

Delegating Tasks and Developing People

(Moving from Addition to Multiplication)

“Then the twelve summoned the multitude of the disciples and said, ‘It is not desirable that we should leave the word of God and serve tables. Therefore, brethren, seek out from among you seven men of good reputation, full of the Holy Spirit and wisdom, whom we may appoint over this business.’” (Acts 6:2-3)

When ministers decide to become leaders, they take an important stand. They make a revolutionary decision in the way they perform their ministry. They no longer evaluate themselves only by what they can do themselves. Their value now depends on what they can get done through others! This is what we call the “Jethro Principle.”

BIBLICAL BASIS

The Day Moses Became a Leader

In Exodus 18:17-27 Jethro introduces this principle to Moses. *“And Moses’ father-in-law said to him, ‘The thing that you are doing is not good. You will surely wear out, both yourself and these people who are with you, for the task is too heavy for you; you cannot do it alone.’”*

Jethro proceeded to give Moses wise counsel as to how he could delegate the work load to others and multiply the amount of service being rendered to others. The Scripture says: *“So Moses listened to his father-in-law and did all that he said..”*

Many times in leadership it is easy for the leader to feel as if he or she must accomplish everything alone. However, as Jethro points out, that will cause one to wear out. So as a result, Moses made changes and began to equip others and share the responsibilities.

Seven Changes Moses Made to Become a Leader: (Exodus 18)

EXAMINE THE WORD

1. He became a man of _____ . (v. 19)

“Now listen to me: I shall give you counsel, and God be with you. You be the people’s representative before God, and you bring the disputes to God.”

2. He committed himself to _____ . (v. 20)

“Then teach them the statutes and the laws, and make known to them the way in which they are to walk, and the work they are to do.”

3. He laid out the _____ . (v. 20)

“Then teach them the statutes and the laws, and make known to them the way in which they are to walk, and the work they are to do.”

4. He developed a _____ . (v. 20)

“Then teach them the statutes and the laws, and make known to them the way in which they are to walk, and the work they are to do.”

5. He _____ and trained the leaders. (v. 21)

“Furthermore, you shall select out of all the people able men who fear God, men of truth, those who hate dishonest gain; and you shall place these over them, as leaders of thousands, of hundreds, of fifties and of tens.”

6. He released them to _____ based on their gifts. (v. 22)

“And let them judge the people at all times... every minor dispute they will judge.”

7. He only did what _____ could not do. (v. 22)

“...and let it be that every major dispute they will bring to you...”

In verse 23, we see the results of Moses' change: strength for Moses and peace for the people.

“If you will do this thing and God so commands you, then you will be able to endure, and all these people also will go to their place in peace.”

From Minister to Leader

There is a difference between a minister and a leader. While every leader is also to be a minister, not every minister is a leader. Look at how they differ:

MINISTER	LEADER
1. Serves people.	1. Serves people.
2. Directly meets the needs of people.	2. Empowers others to meet the needs of people.
3. Draws fulfillment from doing the work.	3. Draws fulfillment from equipping others to do the work.
4. Plays defense to survive.	4. Plays offense to make progress.
5. Reacts to needs that arise from moment to moment.	5. Creates opportunities to mentor others.
6. Focuses on immediate needs.	6. Focuses on long-term vision.
7. Shepherds others.	7. Equips others.

CHECK
YOUR HEART

Why Leaders (Pastors) Fail to Develop People:

1. They realize that equipping people is hard work.
2. They are insecure or have a poor self-image.
3. They feel they are the only one that is qualified to do it.
4. They don't trust others.
5. They have bad habits and an unbiblical perspective.
6. They have a low belief in people.
7. They don't know how to train others.
8. It is easier to lead followers than leaders.

Developing others will take energy, time, and careful planning. It is a proactive way of leading, rather than the reactive way many leaders unfortunately run their organization. It will also mean that, as a leader, you will need to allow others to share ownership of the work you are doing. This requires a belief and trust in others and the ability to relinquish control. However, if you commit to equipping people, you will find Jethro's promise to be true in your life and leadership.

Question: Do you find it difficult to equip other people and delegate tasks? Why?

Question: In what areas could you release control and equip someone to lead?

How Do We Select People to Whom We Can Delegate Work?

This is an important question. Whom do we choose to equip? The answer may be found in Acts 6:1-4.

“Now in those days, when the number of the disciples was multiplying, there arose a complaint against the Hebrews by the Hellenists, because their widows were neglected in the daily distribution. Then the twelve summoned the multitude of the disciples and said, ‘It is not desirable that we should leave the word of God and serve tables. Therefore, brethren, seek out from among you seven men of good reputation, full of the Holy Spirit and wisdom, whom we may appoint over this business; but we will give ourselves continually to prayer and to the ministry of the word.’”

Good leadership responds effectively to the need for more leaders and workers. In the early church, no one took a vote to determine the identity of these people. The apostles had specific qualifications in mind for the leaders they wanted; they chose men who were...

1. Known from their sphere of influence – *“seek out from among you.”*
2. Fellow believers – *“brothers.”*
3. People who could serve on a team – *“seven men.”*
4. Trusted among the people – *“of good reputation.”*
5. Empowered for the task – *“full of the Holy Spirit.”*
6. Competent and intelligent – *“full of... wisdom.”*
7. Responsible – *“whom we may appoint over this business.”*

EXAMINE
THE WORD

How Do We Develop Others While We Delegate the Ministry?

