



# The Making of a Great Leader

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**Facilitator: William “Bill” M. Easum**

# So, Why Should We Listen To This Easum Guy?

Bill Easum has a thirty year track record of growing congregations in two denominations. His last church, which he pastored for twenty-four years, grew to the largest United Methodist Church in South Texas. His record of "evangelization" and "social justice" ministries was acknowledged by Industrial Areas Foundation in New York as one of the finest examples in North America.

The past fifteen years, Bill has served as a consultant to congregations and denominations. In 1986 he founded 21<sup>st</sup> Century Strategies which in 2000 with Thriving Church Consultants and became Easum, Bandy & Associates (EBA) with his new partner Tom Bandy who offices out of Canada. EBA serves the U.S., Canada, Australia, and New Zealand. Bill has personally worked in over 500 congregations, some of which are the largest in the nation, and has taught hundreds of thousands of leaders.

Bill is the author of numerous best-selling books such as *Sacred Cows Make Gourmet Burgers*, *Dancing with Dinosaurs*, *Leadership on the OtherSide*, *Unfreezing Moves*, and *Beyond the Box*. His most recent book, written with Bil Cornelius, is titled *Go Big: How to Have Explosive Growth*.

A few of the areas in which Bill consults are church planting, multiple site congregations, demographics, local church consultations, church growth seminars, stewardship, lay ministries, social justice, small groups, spiritual gifts, postmodern ministry, small church dynamics, systems thinking and organizational transformation, strategic mapping, using the Ministry Audit, and leadership development, to mention only a few

Bill is a graduate of Baylor University, B.A., Southwestern Baptist Theological Seminary, M.D., and Perkins School of Theology, S.T.M.

# Session One: Foundations for Leadership: It's Not Kansas Anymore Toto



## Metaphors and Images Will Guide Us

### The National Park vs The Jungle

Before you can reach Postmoderns you have to know a few things about their world. Six metaphors will guide our journey today: Jungle versus National Park, Wormhole, a computer game, Multiple Personalities and Spiritual Midwives.





Let your imaginations run wild as you think about the difference between the National Park and The Jungle and how this explains the difference between the world that was and the world that is emerging. How many comparisons can you come up with?

Here are a few I came up with.

### **National Parks**

- Are neatly laid out
- Predictable and slow to change
- Warn you about dangers animals
- Provide adequate shelter
- National parks change very slowly
- You are entitled to the experience
- National Parks can be traveled alone
- You don't need a compass or GPS
- When you look up you can see the horizon

### **Jungles**

- Nothing is neatly laid out
- Nothing is predictable and changes are fast
- Predators are everywhere
- You are on your own for shelter
- Changes from day to day
- You're not entitled to be there
- No one goes into the Jungle alone
- You have to have a compass or GPS
- When you look up you cant see the sky much less the horizon

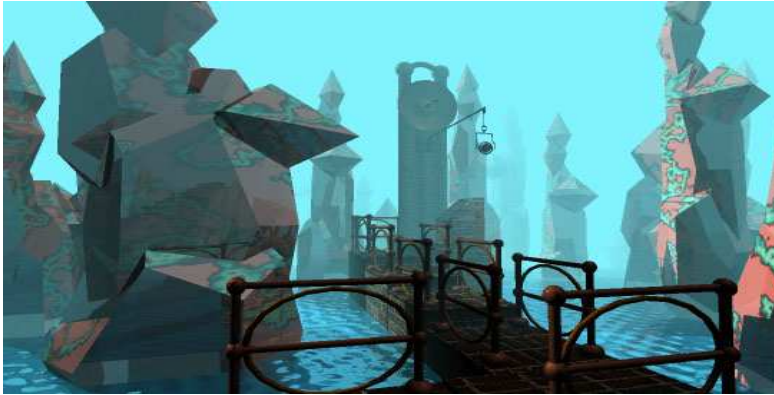
What comparisons would you add to the lists?

**You are now living in the jungle!**

The problem is there is just enough National Park left in the world for the church to hide

in the past.

