

DR. ALVIN'S PUBLICATIONS

SOME LEADERSHIP  
LESSONS  
BY DR. BYRON KLAUS

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DR. ALVIN ANG



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# CONTENTS

<b>Introduction</b> .....	<b>4</b>
<b>Part I: Simple Leadership Styles</b> .....	<b>5</b>
<b>A Directive Leader</b> .....	<b>6</b>
Meant for an Immature Group of Followers .....	6
<b>A Motivating Leader</b> .....	<b>6</b>
Meant For a “Starting to Mature” Group of Followers.....	6
<b>A Participating Leader</b> .....	<b>7</b>
Meant for a Maturing Group of Followers.....	7
<b>A Delegating Leader</b> .....	<b>7</b>
Meant for a Group of Followers with High Maturity .....	7
<b>Which Style is Best?</b> .....	<b>8</b>
<b>Part II: Three Leadership Resolutions</b> .....	<b>9</b>
<b>Resolution 1: Self-Denial</b> .....	<b>9</b>
<b>Resolution 2: Character Development</b> .....	<b>9</b>
<b>Resolution 3: Service to Others</b> .....	<b>9</b>
<b>Part III: How does God Call a Leader?</b> .....	<b>10</b>
<b>Definition of a “Call” from God</b> .....	<b>10</b>
<b>What does God Call Leaders to Do?</b> .....	<b>10</b>
<b>Part IV: A Leader’s Self – Awareness</b> .....	<b>12</b>
<b>4 Steps to Managing Oneself Well</b> .....	<b>12</b>
<b>6 Basic Functions of a Leader</b> .....	<b>12</b>
<b>Part V: What do Followers Look Out for in a Leader?</b> .....	<b>13</b>
<b>Part VI: Leadership Integrity</b> .....	<b>14</b>
<b>Benefits of a Leader Having Integrity</b> .....	<b>14</b>
<b>Downfalls of A Leader Without Integrity</b> .....	<b>14</b>
<b>Six Steps to Develop Integrity</b> .....	<b>14</b>
<b>Part VII: Power and Influence</b> .....	<b>15</b>
<b>Power vs Authority</b> .....	<b>15</b>
Power .....	15

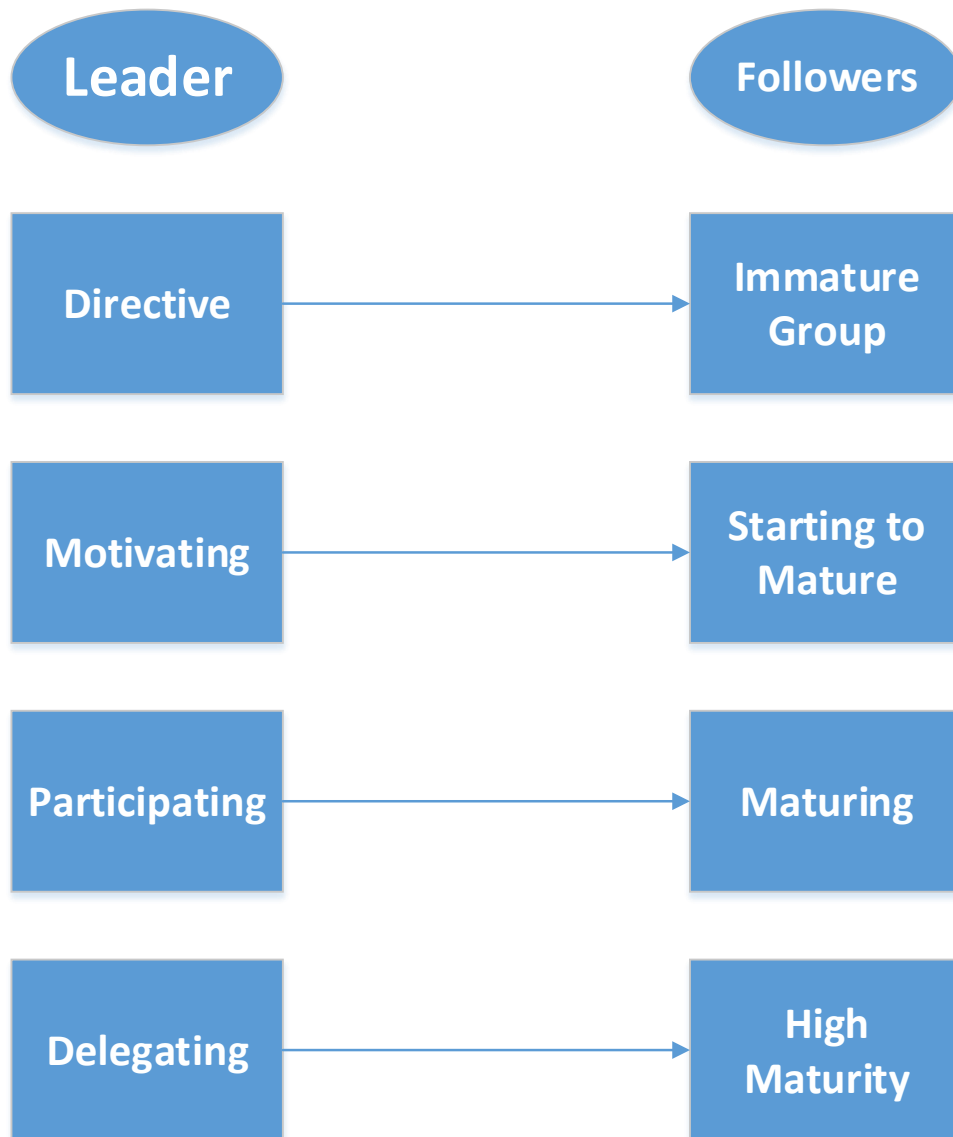
Authority.....	15
<b>Spiritual Authority.....</b>	<b>16</b>
<b><i>Part VIII: Why does Leadership Exists in a Church?.....</i></b>	<b><i>17</i></b>
Because of Ephesians 4: 11 - 16.....	17
<b><i>Part IX: Leadership Contingency.....</i></b>	<b><i>18</i></b>
<b><i>Part X: Biblical vs Secular Leadership Doctrines.....</i></b>	<b><i>19</i></b>
<b><i>Part XI: How to Make Tough Decisions.....</i></b>	<b><i>20</i></b>
Characteristics of Tough Decisions.....	20
Individual Assessment.....	20
Ten Helps in Making the Tough Call.....	21
<b><i>About the Authors.....</i></b>	<b><i>25</i></b>

