize their lives.
33. I feel responsible to confront others with the truth.
34. I have compassion for wandering believers and want to help them.
35. I can spend time in study knowing that presenting truth will make a difference in the lives of people.
36. I can often find simple, practical solutions in the midst of conflict or confusion.
37. I can clarify goals and develop strategies or plans to accomplish them.
38. I am willing to take an active part in starting a new church.
39. I enjoy making things for use in ministry.
40. I help people understand themselves, their relationships, and God better through artistic expression.
41. I give hope to others by directing them to the promises of God.
42. I am effective at adapting the gospel message so that it connects with an individual's felt need.
43. I believe that God will help me to accomplish great things.
44. I manage my money well in order to free more of it for giving.
45. I willingly take on a variety of odd jobs around the church to meet the needs of others.
46. I genuinely believe the Lord directs strangers to me who need to get connected to others.
47. I am conscious of ministering to others as I pray.
48. I am committed to understand biblical truth fully and accurately, and I regularly schedule blocks of time for reading and studying scripture.
49. I can adjust my leadership style to bring out the best in others.
50. I enjoy helping people sometimes regarded as beyond help.
51. I boldly expose cultural trends, teachings or events that contradict biblical principles.
52. I like to provide guidance for the whole person – relationally, emotionally, spiritually, etc.
53. I pay close attention to the words, phrases, and meaning of those who teach.
54. I can easily select the most effective course of action from among several alternatives.
55. I can identify and effectively use the resources needed to accomplish tasks.
56. I can adapt well to different cultures and surroundings.
57. I can visualize how something should be constructed before I build it.
58. I like finding new and fresh ways of communicating God's truth.
59. I reassure those who need to take courageous action in their faith, family or life.
60. I invite unbelievers to accept Christ as their Savior.
61. I trust God in circumstances where success cannot be guaranteed by human effort alone.
62. I am challenged to limit my lifestyle in order to give away a higher percentage of my income.
63. I see spiritual significance in doing practical tasks.

64. I like to create a place where people do not feel that they are alone.
65. I pray with confidence because I know that God works in response to prayer.
66. I have insight or just know something to be true.
67. I set goals and manage people and resources effectively to accomplish them.
68. I have great compassion for hurting people.
69. I see most actions as right or wrong, and feel the need to correct the wrong.
70. I can faithfully provide long-term support and concern for others.
71. I like to take a systematic approach to my study of the Bible.
72. I can anticipate the likely consequences of an individual's or a group's action.
73. I like to help organizations or groups become more efficient.
74. I can relate to others in culturally sensitive ways.
75. I honor God with my handcrafted gifts.
76. I apply various artistic expressions to communicate God's truth.
77. I strengthen those who are wavering in their faith.
78. I openly tell people that I am a Christian and want them to ask me about my faith.
79. I am convinced of God's daily presence and action in my life.
80. I like knowing that my financial support makes a real difference in the lives and ministries of God's people.
81. I like to find small things that need to be done and often do them without being asked.
82. I enjoy entertaining people and opening my home to others.
83. When I hear about needy situations, I feel burdened to pray.
84. I have suddenly known some things about others, but did not know how I knew them.
85. I influence others to perform to the best of their capabilities.
86. I can look beyond a person's handicaps or problems to see a life that matters to God.
87. I like people who are honest and will speak the truth.
88. I enjoy giving guidance and practical support to a small group of people.
89. I can communicate Scripture in ways that motivate others to study and want to learn more.
90. I give practical advice to help others through complicated situations.
91. I enjoy learning about how organizations function.
92. I enjoy pioneering new undertakings.
93. I am good at and enjoy working with my hands.
94. I am creative and imaginative.
95. I like motivating others to take steps for spiritual growth.
96. I openly and confidently tell others what Christ has done for me.
97. I am regularly challenging others to trust God.
98. I give generously due to my commitment to stewardship.
99. I feel comfortable being a helper, assisting others to do their job more effectively.

