The Responsibilities
of Leadership

By

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I. Introduction

Leadership is an important function in the life of any organization. It has been severally said that "everything rises or falls on leadership".

Proper leadership is crucial for the church today. The future demands that we have church leaders who are transformational in their approach and who also understand their roles, how to exercise authority, and even how to be under authority.

This workshop deals with leadership roles and authority. Before then, we need to look at various definitions that have been given for Leadership.

II. Definitions

A. Leadership

The basic definition that has been agreed upon by many people is that given by John C. Maxwell:

LEADERSHIP IS INFLUENCE! NOTHING MORE, NOTHING LESS

Other Definitions that have been given include:

"Leadership is a process whereby an individual influences a group of individuals to achieve a common goal."

- Northouse (2004, p 3)

"Leadership is an influence process that enable managers to get their people to do willingly what must be done, do well what ought to be done."

- **(**Cribbin, J.J. 'Leadership: strategies for organizational effectiveness' New York: AMACOM (1981)

"Leadership is the art of influencing others to their maximum performance to accomplish any task, objective or project."

- Cohen, W.A. 'The Art of a Leader' Englewood Cliffs,NJ: Prentice Hall (1990, p. 9)

"Leadership: the art of getting someone else to do something you want done because he wants to do it."

- Dwight D Eisenhower (1890 - 1969) US Statesman

All these definitions have one thing in common: that <u>TRUE LEADERSHIP INFLUENCES PEOPLE TO ACT WILLINGLY IN CERTAIN SITUATIONS, TO ACHIEVE THE INTENDED TASK.</u>

B. Christian/Spiritual Leadership

> Spiritual Leadership is moving people on to God's Agenda.
> *-Henry and Richard Blackaby*

III.   Truths about Leadership and People

- People are a church's most appreciable **ASSET**
- A leader's most important asset is **PEOPLE SKILLS**
- A good leader can lead various groups because leadership is about **PEOPLE**
- You can have people skills and not be a good **LEADER**, but you cannot be a good leader without people skills.

IV.   Leadership Roles

In this section, we are basically answering the following questions:

1. "What is Leadership Supposed to Do?"

2. "What is expected of Leadership?"

3. "What responsibilities are placed on Leaders?"

The subject of Leadership is wide and one cannot assume to address all the responsibilities of leadership within the allotted time. However, we shall look at the broad expectations of Christian leaders especially in the church set up, since this is the context that we are addressing in this seminar.

The roles that the leaders emanate from qualities that they have that distinguish themselves from followers.

The following are the roles of leadership in a church set up[1]:

FOR THIS SEMINAR WE DEAL WITH TWO MAJOR RESPONSIBILITIES NAMELY:

1. DEVELOP RELATIONSHIPS

2. DEVELOP RESOURCES

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[1] Leighton Ford, *Transforming Leadership: Jesus' Way of creating Vision, Shaping values and Empowering change.*(Downers Grove, Illinois:IVP,1991),pp.49-273 (especially for items 2,3,4, 6,7,8).

THE RELATIONSHIPS OF A LEADER

I. DEVELOP RELATIONSHIPS

A. Relationship with God: Grow in your relationship with Christ: a thirst for God brings:

i. Grow in Character of Christ: Strong character enables leaders to possess integrity, to earn trust, to gain respect, to experience consistency, and to communicate credibility. A leader may be effective in other areas but if they do not have character, they may not last long.

ii. Grow in Compassion for the lost: Compassion is a virtue that takes seriously the reality of other persons, their inner lives, their emotions, as well as their external circumstances. Good leaders are tough on the inside--driven by principles. Yet, they are soft on the outside, compassionate toward those they lead. Good leaders never lose their heart for people. They don't allow the push for results to blind them to the centrality of relationships. Think about the great leaders in history--from Jesus Christ, the most followed leader ever, to Mother Teresa and Martin Luther King in the 2oth century--timeless leaders combine competency with compassion.
"When Jesus saw all the crowds, he had compassion on them, because they were harassed and helpless, like sheep without a shepherd: 'Then he said to his disciples, *The harvest is plentiful, but the workers are few. Therefore ask the Lord of the harvest to send out workers..."* Mt 9:37-38a

iii. Grow in Courage for ministry. It takes courage to implement change. Having courage means facing fears and taking stands. It means acting brave when we don't really feel brave. Leadership is the ability to hide your panic. Remember Joshua 1:6-9

iv. Grow in Competency: develop in doing your task well. Be able to continually convince your followers both by word and deed that you are competent enough to get the job done.