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## INTRODUCTION

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- This article presents some leadership lessons I've learnt from Dr. Byron Klaus in his classes.
- This includes:
  - Simple Leadership Styles
  - Three Leadership Resolutions
  - How does God Call a Leader?
  - A Leader's Self – Awareness
  - What do Followers look out for in a Leader?
  - Leadership Integrity
  - Power and Influence
  - Why does Leadership Exists in a Church?
  - Leadership Contingency



*Figure 1: Leadership Styles for Followers Maturity Levels*

## **A DIRECTIVE LEADER**

MEANT FOR AN IMMATURE GROUP OF FOLLOWERS

- Directive Style = Micromanaging Style.
- Commanding and telling.
- Leader closely watches his followers.
- An immature group of followers means that they don't know what to do... and how to do anything.
- Followers lack training / expertise / experience.
- The leader needs to spell out everything.
- He needs to direct them every step of the way.
- Advantages:
  - The leader has full control of the situation.
- Disadvantage:
  - The leader has to do almost everything himself.
  - Tiresome for the leader.

## **A MOTIVATING LEADER**

MEANT FOR A "STARTING TO MATURE" GROUP OF FOLLOWERS

- Motivating = Using motivation to encourage the followers.
- The followers are just beginning to mature.
- Followers have some experience and expertise.
- The leader is still needed to do most of the work, but he motivates them by doing it together with them.

## **A PARTICIPATING LEADER**

MEANT FOR A MATURING GROUP OF FOLLOWERS

- Participating = The leader simply “participates” but leave the work to the followers.
- The leader just acts as a guide.
- The followers are pretty matured.
- They maybe already formally trained with a couple years of experience.
- Followers might have already honed some expertise.

## **A DELEGATING LEADER**

MEANT FOR A GROUP OF FOLLOWERS WITH HIGH MATURITY

- Delegating = Laissez-faire
- The leader delegates everything to the followers.
- He doesn't get involved with the day to day activities of the followers at all.
- Perhaps he may just ask them to show him the results.
- He may not even guide them.
- The followers may already be experts in their fields.
- Followers may already have been ex-leaders themselves.
- Followers are highly motivated and can do everything by themselves.
- Advantage:
  - Frees up the leader's time and he can do other things.
  - Trust is built.
  - Followers are given space to work and demonstrate their expertise.
- Disadvantage:

- If the followers are not really matured, they may go away unnoticed since the leader is not watching them.
- Disaster could result if the end result is not what the leader wants.

