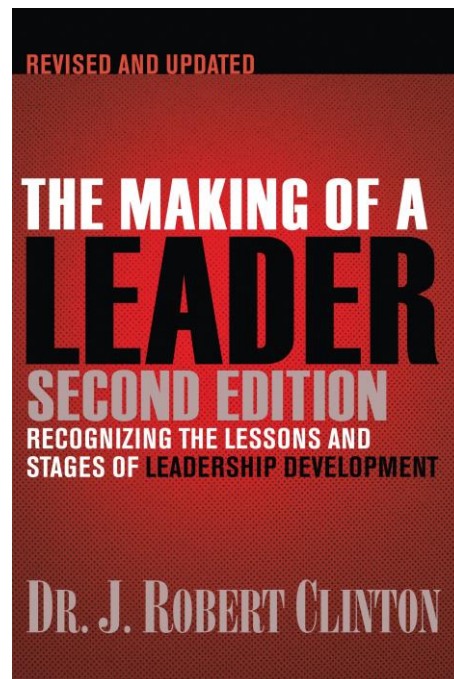


DR. ALVIN'S PUBLICATIONS

THE MAKING OF A LEADER

BY ROBERT CLINTON

A SUMMARY BY DR. ALVIN ANG



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INTRODUCTION

1. The Greatest Challenge as leaders is to develop a Godly Character.
2. This book was written for leaders or potential leaders who:
 - a. Are wondering what God is doing
 - b. Are beginning to seek their place of ministry
 - c. Need a fresh challenge from God
 - d. Need to understand how to select and develop younger leaders
 - e. Are at a crossroads, facing a major decision
 - f. Want to know how God develops leaders
3. God develops a leader over a lifetime.
4. That development is a function of the use of events and people to impress leadership lessons upon a leader (processing), time, and leader response.
5. Processing is central to the theory.
6. All leaders can point to critical incidents in their lives where God taught them something very important.

6 PHASE TIMELINE

1. Phase I: Sovereign Foundations

2. Phase II: Inner Life Growth
 - a. Integrity Check
 - b. Obedience Check
 - c. Word Check

3. Phase III: Ministry Maturing
 - a. Entry Ministry
 - i. Ministry Task
 - ii. Ministry Challenge
 - b. Middle Ministry
 - i. Training
 1. Ministry Skills
 2. Training Experience
 3. Giftedness Discovery
 - ii. Relational Learning
 1. Authority Insights
 2. Relational Insights
 3. Ministry Conflict
 4. Leadership Backlash
 - c. Later Ministry

i. Discernment

1. Spiritual Warfare
2. Power Items
3. Faith Challenge
4. Prayer Challenge
5. Influence Challenge
6. Ministry Affirmation

4. Phase IV: Life Maturing
5. Phase V: Convergence
6. Phase VI: Afterglow

PHASE I: SOVEREIGN FOUNDATIONS

- This begins at birth.
- God was working through your family or your environment.
- Personality / Character traits are embedded.
- God is developing the leader by laying foundations in his life.
- These traits (later on when matured) will correlate with Spiritual Gift-Mix (refer to Ang (2020) to understand what Gift Mix is) that God gives.
- It is often difficult to see the importance of all these items until later phases.
- The potential leader has little control over what happens in this phase.
- His primary lesson is to learn to respond positively and take advantage of what God has laid in these foundations.

PHASE II: INNER-LIFE GROWTH

- Emerging Leader receives training.
- Basic models of learning in the church:
 - imitation modeling
 - informal apprenticeships
 - mentoring
 - formal Bible school