v. Grow in Convictions: A conviction is a strong belief that so governs your decisions that you are willing to die for it. Convictions usually revolve around the values a leader embraces

vi. Grow in Commitment: Conviction goes hand-in-hand with another important principle--commitment. Commitment is needed most when a leader encounters routine obstacles or unsettling failures. (The example of Nehemiah: He had all the reasons to excuse himself from wall building but he was committed to it till it was done).

vii. Grow in Charisma: It is the ability to draw people to you--being a magnet for people. Let people enjoy being around you because you attract them to yourself. Love people

B. Relationship with Yourself: Self-Development for Effective Ministry

The leader cannot take others where he has not gone. As such, it is important that the leader invests in personal growth. It is important for you to continually grow in order to be a healthy, long lasting leader. A good leader should grow in:

1. Steward

While performing their role as stewards, leaders must make sure that they guard the use of time, finances and other resources that are placed in their disposal. Depending on what level of leadership we find ourselves, the extent to which organizational stewardship applies varies from one leader to another. However we are all assigned people and resources and we need to be accountable with them.

Basic guidelines on stewardship:

i.   Recognize God as the owner of all things (Gen 1:1; Rom 11:35-36).
ii. Resist the temptation towards mismanagement of time, finances and resources
iii. Release the first part of your income (tithe) to God before making any financial decisions (Prov.3:6,9-11, Malachi 3:10ff)
iv. Remember that you are required to be faithful as a steward (I Cor. 4:2)

2. Strategist/(Planner)

The idea here is that the leader is a planner. Proper Planning ensures that the organization/church is heading in the right direction. It has been said that proper prior planning prevents poor performance. In Planning, the following issues are important:
- Plan to Plan: Time should be allocated to the process of strategic planning.
- Determine your primary purpose: Why do you exist? Plan in line with Mission and Vision.
- Assess the situation: Your Plan for the future should not ignore the present from all angles.
- Set SMART goals and identify possible obstacles.
- Manage resources, Monitor Progress and Study the results for future actions.

3. Struggler:(grow through struggle)

In process of delivering his mandate, the leader will encounter various struggles. The struggles should not be avoided for they are part of the making of a leader. Some of the struggles include[2]:

i.   **Loneliness:** There are times when a leader faces an inner struggle in face of opposition. He may even be in the presence of a crowd but no one seems to understand him. Remember Elijah's cry: "I and I alone am left" and Jesus Cry "Eloi Eloi Lama sabachtani?"

ii. **Stress**: Many church leaders suffer from stress related conditions.

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[2] Tokunboh Adeyemo's Book, entitled, Africa Enigma and Leadership Solutions, pp.42-43.

iii. **Loss of Privacy and reduced time for self and family**: Leadership turns leaders into public asset with many demands on their limited time.

iv. **Unforgiveness**: Leaders get roasted for common errors and sins that followers get away with. Some people fail to forgive you for wrongs you did not commit.

v. **Sleeplessness**: Most leaders work or pray late in the night. No wonder some public figures doze on stage in meetings.

vi. **Being misunderstood:** Sometimes Leaders are misunderstood by the same people they were trying to help. The pain is made greater if they are close friends. Conflict will arise in the process of your leadership. Manage conflicts well.

vii. **Vengeance**: The temptation to hit back or revenge on your critics, or become dictatorial or give up.

viii. **Rest:** No time for rest, reading and recreation. Leadership is a struggle for balance. Jesus often went for personal retreat.

ix. **Reduced or no intimacy with God:** many leaders struggle with keeping their devotional life intact. When this happens, everything else suffers.

x. **Satanic attacks:** The moment satan knows that your decision is to be a servant leader and make a difference is firm, he will do all he can to eliminate you. But be of good courage, for greater is the One in you than the one in the world.

4. Seer (grow in vision)

A leader should have a steady vision. He should see before others see. It is the leader's role to capture and implement the God-given vision for the organization or department he is leading. In a church set-up, it may be aligning the activities of the department the leader is in charge with the bigger vision of the church.

The leader must have and create in others a **clear mental picture of a better tomorrow, given by God, which moves a person to believe that it not only could be done, but it should be done.**

The leader should be able to see things in a way that compels others to pay attention. He must paint the vision to the followers in such a way that it burns with an intensity that draws them to it[3].