100. I do whatever I can to make people feel that they belong.
101. I am honored when someone asks me to pray for them.
102. When reading or studying Scripture, I discover important biblical truths that benefit others in the body of Christ.
103. I am able to cast a vision that others want to be a part of.
104. I enjoy bringing hope and joy to people living in difficult circumstances.
105. I will speak God's truth, even in places where it is unpopular or difficult for others to accept.
106. I can gently restore wandering believers to faith and fellowship.
107. I can present information and skills to others at a level that makes it easy for them to grasp and apply to their lives.
108. I can apply Scriptural truth that others regard as practical and helpful.
109. I can visualize a coming event, anticipate potential problems, and develop backup plans.
110. I am able to orchestrate or oversee several church ministries.
111. I am able to design and construct things that help the church.
112. I regularly need to get alone to reflect and develop my imagination.
113. I am able to challenge or rebuke others in order to foster spiritual growth.
114. I seek opportunities to talk about spiritual matters with unbelievers.
115. I can move forward in spite of opposition or lack of support when I sense God's blessing on an undertaking.
116. I believe I have been given an abundance of resources so that I may give more to the Lord's work.
117. I readily and happily use my natural or learned skills to help wherever needed.
118. I can make people feel at ease even in unfamiliar surroundings.
119. I often see specific results in direct response to my prayers.
120. I confidently share my knowledge and insights with others.
121. I figure out where we need to go and help others to get there.
122. I enjoy doing practical things for others who are in need.
123. I feel compelled to expose sin wherever I see it and to challenge people to repentance.
124. I enjoy patiently but firmly nurturing others in their development as believers.
125. I enjoy explaining things to people so that they can grow spiritually and personally.
126. I have insights into how to solve problems that others do not see.

Spiritual Gift Assessment

Instruction: Cross out the numbers below which you circled in the assessment above.
Then add up the total items you crossed out in each column and put that number in the bottom row.

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36
37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54
55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72
73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90
91	92	93	94	95	96	97	98	99	100	101	102	103	104	105	106	107	108
109	110	111	112	113	114	115	116	117	118	119	120	121	122	123	124	125	126

A = Administration
B = Apostleship
C = Craftsmanship
D = Creative Communication
E = Encouragement
F = Evangelism

G = Faith
H = Giving
I = Helps
J = Hospitality
K = Intercession
L = Knowledge

M = Leadership
N = Mercy
O = Prophecy
P = Shepherding
Q = Teaching
R = Wisdom

Understanding Spiritual Gifts

Administration

Description: The divine enablement to understand what makes an organization function, and the special ability to plan and execute procedures that accomplish the goals of that ministry

Traits: Thorough, Responsible, Goal-Oriented, Conscientious, Objective, Organized, Efficient

References: 1 Cor 12:28; Ex 18:13-26; Acts 6:1-7

Apostleship

Description: The divine ability to start and oversee the development of new churches or ministry structures.

Traits: Adventurous, Persevering, Culturally Sensitive, Cause-Driven, Entrepreneurial, Adaptable, Risk Taking

References: 1 Cor 12:28-29; Rom 1:5; Eph 4:11-12; Acts 13:2-3

Craftsmanship

Description: The divine enablement to creatively design and/or construct items to be used for ministry.

Traits: Creative, Handy, Practical, Helpful, Designer, Resourceful, Behind-the-Scenes

References: Ex 31:3; Acts 9:36-39; Ex 35:31-35; 2 Kings 22:5-6

Creative Communication

Description: The divine enablement to communicate God's truth through a variety of art forms.

Traits: Expressive, Idea-Oriented, Creative, Sensitive, Imaginative, Artistic, Unconventional

References: Ps 150:3-5; Mark 4:2,33; 2 Sam 6:14-15

Encouragement

Description: The divine enablement to present truth so as to strengthen, comfort or urge to action those who are discouraged or wavering in their faith.

Traits: Positive, Challenging, Reassuring, Trustworthy, Motivating, Affirming, Supportive

References: Rom 12:8; Acts 15:30-32; Acts 11:22-24

Evangelism

Description: The divine enablement to effectively communicate the gospel to unbelievers so they respond in faith and move toward discipleship.

Traits: Sincere, Respected, Spiritual, Commitment-Oriented, Candid, Influential, Confident

References: Eph 4:11, Luke 19:1-10; Acts 8:26-40

Faith

Description: The divine enablement to act on God's promises with confidence and unwavering belief in God's ability to fulfill his purposes.

Traits: Prayerful, Trusting, Positive, Hopeful, Optimistic, Assured, Inspiring

References: 1 Cor 12:9; Heb 11:1; 1 Cor 13:2; Rom 4:18-21

Giving

Description: The divine enablement to contribute money and resources to the work of the Lord with cheerfulness and liberality. People with this gift do not ask, “How much money do I need to give to God?” but “How much money do I need to live on?”

Traits: Stewardship-Oriented, Resourceful, Trusts in God, Responsible, Charitable, Disciplined

References: Rom 12:8; Luke 21:1-4; 2 Cor 6:8

Helping

Description: The divine enablement to accomplish practical and necessary tasks which free up, support and meet the needs of others.