#### **WHICH STYLE IS BEST?**

- It depends on the situation.
- The leader needs to observe his followers and respond accordingly.
- He needs to adapt various leadership styles to suit the needs of the followers.
- If there was a mismatch of styles, disaster could result.



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## PART II: THREE LEADERSHIP RESOLUTIONS

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### RESOLUTION 1: SELF-DENIAL

- I resolve to exercise **Self-Discipline** and **Self-Denial**
- In doing so, I will overcome forces of **Appetites** and **Passions**

### RESOLUTION 2: CHARACTER DEVELOPMENT

- I resolve to work on **Character** and **Competence**
- In doing so, I will overcome forces of **Pride** and **Pretension**

### RESOLUTION 3: SERVICE TO OTHERS

- I dedicate my talents and resources to **Noble Purposes** and **Service to Others**
- In doing so, I will overcome forces of **Unbridled Aspiration** and **Ambition**

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### PART III: HOW DOES GOD CALL A LEADER?

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#### DEFINITION OF A "CALL" FROM GOD

- A Call is a profound impression from God
- That establishes parameters for your life
- And can only be altered by a subsequent and superseding impression from God.

#### WHAT DOES GOD CALL LEADERS TO DO?

God Calls the Leader to:

- Have a lifetime perspective of God working in his life.
  - Philippians 1:6 - being confident of this, that he who began a good work in you will carry it on to completion until the day of Christ Jesus.
    - "God coordinates every aspect of our lives from the time we were born"
    - "The world that we live in measures our success based on our achievements..."
    - We believe we are successful due to a prominent & visible position...
    - But the truth is, God is not concerned about our successes in the early years,
    - God is working IN us (changing / shaping us in the inside)
    - Helping us understand what HE is trying to say to us
    - So that in the later years, God can work THRU us
    - (He has a vessel that is capable of receiving the opportunities that God has placed in our lives)
    - "When bad things happen in our lives, doesn't necessarily mean that God caused it
    - God can sustain us thru that for his glory

- Bad things that happen to us doesn't stop Him for what he wants to do in our lives."
- Learn God's ways
  - Colossians 3:1 - Living as Those Made Alive in Christ - Since, then, you have been raised with Christ, set your hearts on things above, where Christ is, seated at the right hand of God.
- Value Competencies Given to the Leader
  - 2 Corinthians 3:4-6 -
    - 4 Such confidence we have through Christ before God.
    - 5 Not that we are competent in ourselves to claim anything for ourselves, but our competence comes from God.
    - 6 He has made us competent as ministers of a new covenant—not of the letter but of the Spirit; for the letter kills, but the Spirit gives life.
- Have a sense of destiny to join God's Redemptive Ministry
  - 1 Peter 2:9-10 -
    - 9 But you are a chosen group of people. You are the King's religious leaders. You are a holy nation. You belong to God. He has done this for you so you can tell others how God has called you out of darkness into His great light.
    - 10 At one time you were a people of no use. Now you are the people of God. At one time you did not have loving-kindness. Now you have God's loving-kindness.

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**PART IV: A LEADER'S SELF – AWARENESS**

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**4 STEPS TO MANAGING ONESELF WELL**

1. Keep your heart for God and your calling secure.
2. Manage your time in the light of your priorities.
3. Build continual, life-long learning into your life and work.
4. Utilize influence through your own example.

**6 BASIC FUNCTIONS OF A LEADER**

1. Clarify and Maintain the Mission.
2. Affirm the Values of the Organization.
3. Symbolize Standards and Expectations of the Organization.
4. Provide for the Maintenance of the Organization.
5. Serve the Organization.
6. Work for the Renewal of the Organization.

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**PART V: WHAT DO FOLLOWERS LOOK OUT FOR IN A LEADER?**

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Followers look to a leader for:

1. Supportive Emotional connections – Empathy.
2. Create Meaning for the Organization.
3. Interpret and Make Sense of a Given Situation.
4. Special Ways of Seeing Things
5. Influencing their Emotions
6. Creating a Healthy Working Culture
  - a. Employees opinion matters.
  - b. Employees feel their worth.
  - c. Employees given a chance to create a long-term impact for the organization.
  - d. Employees feel they can contribute.