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[3] Ibid. p.101

See the blessings ahead
See the evils ahead
See the opportunities ahead

What should a Leader See?
- Leaders should see **Potentia**l while others see **Problems**
- Leaders should see **Bearings** where others see **Barriers**.
- Leaders should see **the Supernatural** while others are baffled by the **natural.**
- Leaders should see the **Invisible** while others are preoccupied with the **Visible.**
- Leaders should see **things as they could be** even as others **see things as they are.**
- Leaders should see **a new beginning** where others see **a dead end.**

When they see a vision, leaders must find a way to communicate that vision to their followers.

C. Relationship with the flock

1.Shepherd (I Peter 5:2,3;Psa.78:70-72)-grow in shepherding.

In performing this role, we must emulate Jesus the Good Shepherd. How do we perform the role of a shepherd in church leadership?

a. Remember their names. The shepherd knows each sheep by name (John 10:3, 14, 27). Leaders have no excuse for saying, "I am hopeless at remembering names''. People feel loved and appreciated when you refer them by their names.

b. Remain approachable to them. The shepherd is always with his sheep. Jesus said, "I am among you as one who serves" (Luke 22:27b). We must get alongside our people, if we are to know and serve them well. We should not be detached in such a way that securing an appointment with us is next to impossible.

c. Remain ahead of them. The shepherd leads the flock and they follow him. It is your responsibility to remain ahead so that you can guide them to the right pastures. You can never lead them to a place you have never gone! Leaders are pace setters, trailblazers and examples among the flock. *Leaders must know the way, go the way, and show the way.*

d. Respond to their needs. The shepherd has deep concern for the lost sheep.(Matthew 18:12-14). He leaves the 99 to look for one which is lost. MOST PEOPLE *THINK their situation is unique, their problems are the biggest, their faults should be overlooked and their time is most precious.* Help them to see the bigger picture and respond to people according to the type of people they are.

e. Risk for them. The good shepherd is ready to risk his life in the process of protecting the sheep. There will be thieves and robbers who will be out to threaten the safety of the sheep (John 10:10). The Leader-Shepherd must be prepared to protect the sheep even if it means laying his life for their sake as the good shepherd did (John 10:11,15,17,18).

2. Sustainer/Mentor.

Leaders should mentor future leaders. This is what will ensure keep the momentum going even after they are gone. Good leaders should be able to prepare for their exit.

When time came for Aaron to die, God asked him to remove the priestly garments before he died. They were then passed on to his son. This seems to typify that the continuity of ministry and of anointing is not supposed to die with the passing generation but should be given to the succeeding generation.

The diagram below represents the process of mentoring future leaders[4]:
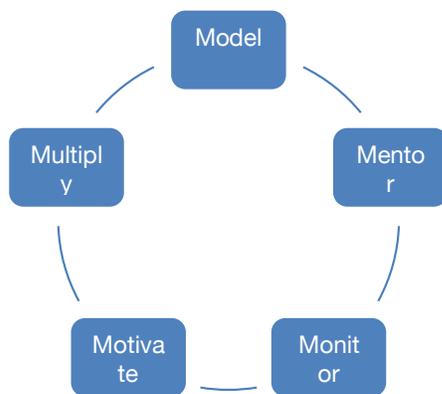
EXPLANATION OF THE DIAGRAM ABOVE: THE PROCESS OF TRAINING FUTURE
LEADERS FOR SUSTAINABILITY OF THE CHURCH'S MISSION AND VISION

- STEP 1: Model (I DO IT WHILE YOU WATCH)

The process begins with the mentor doing the tasks while the mentee watches. Be sure to give the mentee the opportunity to see the whole process. Too often the mentor begins in the middle of the task and confuses the mentee. When the mentee sees the task performed correctly and completely, it demonstrates the process to imitate.

- STEP 2: Mentor (WE DO IT TOGETHER)

During this next step, the mentor will continue to perform the task, but this time the mentee comes alongside and assists in the process. Take time to explain not only the *how* but also the *why* of each step. There should be lots of communication happening at this stage.

- STEP 3: Monitor (YOU DO IT AS I WATCH)

At this point, the mentor and the mentee exchange places. The mentee performs the task and the mentor will assist and correct. It is especially important during this phase to be positive and encouraging to the mentee. It will help the mentee to keep on trying and wanting to improve rather than give up. Work together to develop

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[4] John C. Maxwell's idea of conceptualizing the training process of future leaders.

consistency. Once the mentee understands the process, have him/her explain it back to the mentor. The explanation will reinforce the process in the mentee's memory.