## Guess What Metaphor this One Is?



Do you know what best selling computer game this image comes from? If you do and you've played the game you know that the postmodern world doesn't have any set rules yet and what rules it may have change from worldview to worldview.

Because we are living in a world between rules, there is no one way to reach postmoderns. However, there are some emerging guidelines to make sense out of the jungle.

➤	Propositional truth	Embodied Truth
➤	Ultimate value	Situational values
➤	Dualism	Dualism rejected
➤	Print culture	Digital culture
➤	Linear world view	Loopy world views
➤	Credentialed pros	Called and gifted amateurs

Scientists have a word for what is happening today. They call it

## A Wormhole



Like the emerging world we don't even know for sure wormholes exist. But if they do whatever goes into them either disappears forever or is totally changed. The only thing for sure we can say about the emerging world is that it is

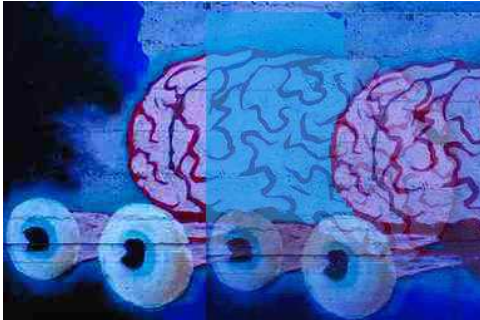
set on speed, blur, and flux. In such a world about all we have to offer is the unchanging Jesus.

In the modern world every thing, including humans was viewed as a machine, so things were thought to be predictable. Then came quantum physics and the emerging world was viewed as organic and thus alive and unpredictable. People, like plants, grow and evolve based on how many birds poop on them and where, and from what direction.

So, leadership in such a world does not revolve around irrefutable laws or even principles, but clues. Intuition becomes as important as knowledge.

So now, the emerging world requires leaders provide a variety of things: Community, Experience, companionship, character and purpose, and sense of direction, hope, and authenticity.

## A Multiple Personality World



Unlike Modernity we are now in an either/or world where absolute truth is in the mind of the beholder. The old question, “If a tree falls in the forest and no one hears it, did it really happen.” The new world says “No, not if I didn’t hear it. If I didn’t experience it, it didn’t happen.” Think what this says about such things as preaching, infant baptism, and bible study.

Every day it becomes clearer that the church world has split into three camps.

- the dying mainline denominational church
- the large, thriving mega church like Bay Area
- and the small ancient-future church.



# So, How Do You Lead in the Emerging World?

## The Spiritual Midwife and the Incubating Church

Leadership in the emerging world looks more like a midwife than a CEO.

The best metaphor for leadership is “spiritual midwife.” Again let your imagination run wild as you think of the comparisons between a midwife and a spiritual midwife.

It takes a different kind of church and leader to reach postmoderns. More postmoderns are not growing up in the church. In fact you are more likely to be postmodern if: you didn’t grow up in church and if you were mentored by your peers.

### **Spiritual Midwives**

Here are the images the metaphor conjures up for me. What else do you see?

- Never gives the expectant mother a choice of whether or not to give birth.
- The primary role of the spiritual midwife is to create an environment in which people are encouraged to give birth to the God-given potential within them
- Spiritual midwives exercise a strong physical, spiritual, and psychological presence before and during the birth process.
- Spiritual Midwives work only with those who are spiritual pregnant.
- Spiritual Midwives are servants, not professionals.
- Spiritual Midwives take their clues from the expectant.

For more on spiritual midwives see my book, *Growing Spiritual Redwoods*, Abingdon, pp.183-196.

Leadership then becomes more like a spiritual director than a CEO. For more on spiritual directors see my book, *Leadership on the OtherSide*, Abingdon, pp.116-121

### **The Incubating church**

Postmoderns usually need to belong before they believe. That’s why we must think of the church as an incubator of faith. What “newbies” experience in us determines their destiny.