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## **PART VI: LEADERSHIP INTEGRITY**

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### **BENEFITS OF A LEADER HAVING INTEGRITY**

- Communicates Credibility
- Earns Trust
- Harnesses Respect

### **DOWNFALLS OF A LEADER WITHOUT INTEGRITY**

- Too Much Ego
- Too Much Insecurity
- Too Much Control
- Too Little Character
- Too Little People Concern

### **SIX STEPS TO DEVELOP INTEGRITY**

1. Discipline yourself to do the 2 things you don't like to do every week.
2. Learn the reasons behind God's commands.
3. Interview a leader with Integrity. How did they build Integrity into their life?
4. Monitor your motives for why you do what you do.
5. Take responsibility for your promises.
6. Never claim credit for work you did not personally do.

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## PART VII: POWER AND INFLUENCE

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### POWER VS AUTHORITY

#### POWER

- Is the Potential to Influence
- Negatively Expressed thru:
  - Manipulation (manipulate people)
    - Gains compliance from a follower without their awareness of the leader's intent.
  - Persuasion (persuade people)
    - Using argument, appeal or exhortation
  - Coercion (coerce people)
    - Threaten or Punishment
  - Induction (induce people)
    - Promise or Reward them for their personal gain.

#### AUTHORITY

- Is the Right to Influence
- Positively Expressed thru:
  - Legitimate Authority
    - Reasonable expectation of a leader due to his *position*.
    - E.g. Appointment holders
  - Competent Authority
    - Acknowledged *expertise (or credibility)*

- E.g. Ph.Ds. in chemistry or M.D. medical doctor...etc.
- Personal Authority
  - Acknowledged *validated experience*
  - E.g. 35 years in the field of medicine / engineering etc..

#### **SPIRITUAL AUTHORITY**

- Is the Right to Influence because you have the Spirituality that undergirds your ministry of influence.
- The Ultimate source is God.
- It is rooted on long experience with God and demonstrated ministry with people.
- It seeks the Ultimate good of all participants in the sphere of influence.
- It is viewed through the lens of effectiveness over time.
- It is non-defensive.



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**PART VIII: WHY DOES LEADERSHIP EXISTS IN A CHURCH?**

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**BECAUSE OF EPHESIANS 4: 11 - 16**

11 So Christ himself gave the apostles, the prophets, the evangelists, the pastors and teachers,

12 to equip his people for works of service, so that the body of Christ may be built up

13 until we all reach unity in the faith and in the knowledge of the Son of God and become mature, attaining to the whole measure of the fullness of Christ.

14 Then we will no longer be infants, tossed back and forth by the waves, and blown here and there by every wind of teaching and by the cunning and craftiness of people in their deceitful scheming.

15 Instead, speaking the truth in love, we will grow to become in every respect the mature body of him who is the head, that is, Christ.

16 From him the whole body, joined and held together by every supporting ligament, grows and builds itself up in love, as each part does its work.

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## PART IX: LEADERSHIP CONTINGENCY

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- Contingency = A Future Situation
- A Leadership Contingency always depend on 3 factors:
  - Leaders → They must be Gifted by God.
  - Participants → They are important
  - Context → The specific situation/ environment / culture.

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**PART X: BIBLICAL VS SECULAR LEADERSHIP DOCTRINES**

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- Biblical Leadership Doctrines
  - It's the Truth (with a capital T)
  - It must be taken Authoritatively
  
- Secular Leadership Doctrines
  - It's the truth (with a small cap t)
  - They must be taken Seriously

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## PART XI: HOW TO MAKE TOUGH DECISIONS

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### CHARACTERISTICS OF TOUGH DECISIONS

- All of us will face situations where we will need to make a decision that is unpopular, costly or difficult.
1. Each tough call requires much energy, time and prayer.
  2. Each tough call demands risk.
  3. Most of the tough calls are questioned and criticized.
  4. Each tough call costs me something.
  5. Each tough call lifted my ministry to a higher level. Tough calls are breakthroughs.

### INDIVIDUAL ASSESSMENT

- How effective are you at making difficult decisions?
- How much do you consider pleasing people vs. pleasing God?

## TEN HELPS IN MAKING THE TOUGH CALL

1. Accept tough calls as a requirement of leadership
  - a. "Leadership means having the courage to make decisions, not for easy headlines in ten days but for a better country in ten years." (Brian Mulroney, former prime minister of Canada)
  - b. Your decisions will always be better if you do what is right for the ministry rather than what is right for yourself.
  