- STEP 4: Motivate (YOU DO IT

At this point the mentor will step out of the task and relinquish the responsibility to the mentee. The assignment of the mentor is to make sure the mentee has the knowledge to do the task and the encouragement to continue to improve. It is important for the mentor to stay with the mentee until success is realized. This will motivate the mentee to make improvements to the process.

- STEP 5: Multiply (YOU DO IT WHILE OTHERS WATCH)

Once the mentee does the job well, the next step is for the mentee to become a mentor. As teachers know, the best way to learn something is to teach it. The beauty of the mentoring process is that it allows the mentor to move on to other important developmental tasks while the new leader is now capable of fulfilling various tasks and leading others.

3. Relationship with authority (Matthew 8:8-9)-

Christian Leaders are called to be in authority and be under authority. The centurion who came to Jesus understood this very well. He respected authority in all angles. Likewise, we must understand how to be in and under authority.

Two issues merit our consideration while discussing this topic:

A. Exercising Your Authority as a Christian Leader:

    a. What You Should Not DO

- Never use your authority to manipulate, take advantage or undermine others.
- Never spend your time reminding people who you are and why they should obey you.
- Never use scripture a club to clobber your followers. Don't settle scores on the pulpit.
- Never threaten to quit if people do not do it your way.
- Never make public pronouncements of a decision before it is made by the Board.
- Never use the statement "The Lord told me…" in order to intimidate.
- Never be the whole show on the platform at every meeting thereby denying others ways to participate.
- Never use you're authority to lobby supporters against your senior leader.
- Never attempt to gain leadership mileage through undermining your senior leader.

    b. What You Should DO

- As much as possible, stick to your job description and know your boundaries.
  - Chairman: Lead the meeting/guide the vision
  - Secretary: Records and Minutes
  - Treasurer: Deal with Finances

- Discharge your duties with humility and servant hood, no matter how high you rise!
- Use your authority to perform the leadership roles already explored above.
- Endorse secondary leaders who work under you so that they may gain respectability. E.g. Paul endorsed Phoebe (Romans 16:1-2); Priscila and Acquila (Romans 16:3-4),

B. Being Under Authority as a Christian Leader:

Unless you are under authority, you have no authority; being under authority is a prerequisite for being in authority. Any one in ministry is a person under authority. Everyone reports to somebody and should be held accountable.

Many leaders prefer to keep others under their authority but they do not want to be under authority themselves. This happens especially when our leadership becomes established. This is against scripture. Even Jesus was under authority of the Father (John 19:11; 10:17-18).

When you are under authority:
- Do not misrepresent your primary leader. It has consequences. (Remember Gehazi and Naaman-(2 Kings 5:1-2, 9,14, 16, 20, 27).
- Do not institute a rebellion against the primary leader. (Remember Dathan and Korah)
- Serve your Senior Leader even though you may not agree with him in some areas (David worked with Saul till the last minute and never sought to harm him even when he had chance).
- Do your duties as unto the Lord so that even when you are not celebrated or rewarded, the One who sees in secret will reward you openly.
- Do what is within your power to discharge your mandate to the maximum for the glory of God!
- Recognize established protocol

II.   DEVELOP RESOURCES

1.0 Introduction & Definition of Terms
The church needs to explore multiple resources so as to fulfil its mandate

Resource:

Mobilization:

Resource Mobilization: See next section

2.0 What is Resource Mobilization (RM)?
The process through which the management/leadership of the organisation/church identifies the resources that are needed to be able to achieve its growth targets as outlines in its mission, vision and strategic plan and designs mechanisms to raise them from the resource providers.

As such, the research mobilization process involves:

1. Resources:

2. Mechanisms/Strategies.

3. Resource providers.

The diagram can be presented this way
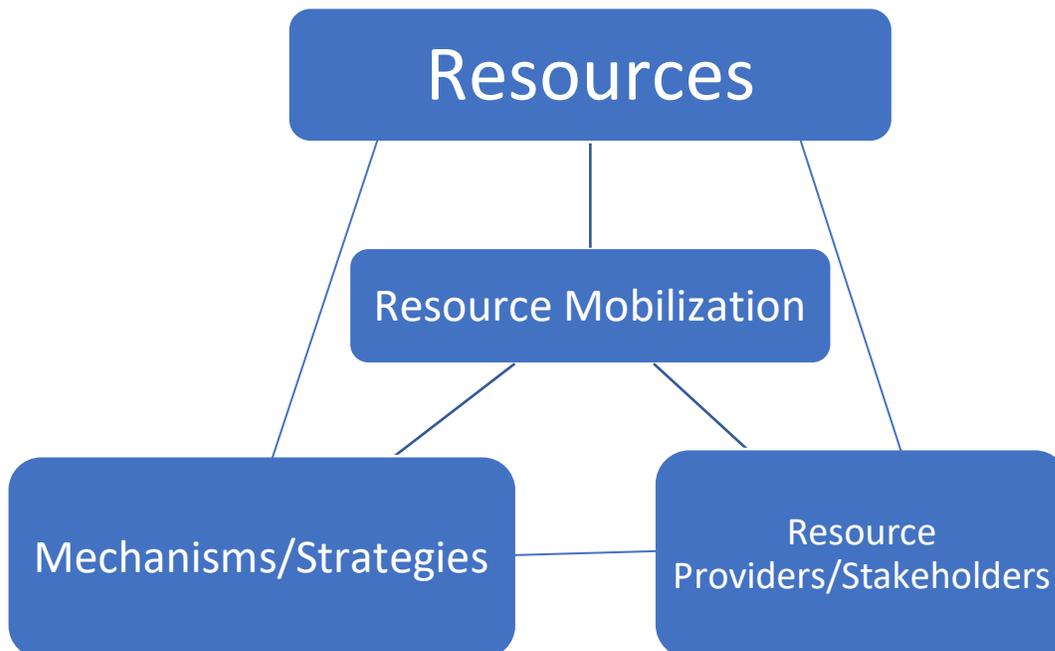
There are three key components that are central for any RM to be effective.

A. Relationships/Stakeholders/People:
People give resources to PEOPLE not necessarily the VISION itself. That is why John Maxwell said, "before people buy into the vision, they buy into the leader".

Resource mobilization is more of "friend raising" and not just a mere "fund raising".

People are the main resource providers

B. Communication:
Levels of communication

-Vision Casting:

-Stakeholder Engagement:

-Implementation Progress

-Outcome

C. Organisational Development/ Church Growth
The end result of a RM process leads to church growth

According to resource mobilisation theory, three things are essential for effective RM namely **MONEY, PEOPLE, ORGANISATION.**

For the purpose of this presentation we will focus on human and material resources and how they can be deployed in the RM in the church for the fulfilment of its mission, vision and strategic goals.

3.0 Biblical Foundation for Resource Mobilization

3.1 What does the Bible say about resource mobilisation?
- The Bible gives us God's strategy for providing resources for the church ministries.
- There are biblical models that can be adopted

3.2 Biblical Models of Resource Mobilization

1. Jesus Example/Model: Raising support through a select few committed to the mission and vision.

Soon afterwards [Jesus] went on through cities and villages, proclaiming and bringing the good news of the kingdom of God. The twelve were with him, as well as some women who had been cured of evil spirits and infirmities: Mary, called Magdalene, from whom seven demons had gone out, and Joanna, the wife of Herod's steward Chuza, and Susanna, and many others, who provided for them out of their resources (Luke 8:1-3, NRSV).

The Greek word translated as resources can mean property, possessions, resources, or means. These women financially supported Jesus and his ministry from their own finances.

Those who share in the costs and impact of ministry, participate as partners in that ministry. I believe that Luke is telling us that these women who accompanied our Lord and who helped to finance it were a vital part of the "team" which proclaimed the good news of the kingdom of God. Our Lord put the matter this way:

2. Paul's Example/ Model: Systematic voluntary giving with specified dates (1 Cor.16:1-4)

16 Now about the collection for the Lord's people: Do what I told the Galatian churches to do. ² On the first day of every week, each one of you should set aside a sum of money in keeping with your income, saving it up, so that when I come no collections will have to be made. ³ Then, when I arrive, I will give letters of introduction to the men you approve and send them with your gift to Jerusalem. ⁴ If it seems advisable for me to go also, they will accompany me.

The collection for the Jerusalem church occupies significant portions of the Pauline epistles (1 Cor 16:1–4; 2 Cor 8:1–9:15; Rom 15:14–32),

The giving was systematic: Done at a particular time and administered in a certain way.