1. Know yourself. (Be familiar with the strengths you pass on to others in the work.)
2. Know the person you wish to develop. (Identify his or her strengths and weaknesses.)
3. Clearly define the assignments. (Don't leave anything in question; write it down.)
4. Teach the “why” behind the assignment. (Let them know why it is important.)
5. Discuss their growth process as you go. (Talk about how they will grow from it.)
6. Spend relational time with them. (Invest time when you are not talking about work.)
7. Allow them to watch you minister. (Let them observe and get feedback from you.)
8. Give them the resources and authority they need. (Provide the tools to do the job.)
9. Encourage them to journal during the process. (Help them interpret their growth.)
10. Hold them accountable for their ministry. (Get permission to keep them in line.)
11. Give them the freedom to fail. (Communicate that they can learn as they go.)
12. Debrief and affirm regularly. (Encourage them all along the way as they succeed.)

KEY
POINTS

What Would Jesus Do? (Luke 9:1-2)

“Then He called His twelve disciples together and gave them power and authority over all demons, and to cure diseases. He sent them to preach the kingdom of God and to heal the sick.”

We see in this passage that Jesus shared both responsibility and authority. To succeed in our mission, we must share both our work and power with a team. Jesus aimed to develop the disciples as He shared the work. He did not spend the majority of His time with the masses. He focused on training the disciples. By not spending equal time with everyone, but more time with those who were ready to be trained, Jesus was able to multiply His ministry in about three years.

The Development Process:

1. I do it while you watch.
2. We do it together.
3. You do it while I watch.
4. We evaluate.
5. You do it while another watches.

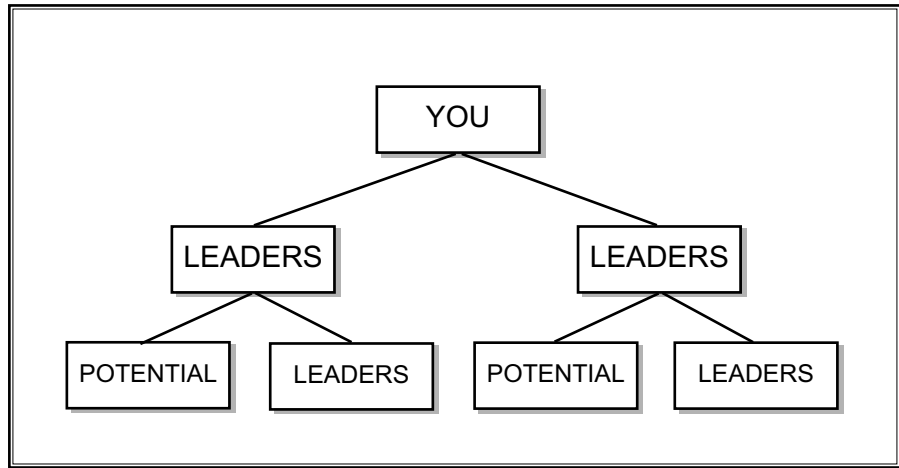
The Truth about Developing People

Nearly every lasting movement in history endured because the first group of leaders reproduced their leadership and values into a second generation of leaders. It became a movement because it was about multiplication and not addition.

ADDITION LOOKS LIKE THIS: 1 + 1 = 2

MULTIPLICATION LOOKS LIKE THIS:

TRUTH IN A PICTURE



Developing Others While Delegating Work

There are several distinctions between a leader of leaders and a leader of followers.

1. _____
 Leaders who develop Followers... _____
 Leaders who develop Leaders... _____

2. _____
 Leaders who develop Followers... Focus on the _____ of people.
 Leaders who develop Leaders... Focus on the _____ of people.

3. _____
 Leaders who develop Followers... Devote effort to those with the most _____
 .
 Leaders who develop Leaders... Devote effort to those with the most _____.

4. _____
 Leaders who develop Followers... Are _____ Leaders.
 Leaders who develop Leaders... Are _____ Leaders.

5. _____
 Leaders who develop Followers... Lift up _____.
 Leaders who develop Leaders... Lift up _____.

6. _____
 Leaders who develop Followers... _____ time with people.
 Leaders who develop Leaders... _____ time in people.

7. _____
 Leaders who develop Followers... Ask for _____ commitment.
 Leaders who develop Leaders... Ask for _____ commitment.

8. _____
 Leaders who develop Followers... Lead everyone the _____.
 Leaders who develop Leaders... Lead everyone _____.

9. _____
 Leaders who develop Followers... Impact _____ generation.
 Leaders who develop Leaders... Impact _____ generation.

ASSESSMENT: *Am I spending my time developing followers or leaders? How am I cultivating a leadership environment?*

APPLICATION: *Who am I developing at this time? Who can I begin to develop? What is my plan for that person?*

ACTION PLAN

*“Some leaders want to make followers. I want to make leaders.
 Not only do I want to make leaders, but leaders of leaders.
 And then, leaders of leaders of leaders.”
 – Dale Galloway*