Most people are blank slates when they first connect with Christians or with a church. They are like new born infants not able to sustain life. Therefore, the church has to

incubate them for a while. During this time we write on those slates more by how we relate to one another than what we say or preach. That's why hospitality is so important and a conflicted church never grows.

What does your church write on their slates once they connect with you?

What images come to mind when you think of newbies and incubator?

In such a world leaders think more like missionaries than pastors.

Where are the best places to incubate newbies?

- Worship
- Networks and One on one relationships
- Small groups

## Worship

Worship doesn't help people grow but it has to be relevant enough to keep them long enough for them to be nurtured into spiritual growth. Relevant worship is in the language, technology, and culture of the people you are trying to reach.

What does this image say to you about worship?



## Networks

Things like the Four Spiritual Laws don't work like they used to. The principles are still valid, but today it is all about networks and relationships. Relations are to the 21<sup>st</sup> century what place was to the 20<sup>th</sup> century. For this reason the transformation of an individual often takes more time than in the past. So, what do you do to foster relationships outside of the church setting?

We are learning from missionaries abroad that the sooner you get someone involved in service, even if they are not a Christian, the more likely that person is to find Christ or grow deeper in their faith. So, how many avenues of service does your church have for non-Christians or newbies?

## Small Groups

I seldom see a thriving church of any kind without intimate small groups based on leadership development, incubation, and multiplication. These groups are not Bible studies but are about behavior modification and community groups that use the Bible. They grow and multiple because the both incubate and reach out.

## The End Result of All of This?



What is it about your relationship to Jesus that your neighbor can't live without knowing?"

How can I be rabid about Jesus and not be a bigot?

## Summary

- The meta narrative has been replaced by your personal story.
- The Socratic method is more effective than proclamation.
- Helping people find God through relationships with Christians is essential.
- Never assume the Bible is accepted at face value.
- Never try to be someone your not!
- Do not separate conversion from discipleship.
- Faith sharing is a mind-set and a way of life rather than a program or model.
- In the past we could preach people into the Kingdom. Today, we must love them in.
- Today you reach the soul through the heart on the way to the mind instead of through the mind on the way to the heart.

# Session Two: Good to Great Leadership

The world is running out of world class leaders and the church leads the way. Christianity is full of mediocre and good leaders. But God expects more from us.

What's wrong? We have moved out of the National Park into the Jungle and most Church leaders still try to lead as if they are in the National Park.

## **A variety of reasons keep mediocre leaders become great leaders.**

- ✚ They don't crystallize their Calling to the point that it is laser sharp. The National Park could have a generic call; the Jungle requires a more specific call. Mark Driscoll is a good example. He said, "God called me to plant 1,000 churches in my life time."
- ✚ They allow others, rather than their call, to set the agenda. In the Jungle if the guide allows someone else to lead it spells death.
- ✚ They spend too much time at their church and don't see what others are doing. Most good leaders are adaptive leaders, that is they borrow from what they see others doing.
- ✚ They spend most of their time with people of less leadership skills than they have. Great leaders develop networks with other great leaders and hang out with them whenever possible.
- ✚ Working too many hours with not enough time to step back, detach from the mission, and ask the "why" questions. Once you pass 50 hours a week you have to work harder to achieve the same results. Like a hamster on a treadmill, as long as you stay on it you never ask the "why" questions. Great leaders have figured out that it is never how many hours they spend in ministry that counts, but who and what they spent those hours on.
- ✚ They don't take care of themselves. Great leaders realize a leader can't give what a leader doesn't have. So, instead of working themselves to death micro-managing things, they spend unusually large amounts of time on their own spiritual, mental, and physical well being.
- ✚ Either moving too often or not being able to attract a long tenured staff. Great leaders have long tenures and have an uncanny ability to attract and keep other great leaders who resonate with their calling.
- ✚ Aren't risk takers who thrive on innovation. How low is your comfort level with change? Great leaders are willing to take the bold, calculated risks that others are unwilling to take or can not see the benefit of.
- ✚ They work in a command and control environment. Most leaders I know who have moved from good to great have found ways around the denominational polity. Great leaders ascend beyond any boundaries that might hamper their ability to give leadership to the church. In denominational life this means figuring out how to circumvent the polity
- ✚ They confuse lean with being fiscally conservative. Great leaders know it is not how much money you have or save but how strategically you spend what money you do have.
- ✚ Failure to externally integrate into the surrounding community or city. Failure to

make all areas of ministry indigenous to the surrounding community. Great leaders know that in order to reach the lost ministry has to be indigenous to the surrounding community.