The giving was voluntary:

The giving was proportional: according to one's income

The giving was specified: There was a certain date for it

3. Mosaic Example/Model: Fundraising guided by willingness and the magnitude of the vision (Exodus 25:1, 36:5)

Nobody else had to because enough ordinary Israelites, run-of-the-mill people, former slaves, couldn't be kept from bringing freewill offerings "every morning." In fact, they gave so much that the artisans who did the actual construction told Moses, "The people are bringing much more than enough for doing the work that the LORD has commanded us to do" (Exodus 36:5).

Moses had to do something, and he did what no good leader ever does. He told them to *stop giving.*

Moses gave command, and word was proclaimed throughout the camp: "No man or woman is to make anything else as an offering for the sanctuary." So the people were restrained from bringing; for what they had already brought was more than enough to do all the work.

4. David's Example/ Model: Stakeholder involvement/Personal commitment and sacrifice (2 Samuel 24:24).

4.0 Resource mobilization in the church

4.1 The Need
-continued and future growth of the church demands resources.

-the cause of world evangelisation is impossible without adequate resources.

4.2 The Uniqueness
- Foundation (Biblical)
- Motivation (Kingdom expansion)
- Outcome (eternal value)

4.3 The Types
- Material resources e.g. finances, property, equipment and supplies (for the fulfilment of the vision, mission and strategic goals and objectives)

- Human resources (Time, Treasure, Talents, experience, skills, expertise)

- Cultural resources (beliefs, values, identities and behavioural norms of the people e.g. the harambee spirit in Kenya)

- Moral resources such as legitimacy, authenticity, integrity, etc.

- This presentation focuses on the first two although the rest are interwoven in the rest in some way.

4.4 Challenges
- dependency syndrome
- lack of accountability
- socio- economic instability and imbalance
- lack of awareness on Resource Mobilisation Models/Strategies that may work in our context
- poor/inadequate communication of church vision
- The Result: Expansion/Enlargement/Establishment

5.0 Principles for Resource Mobilization

5.1 The Stewardship Principle
- It is the foundation to growing sustainable and well provided for ministries.

-This is the spiritual dimension which must be addressed in our efforts to mobilize resources in the church since it addresses issues related to our relationship with God.

-balanced teaching is needed on Christian stewardship anchoring on the following key issues:

● God owns all things (Psalms 24:1-2; Lev. 25:23; Psa.50:10-12; Hag.2:8)

● We are managers of God's resources and are expected to be faithful (Luke 12:42).

● Equal Sacrifice, not equal giving (Mark 12:41-44, Luke 21:1-4).

5.2 The Ownership Principle
- Unless all stakeholders find the value of the ministry/program/project for which support is being raised, there is a possibility that the resources expected might not be realized. However, when people feel ownership for what they are doing, they go beyond expectations in participation and giving.
- Leadership disciplines that inspire ownership:
    o Participation of Key people in crafting the vision
    o Regular communication on the progress of vision
    -

5.3 The Relationship Principle
- For the most part, consistent support for the majority of church programs arise out of a strong relationship between the vision bearer and the church membership/supporters. "Strong relationships are the basis for committed and consistent support for Christian Ministries" (Kiiru, 2016).
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5.4 The Leadership Principle
- Leaders hold a special key for opening or closing taps for resources. There is the place of leadership in resource mobilisation.
- -Right Leadership for the right task will ensure that they are able to mobilize their followers towards the realization of church growth targets.
- Leaders show the example in all respects including raising support. John C. Maxwell said, "People do what people see". 2 Samuel 24:24
- Leaders communicate the strategic direction the church is going. They help the church see the bigger picture and the specific ways in which they achieve their vision.
- Leaders demonstrate accountability for the resources generated for the church to spur more commitment from the church.
- Leaders develop resource mobilization strategies that fit their ministry context. Some of the common strategies that have been used in Resource mobilization in the churches in Africa include:

  - Tithes and Offerings
  - Faith Promises/Pledges
  - Fundraising
  - Partnership Model
  - Donor Support
  - Income generating activities
  - One-Time Gifts
  - Special Events e.g. anniversaries, conferences, special services guided by relevant themes.
  - Fundraising Campaigns
  - Proposal Writing
  - Negotiation
  - Networking with different parties related to the church
  - Corporate Support and partners e.g. banks, companies, suppliers, interest groups, NGOs
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5.5 Motivation Principle

When the motive for research mobilization is driven by a kingdom mind-set rather than empire building, the result is that people spontaneously give resources leading to unimaginable success. Leaders concerned with mobilising resources for church ministries need to measure their motives, action and results against the criteria below:

a. Is the end result of the RM process going to help the church fulfil its vision and mission particularly in advancing the agenda of God's kingdom?