3 CHECKS FOR INNER – LIFE GROWTH

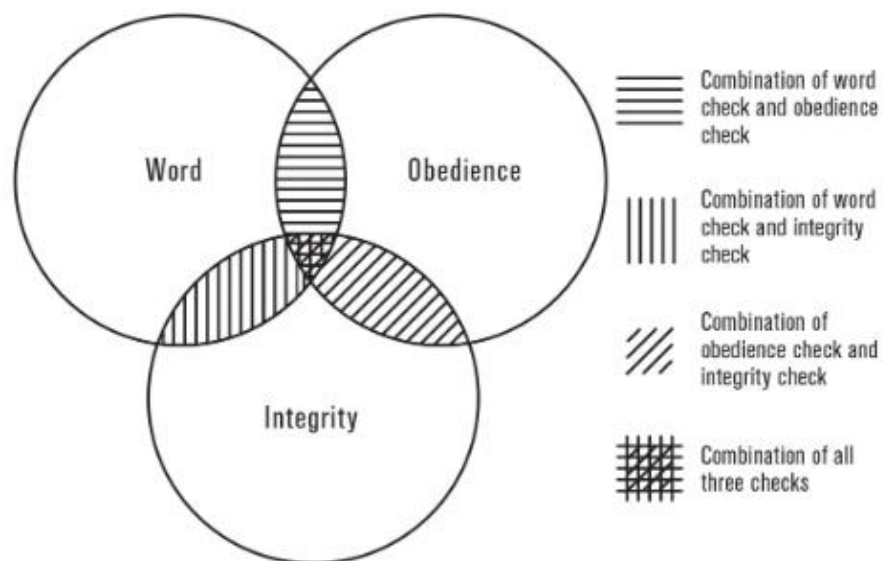


Figure 1: 3 Checks (Clinton 2012)

- ✓ 3 Major Checks:
 - Integrity check,
 - Obedience check,

- Word check.
- ✓ It is not so easy to differentiate them.
- ✓ Life is complex and does not always fit into neat analytical categories.
- ✓ Often a test involves a combination of one or more process items.
- ✓ It is important to perceive the overall effect of the test, not which process item is used.
- ✓ Purpose of checks:
 - To test follow-through on a promise or vow,
 - Ensure commitment to a ministry or vision,
 - Allow confirmation of inner-character strength, and
 - Build faith.
 - To establish inner values,
 - Teach submission, and
 - Warn others of the serious responsibility to God.

CONDUCT AN INTEGRITY CHECK

- ✓ Integrity = Sincerity / Honesty, and Candor / Avoids Deception or Artificiality.
- ✓ Purpose is to test inner character for consistency
 - E.g. will you follow through on commitment?
- ✓ An emerging leader who disregards this principle takes a great risk.
- ✓ Those who respond properly to integrity checks will move on in their leadership emergence.
- ✓ Integrity is the heart of character.
- ✓ There are a variety of integrity checks:
 - Values (which determine convictions),

- Temptation (which tests conviction),
 - Tests (steadfastness),
 - Loyalty (which tests allegiance), and
 - Restitution (which tests honesty).
- ✓ Leaders learn about character and integrity through everyday commonplace experiences and situations.

CONDUCT AN OBEDIENCE CHECK

- Obedience is first learned, then taught.
- A leader must learn obedience in order to influence others toward obedience.
- A leader learns to recognize, understand, and obey God's voice.
- Examples:
 - Learning about possessions and giving,
 - Learning to put God first in the choice of a mate,
 - Learning to be willing to be used by God in ministry.
 - Readiness to trust a God-given truth,
 - To forgive,
 - To confess error,
 - To right a wrong.

CONDUCT A WORD CHECK

- Word Check = Clarifying truth from God.
- The right to influence comes from the ability to clarify God's truth to others.
- Leaders always have at least one word gift along with others that make up their gift-mix (please refer to Ang (2020) to understand Spiritual Gifts Mix).
- The primary word gifts are:
 - Teaching,
 - Prophecy, and
 - Exhortation.
- The secondary word gifts are:
 - Apostleship,
 - Evangelism, and
 - Pastoring.
- Leaders will use word gifts to discern guidance for the ministry.
- They study the written Word to feed their own souls as well as to help others.
- God teaches a leader to:
 - Appreciate truth,
 - Cultivate habits for the intake of truth, and
 - Respond in obedience to truth
- Truth will confirm the emerging leader's capacity to lead, which will yield increased spiritual authority as perceived by followers.