- ✚ They focus on developing quality programs more than raising up quality leaders. Great leaders focus the majority of their time mentoring and coaching of potential new leaders.

- ✚ They spend too much time fixing problems and putting out fires. Great leaders see one of the primary roles to be that of creating a culture as well as removing barriers that stand in the way of the success of their staff and key leaders.

## **What then do great leaders actually focus their ministry on?**

- ✚ Each of these leaders is dominated by a Kingdom Mentality. They aren't content with their church reaching the community. They want their church to be *in* the community, relating to it, loving it, and transforming it. In biblical fashion, they are concerned with more than just personal salvation

- ✚ Each of these leaders has a Release Mentality. Leadership development is at the heart of their ministry. They exist to equip, empower, and set *all* of God's people into ministry within and beyond the congregation.

- ✚ Mission dictates their partnerships/relationships. When pastors become servants to a broader vision of God's work in a community, everything changes. They go from leading just their church to serving God's vision in partnership with other pastors and churches.

- ✚ They have a servant's heart. They are not command and control type of leaders.

- ✚ Rather than developing programs to involve people, these leaders focus on intensive, on-the-job modeling of everyone in their congregation. Leaders, at every level of the congregation, are equipped and encouraged to carry out the Great Commission, not just to be theologians.

- ✚ Methodology is relatively unimportant compared to one driving passion – does it transform people and community.

- ✚ Prayer, obedience to God, and following Scripture runs through the fabric of these leaders.

- ✚ Great leaders do not see any limitations to their ministry. This passion can not be taught or programmed. It is a "God thing."

## **Great Leaders have a number of key qualities but the following stand out above all the rest.**

- ✚ Passion – Great leaders want something so much they are willing to do whatever it takes to accomplish it. This is perhaps the most important quality of a great leader.

- ✚ Intuition - Since no one knows for sure what will work in the emerging world great leaders have to rely on intuition more than education.

- ✚ Imagination - The ability to get off the treadmill long enough to ask new questions. Instead of doing the same things and expecting something new, they try new things. What new questions are you raising?

- ✚ Self-regulated – Great leaders know their strengths and weaknesses and never allow anything to throw them off balance.

- ✚ Persistence – Great leaders don't give up on something they are convinced God wants them to do.

- ✚ Conviction – Great leaders seek God's will and when they feel they have found it they go for it with all they have.



Responsible – Great leaders take responsibility when they mess up and own up to it and learn from it.

## **Session Three: The Transition To Great Leadership How Great Leaders Think and Feel**

As a result of over 600 consultations in a variety of groups, we've discovered that three levels of church leaders exist. Track One leaders are focused on Church Renewal. As such they are focused on reversing decline, revitalizing the institution, and overcoming obstacles, and seldom see opportunities. Track Two leaders are focused on developing a faith community. As such they focus on developing leaders, starting new Initiatives, and seizing opportunities. Track Three leaders are focused on missional movements. As such they focus on multiplying missions, reproducing leaders, cross-over cultures, and create opportunities!

### **Track One Leaders Poor Leaders**

Maintenance  
Survive  
Revitalize  
Grow a church  
How can our church thrive?

Work hard  
Conserve what we have  
Serve the church  
Protect heritage  
The way we've always done it

Be a Chaplain  
Been to seminary  
Committees are good  
Work with members

Avoid change  
What does our polity say?  
Elect office holders  
The church is everything

I'm a Pastor  
"Here I stand"  
Bureaucrat  
I'm a mechanic

### **Track Two Leaders Good Leaders**

Add  
Grow the church  
Grow the church  
Plant a church  
How can we do great things?