6.0 Practical Steps for Mobilizing Resources for Christian Ministry

a) **Develop a compelling church/ministry vision worth supporting with specified targets and timelines (In the end, let this grow into a full blown Strategic Plan)**
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- What is it that you want to do that your present resources cannot accomplish?
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- RM should be linked to the church vision, mission and strategic plan
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- Churches/Pastors can be helped in the process of crafting a strategic direction for the church in a manner that is well thought out, and captures the image of the future. (In some cases/contexts, the document may not need to be a complicated one as of a big corporation but documented targets that are easy to capture and compelling enough to generate stakeholder involvement.

b) Stakeholder Analysis:

- Identify/Map out the key actors you will involve in the RM process e.g. Pastors, church members, district leaders, regional leaders, national leaders, Departmental leaders, Cell Groups, specified groups created for RM purpose, community, opinion leaders etc.
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- Research indicates that 70% of the resources will come from 10% of the people. While 30% of the resources will be raised by the remaining 90% of the people. This is called the resource mobilisation pyramid illustrated below:

Resource Mobilisation Pyramid

70% of resources:
10% of people
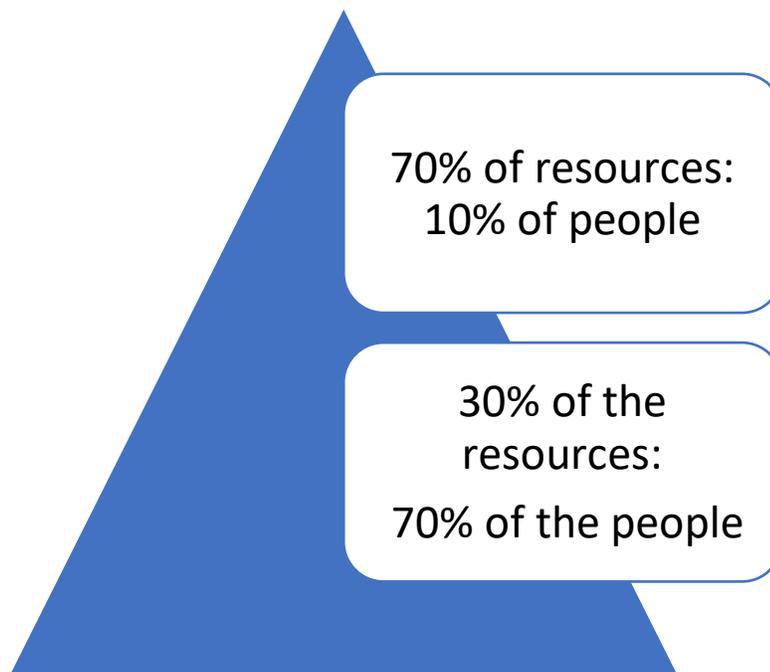
30% of the resources:
70% of the people

Illustration: (In our fundraising on 7.7.2019 towards the cathedral project: we raised 4.7m, the church gave 1.5m which is 31%, while identified stakeholders with and without the church gave 69%). This is within the prediction of the Resource Mobilisation Pyramid explained above.

The pyramid borrows from the 80-20 principle which states that 20% of the people will produce 80% of the resource expected. That is why it is important for leadership to do a thorough stakeholder analysis.

c) Develop a suitable Stakeholder Engagement Plan:

How are we going to seek the involment of the stakeholders identified?

Do not shock the stakeholder with SMS seeking support Or add his name in a WhatsApp group created for a mission he/she is not aware of. (There may be exceptions to this guideline depending on the contextual realities or the purpose of the RM)

Three things that are essential when engaging a stakeholder:

- *Connection*: Do we share any space? Do we have a link whose connection with the stakeholder might work for us? Some stakeholders support RM process through referrals and not necessarily by direct relationship with the vision bearer.
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- *Capability:* If we follow the resource mobilization pyramid, it follows that we should engage stakeholders based on their ability to meet the targets alongside us. As such, we may want to classify the stakeholders listed in stakeholder analysis either at the base or at the apex of the pyramid. Key question: Is this stakeholder within the 10% or the 70% of the people as identified in the RM pyramid?
  -
- *Concern:* Is the stakeholder committed to the cause for which we are mobilizing resources? Is the stakeholder going to give us support we need but with strings attached? E.g. Can we engage a "free-manson" or a "witch" to help in church building? Are there stakeholders whom we may have connection and capability but are not necessarily concerned with the gospel? This debate has recently been sparked in Kenya especially with respect to politicians and fundraising in the church. The issue requires more reflection since it has no simple answers.

