

# Increasing Capacity as a Leader

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## Introduction:

- A. We have only 24 hours each day.
- B. How do we increase our capacity for effectiveness?
- C. A pastor of a growing church in Austria did all aspects of ministry and asked once, “How do I increase capacity as a leader.”

- 1. This got me thinking.
- 2. I want to share some ideas today.

I. Moses was the leader of the young nation of Israel and Jethro had some advice for him. The speaker reads the entire chapter of Exodus 18.

A. God has given us responsibility and we cannot abdicate.

- 1. But we can teach others to lead.
- 2. We can select spiritual, reliable men that can help us.
- 3. We can appoint them responsibilities among the people.
- 4. The difficult cases we need to handle ourselves.

B. What are the results?

- 1. More will be accomplished.
- 2. We will have more time.
- 3. More will be done by others.
- 4. There will be less stress for Moses.
- 5. The people will be more satisfied.

C. I shared these points with my pastor friend who was thinking of increasing his capacity and he asked, “How do I begin?”

- 1. We looked at all the things he did.
  - a. Teaching and preaching.
  - b. Visitation.

- c. Missions.
  - d. Neighborhood outreach.
  - e. Prayer.
  - f. Ceremonial responsibilities like weddings, etc.
2. We asked my friend what he feels he wants to do and does well.
- a. Teaching, preaching, and greeting new members.
  - b. Evangelism.
3. We asked what he is not really good at.
- a. Counseling.
  - b. Sunday school administration.
  - c. Visitation.
  - d. Missions.

D. What happens when we don't increase our capacity as leaders?

- 1. The body suffers. (1 Corinthians 12)
- 2. People are dissatisfied, not using their gifts.
- 3. The leader becomes frustrated by unmet expectations.
  - a. Circumstances dominate the day.
  - b. We cannot accomplish our objectives.
- 4. We operate in non-gifted areas.

II. Let's examine your ministry.

A. I want you to identify the things you feel are essential for you in ministry and not essential.

B. How do you make the changes to reorganize your ministry?

- 1. We develop others by progressively:
  - a. Direction; increasing responsibility of others under our ministry to do only what we instruct them to do.

a. Coaching; releasing others with general instructions and they must be creative in accomplishing the task report back.

b. Supporting; providing help for others to do the work of ministry.

1. Moving too quickly to delegating can be harmful.

2. We need to train with guidelines.

3. The leader is a consultant.

c. Delegating; the leader gives authority to others to accomplish ministry goals.

2. This stair step process gives the leader more time to do what he is gifted to do.

C. In my friend's ministry we began with education.

1. We looked for people to potentially take over the ministry of education.

a. We began training them and they developed classes.

b. Within a few months they progressed to coaching level.

c. They moved forward slowly and succeeded.

2. In missions my friend moved too quickly to delegation and he failed.

a. My son moved too quickly in driving a car, wanting to move to delegation.

b. He needed to move slowly so he felt capable.

D. The speaker takes questions and someone asks about doing this in the family.

1. Break down areas of responsibilities.

2. With my new administrative assistant we moved to delegating in every area except finances.

E. I want you to take one of the responsibilities of ministry and apply the principles.

1. Identify the areas you feel called to and areas you want to hand over to another.

2. A handout called The Changing Role of a Leader identifies key areas.

a. At the directive level

1. Leader has initiative.

2. Leader has the authority.
  3. The role of the leader is to direct.
    - i. People who live here do not grow.
    - ii. Directive leaders stifle growth.
  - b. At the coaching level.
    1. Both have the initiative.
    2. The leader still has authority.
    3. The leader is a facilitator.
  - c. At the supportive level.
    1. Both have initiative.
    2. Both have authority.
    3. Leader is a consultant.
      - i. He sets up times for accountability.
      - ii. He is still the leader.
  - d. At the delegation level.
    1. Both have initiative.
    2. Both have authority.
    3. Leader is a counselor who is available to help only when the delegated person needs help.
3. If a leader has a man who wants to be a teacher what can we do to help him?
- a. In directing;
    1. Get an experienced teacher to train him.
    2. Give assignments to read on teaching or seminars on teaching.
    3. Have him observe others with the gift of teaching.
    4. What do I learn as he reports back to me?

- a. I learn where he is.
- b. I learn his abilities.
- e. In coaching what could I do for him?
  - 1. Give him partial responsibility for a class.
  - 2. Evaluate his performance.
  - 3. Allow him to express his thoughts.
  - 4. Help him prepare a lesson.
- f. In supporting what could we do?
  - 1. Give him a class to teach.
  - 2. Evaluate his performance.
  - 3. Do some vision casting with him.
- g. At the delegation level we will have qualified workers.

## II) Review.

- A. Don't give away your responsibility.
- B. Train others to help with your responsibility.
- C. Progressively work with them to achieve their highest level of ministry.
- D. Selection of people is important but I have not been able to develop this idea here.
  - 1. Look for faithful men. (2 Timothy 2:2)
  - 2. Not everyone belongs on the delegation level.
  - 3. Some are happy to be supporters or coaches.
- E. Read a good book on developing leaders
  - 1. *The One Minute Manager*
  - 2. *Leadership of the One Minute Manager*
  - 3. *Church of Excellence.*
  - 4. Oswald Sanders also has a good book on leadership.
  - 5. *Pursuit of Excellence.*