Delegation/Empowerment  
Risk taking  
Grow disciples  
Relocation  
Don't fix it if it ain't broke

Be a Spiritual leader  
Learning new skills  
De-centralize  
Train volunteers

Look for new opportunities  
How do I get around the polity?  
Train key leaders  
A thriving church is what counts

I'm a transformational leader  
I'm flexible  
Team leader  
I'm a communicator

### **Track Three Leaders Great Leaders**

Multiply  
Start a movement  
Change the city  
Church planting center  
How can all the churches do a miracle?

Be an advocate  
Rewarding failure  
Multiply missionaries  
Multiple sites  
If it ain't broke, fix it

Be a Spiritual giant  
Radically trusting God  
Spiritual disciplines  
Develop disciplined servants

Create new opportunities  
What polity?  
Be a model for everyone  
The Kingdom is everything

They say I'm an Apostle  
I can be Charodic  
Collaborator  
I'm a gardener

## Exercises:

**Exercise One:** Take time now to circle the item in each column that best describes the way you think.

If any of your circles are in the first column, this is where you must begin in changing the way you think. These will be the most difficult because the culture of the church probably supports them.

If any of your circles are in the second column, this is a strength you can focus on to move to the next level. To do so, you will probably have to learn a new skill set and change the way you spend your time.

**Exercise Two:** Go back through and put a check beside the item in each column that best describes how you actually function.

If any of your circles in the second column aren't supported by a check mark, you need to focus on moving this item from your heart to your head.

If any of your circles in the third column aren't supported by a check mark, these are the items that you are must move from your heart to your head.

If you have items in the third column that have a check mark but aren't circled, you need to move those items from your head to your heart.

If you didn't circle more than four of column three, you need a bigger vision to move from good to great. You are probably either working too many hours.

If most of your circles are in the first column you should be in this seminar.

**Exercise Three:** Based on these exercises, where do you need to focus your leadership skill building?

## What Skills Do I Need to Learn?

### NATIONAL PARK

Expository Preaching  
European Theology

Confirmation Class  
Coaching Congregational Programming

Institutional Administration  
Strategic Planning

Hierarchical Accountability  
Committee Development

Sacramental Uniformity

### JUNGLE

Motivational Story Telling  
Apostolic Faith

Teaching Core Leadership  
Culture of Equipping

De-centralized Administration  
Ministry Mapping

Congregational Identity Building  
Mission Team Development

Discernment of Spirit in Culture

Ability to use 16th Century Technology

Comfortable with constantly updateable technologies

One-to-one Ministry  
Large Group Management  
Teaching

Multiplication of Ministry  
Multiplication of Groups  
Mentoring

Property Management  
Ecumenical Cooperation  
Professional Development

Community Development  
City Reaching Movements  
Faith Models

Evangelism Programs  
Membership Assimilation

Lifestyle Evangelism  
Gifts Discernment

## session four:

# Great Leaders Grow Other Leaders

A great leader's worth is not in what they accomplish but in what they cause to happen in the lives of other people. For a pastor this first means how they help either their paid or unpaid staff grow.



Great leaders are always on the look out for potential leaders. You get what you look for. This is where the growing people rather than growing a church takes center stage. The key is to shift your lifestyle from a doer of ministry to a scout.

Great leaders put some form of system in place to grow their leaders of the future.

At this point the key mind-shift is: Not "What must I do today?" But "Who will I equip today?" Instead of

a "to do" list great leaders have a "to be" list.

## Farm System

A Farm System is one of the best methods of growing leaders. A farm system is a way of watching how people perform with small tasks in order to entrust them with more significant ministry.

Example is New Hope Christian Fellowship in Honolulu. Just about everyone starts cleaning the facilities including the toilets. Even the ex-Supreme Court Judge, Elwin Ahu, started cleaning toilets and is now the Executive Pastor.

Consider the following possibility of a farm system.