The higher their score on the 3Cs above indicates their suitability for engagement in the church's RM process.

The leader should constantly seek to get more involvement of the people so that we may have more people joining the apex of the resource mobilization pyramid.

d) Select Resource Mobilization Vehicles/Strategies/Approaches:

- Which vehicles/strategies/approaches will fit my context?

- In the case where the stakeholder engagement was effectively done, they may help in the development of suitable vehicles/strategies/approaches for your context.

- The RM strategies used should fit the church and its context. As such, we should not apply imported strategies without adapting them to fit our ministry context. We need to diversify funding sources to provide protection from failure in case some fail or perform dismally.

- Some strategies that may be adopted:

  ● Developing phrases that capture the vision e.g. "Operation Njenga Kanisa"/ "Operation Abudia Ndani", "Operation Inua Madhabahu", The phrase should have **Inspiring Memorable PositiveAttentiongrabbingClearTaken from experience**

  ● Reorganisation of the church members to small groups mandated to raise support within themselves perhaps with agreed targets depending on the vision at hand.

- Identify a select team who voluntarily offer to go "the extra mile" in order to fast track the fulfilment of the RM targets.

- Banners and RM thermometers/scale in pictorial format shaded with completion of each phase.

e) Identify the Research Mobilization Team Leader: Depending on the context, this may be taken by the senior pastor or an individual with delegated authority from the pastor whose main work (in consultation with the vision bearer/Senior Pastor/Bishop) is to plan for mobilization process, lead the select team in identifying key strategies and approaches that might lead to higher returns/quick implementation of the objectives of the RM. Where this approach works well, it frees the Senior Pastor to commit to other tasks while still supervising the progress through regular updates from the team leader.

f) Deploy the Strategies/Approaches in phases depending on your context and the magnitude of the vision. 20% of the resources expected will normally be contributed by people who have supported the church in the past.

NB: Systems with clear policies and procedures should be set in place to ensure smooth flow of the RM process including but not limited to communication and strategies adopted per time.

g) Monitor the implementation progress and communicate to the stakeholders from time to time.

h) Retain your relationship with the stakeholders during and after the RM process. One way this can happen is through appreciation and continuous update in private and public. Invite them to a forum in which the main focus will be appreciation for completion of a phase (s) in preparation for future engagements.

7.0 Conclusion

"God's work done in God's way will never lack resources" – Hudson Taylor

Whatever model that may be adopted in resource mobilization in the church:

- RM should be voluntary and not by compulsion/manipulation (2 Co.9:7)
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- RM should be driven by inner transformation of the giver especially in line with biblical instructions on stewardship.

- RM should have a multiplier effect (Acts 20:35b).

- Resource Mobilizer should realize that the giver is more important than the gift. When we prioritise strong relationships with key stakeholders, the release of resources is more often than not a spontaneous activity. Further, generosity is an outcome of a grateful heart.
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- Continuous communication of the needs of the church, progress in the implementation of existing programs for which resources have been mobilized in the past, and future plans helps to assure consistent support from those who supported us in the past.

V. Conclusion

Christian Leaders perform the roles of Self Developers, Seers, Servants, Stewards, Shepherds, Strategists, Strugglers and Sustainers. They are always *In* and *Under* Authority in their role performance.

As you Perform your Roles, Remember: People become real leaders because of[5]:

1. **Character –Who they are:** Leadership begins with the inner person. People can sense the depth of your character.
2. **Relationships –Who they know-** Develop relationships, deep ones.
3. **Knowledge –What they know:** Information is vital to a leader. Get a keen grasp of the facts. Do lots of homework.
4. **Intuition -What they feel-** Leaders have to deal with countless intangiblesLeaders read situations, resources, people and themselves. There are things that people will be telling you but they are not telling you audibly. They expect you to discern and act accordingly.
5. **Experience –Where they've been-** Past success will lead to future success.
6. **Past success –What they've done-** Nothing speaks the volumes that a good track record does.
7. **Ability –What they can do-** Your followers are interested in what you can get done. Once they believe you can no longer deliver, they will stop listening.

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[5] "The Law of E.F. Hutton" in Maxwell, J.C., *21 Irrefutable Laws of Leadership.*