2. Do Your homework.
  - a. Research can make or break a major decision.
  - b. According to Carnegie Mellon University's Baruch Fischhoff, a professor of social and decision sciences, some of the biggest mistakes in decision making come from leaving out pieces of the puzzle.
  - c. Pieces Needed to Complete the Decision Puzzle...
    - i. Define the issue: write it down.
    - ii. Gather information.
    - iii. Question your first impression. (Learn to doubt your first judgment and weigh it out over time)
    - iv. Outline a strategy.
  
3. Set a Deadline
  - a. Deadline Should be Set When...
    - i. Others depend on our decision.
    - ii. It is part of a larger decision.
    - iii. Our homework is complete.
    - iv. Our decision will not be a pleasant one. (We are afraid)

4. Make sure the timing is right.
  - a. The wrong decision at the wrong time = Disaster
  - b. The right decision at the wrong time= Unacceptance
  - c. The wrong decision at the right time = Mistake
  - d. The right decision at the right time = Fruit and success
  
5. Seek counsel from the right people.
  - a. Why push for greater participation from the ranks?
  - b. One compelling reason is need: We can't possibly know enough about the campus we're on to be able to make intelligent solo decisions.
  - c. Second, leaders realize no decision will fly without buy-in from their people.
  - d. As one CEO puts it: Remember, the boss can't execute, and execution is 90 percent of the game.
  - e. What we've learned is that conceptual planning needs to involve everybody who is accountable for turning plans into reality.
  
6. Make your decisions on the principles and values you believe in.
  - a. Cowardice asks the question: Is it safe?
  - b. Consensus asks the question: Is it popular?
  - c. Conscience asks: Is it right? (Martin Luther King, Jr.)
  
7. Develop systems that enable you to make the tough call.
  
8. Understand the emotions of making the tough call.

- a. The best decision-makers are those who are willing to suffer the most over decisions but still retain their ability to be decisive. M. Scott Peck
  - b. Decisions mean change, which can be threatening.
  - c. Fears may try to force you back to your comfort zone.
  - d. Remember to: See second thoughts as normal.
  - e. Major steps of faith come with major doubts.
  - f. Take time to mourn what you are leaving behind.
  - g. Almost every big decision involves leaving something for something better.
  - h. It's okay to feel some grief or a sense of loss.
  - i. Accept the principle of tradeoffs.
  - j. Take hold of new things by letting go of old ones.
  - k. Pray for strength and eagerness.
  - l. It will give you courage, as it did Jesus in Gethsemane.
  - m. Pray for the bravery and ability to take the course that is best for you.
  - n. Andrew Sherwood said: "Successful leaders dare to be unpopular when they have to make tough decisions . . . and they accept that there may be long periods . . . before the rewards of their efforts finally appear."
9. Understand God's part and your part.
- a. Dr. Martin Luther King said: "My obligation is to do the right thing. The rest is in God's hands."
  - b. Keep in mind that control is a myth.
  - c. You cannot control others.
  - d. You aren't in control of your ministry.
  - e. God is in control.

f. Do what you know is right-and cast all your cares upon Him (I Peter 5:7).

10. Pray for discernment and courage.

- a. "If any of you lacks wisdom, let him ask of God, who gives to all men generously and without reproach, and it will be given to him." (James 1:5)
- b. "I desire to conduct the affairs of this administration in such a way that if at the end, when I come to lay down the reins of power, I have lost every other friend on earth, I shall have at least one friend left and that friend shall be down inside of me." (Abraham Lincoln)
- c. "I have been driven many times upon my knees by the overwhelming conviction that I had nowhere else to go. My own wisdom and that of all about me seemed insufficient for the day." (Abraham Lincoln)



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## ABOUT THE AUTHORS

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Dr. Klaus was named president of Assemblies of God Theological Seminary in 1999, after 20 years on the faculty and administration at Vanguard University of Southern California.

Previous to serving at Vanguard, he served local churches in California, Texas and Illinois. While at Vanguard University, Dr. Klaus also served as vice president for Latin America Child Care (LACC), a child development ministry serving over 80,000 children in 21 nations in Latin America and the Caribbean. His commitment to leadership development in growing churches around the world has taken him to preach and to develop leaders in over 50 nations in the world.

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