Traits: Available, Helpful, Loyal, Whatever-it-takes Attitude, Willing, Reliable, Dependable

References: 1 Cor 12:28; Acts 6:1-4; Rom 12:7; Rom 16:1-2

Hospitality

Description: The divine enablement to care for people by providing fellowship, food and shelter.

Traits: Friendly, Inviting, Caring, Warm, Gracious, Trusting, Responsive

References: 1 Peter 4:9-10; Heb 13:1-2; Rom 12:13

Intercession

Description: The divine enablement to consistently pray on behalf of and for others, seeing frequent and specific results.

Traits: Advocate, Sincere, Trustworthy, Spiritually Sensitive; Caring, Peacemaker, Burden-Bearer

References: Rom 8:26-27; 1 Tim 2:1-2; Col 4:12-13; John 17:9-26; Col 1:9-12

Knowledge

Description: The divine enablement to bring truth to the body through a revelation or biblical insight.

Traits: Inquisitive, Observant, Reflective, Truthful, Responsive, Insightful, Studious

References: 1 Cor 12:8; John 1:45-50; Mark 2:6-8

Leadership

Description: The divine enablement to cast vision, motivate, and direct people to harmoniously accomplish the purposes of God.

Traits: Influential, Visionary, Persuasive, Goal-Setter, Diligent, Trustworthy, Motivating

References: Rom 12:8; Luke 22:25-26; Heb 13:17

Mercy

Description: The divine enablement to cheerfully and practically help those who are suffering or are in need – compassion moved to action.

Traits: Empathetic, Responsive, Compassionate, Burden-Bearing, Caring Kind, Sensitive

References: Rom 12:8; Mark 10:46-52; Matt 5:7; Luke 10:25-37

Prophecy

Description: The divine enablement to reveal truth and proclaim it in a timely and relevant manner for understanding, correction, repentance or edification. There may be immediate or future implications.

Traits: Discerning, Uncompromising, Authoritative, Confronting, Compelling, Outspoken, Convicting

References: Rom 12:6; 1 Cor 13:2; 1 Cor 12:10,28; 2 Peter 1:19-21

Shepherding

Description: The divine enablement to nurture, care for, and guide people toward on-going spiritual maturity and becoming like Christ.

Traits: Influencing, Guiding, Protective, Relational, Nurturing, Discipling, Supportive

References: Eph 4:11-12; John 10:1-18; 1 Peter 5:1-4

Teaching

Description: The divine enablement to understand, clearly explain, and apply the word of God, causing greater Christ-likeness in the lives of listeners.

Traits: Disciplined, Teachable, Practical, Articulate, Perceptive, Authoritative, Analytical

References: Rom 12:7; Acts 18:24-28; 1 Cor 12:28-29; 2 Tim 2:2

Wisdom

Description: The divine enablement to apply spiritual truth effectively to meet a need in a specific situation.

Traits: Sensible, Practical, Fair, Common Sense, Insightful, Wise, Experienced

References: 1 Cor 12:8; 1 Cor 2:3-14; James 3:13-18; Jer 9:23-24

General Cautions:

1. **Projection:** When we have a particular spiritual gift, it is easy for us to expect others to serve (or want to serve) as effectively in that area as we do. For example, those with the spiritual gift of mercy could criticize others for not ministering more to hurting people. We need to be careful to avoid projecting our spiritual gifts onto others and expecting everyone to be like us. We are all fearfully and wonderfully made. We all have different gifts according to the grace given us.
2. **Elevation:** There is a real temptation to hold our spiritual gifts up as more helpful to the body than other spiritual gifts. It is important to remember that all the gifts are important and make significant contributions to the ministry of our church and the universal church.
3. **Rejection:** If we deny the truth and do not accept or use God's spiritual gifts, we hinder his work in the world. He has selected which spiritual gift(s) he wanted each of us to have. If we use God's gifts wisely, we will hear: "Well done, good and faithful servant! You have been faithful with a few things; I will put you in charge of many things. Come and share your master's happiness!" (Matthew 25:21)

FOR REFLECTION

1. What was the most recent leadership challenge that you accepted? Describe the details involved in that process.
2. What leadership challenges have you personally used to attract other potential leaders into leadership?
3. What is the most important practical leadership skill you have? How did God build that skill into your life?
4. How far along in the giftedness development pattern are you?
5. After you have worked through the Spiritual Gifts Inventory, describe what you know about your gift-mix.