First, the congregation must function as an incubator of faith. A conflicted congregation

can never develop a farm system. A farm system requires that people are regularly feed. For this to happen, Pastors must function like shepherds. John 21: “*Jesus said to him, ‘Take care of my sheep.’*” Peter never saw a shepherd feed a sheep, so what did he hear Jesus say?

Shepherds had three roles in Jesus' time.

- To insure that the sheep were in a safe environment in which they could feed.
- To help them grow for the sole purpose of reproducing more sheep.
- To keep them mobile --- otherwise they would run out of food.

The point: Sheep beget sheep; shepherds do not. Shepherds don't feed sheep. Sheep have to be mobile enough to move from pasture to pasture to find food

Second, you have to realize there are different levels of leadership that you move people through.

- Leaders of Leaders –highest level
- Leaders of Systems – Like Lay Mobilization
- Leaders of major ministries – Like a small group system
- Leaders of programs, short and long term – like Sunday School or VBS
- Leaders of committees – Lowest level of leadership
- Apprentices in training –
- Visitors

Third, you have a system in place for Identifying, inviting, equipping, discerning, deploying, and coaching these folks.

Finally, all staff has to support and work the system. As far as I was concerned, if each staff person identified thirty-five new leaders for the coming year, that person had a secure place on the staff. This is the best role for staff to play no matter what style of church you are developing.

What does a farm system really mean? Great pastors don't pastor the church; they pastor the leaders of the church. They spend most of their time with the inner core of leadership --- the Peters, James', and Johns.

## The Fractal Method

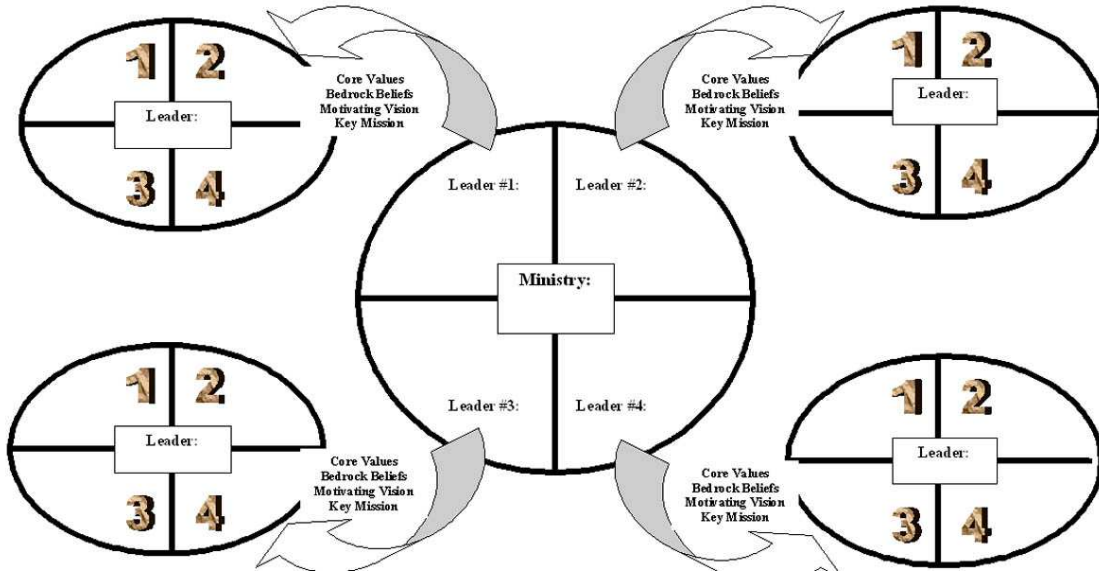


The Fractalling method is one of the best methods of growing new leaders I have ever seen. It basically means everyone is expected to train everyone. No one in the congregation from first time visitor to long timer is left out of the process.

*“Who can I get to team with me on this mission?”*  
*“How can I break this project down into small enough pieces to include lots of people in the mission?”*

### Fractal Exercise

Identify a ministry, and fractal the leadership as you see it in your congregation.



## 21<sup>st</sup> Century Leadership Fractal