PHASE III: MINISTRY MATURING

- Emerging leader now gets into Ministry (hands-on / real life)
- He is beginning to experiment with spiritual gifts even though he may not know what this doctrine is.

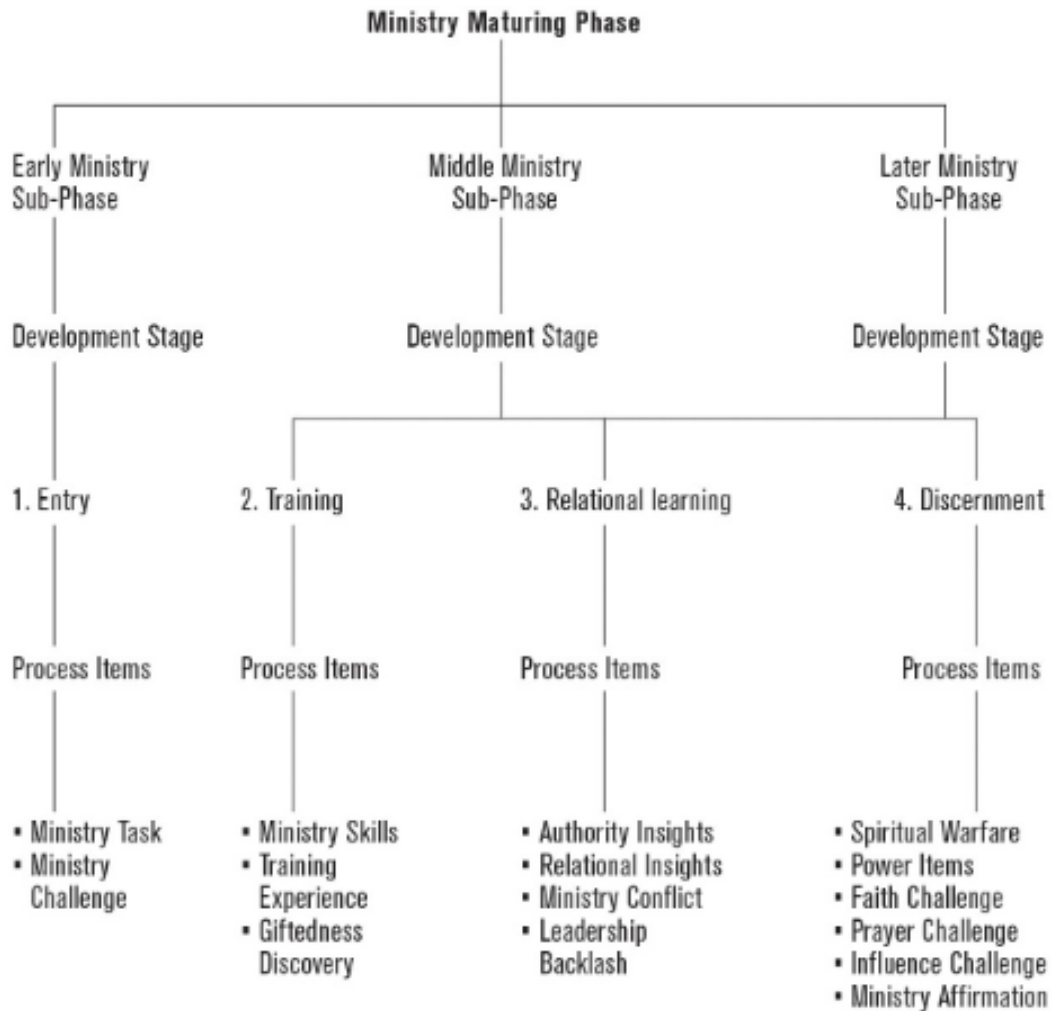


Figure 2: Ministry Maturing Phase (Clinton 2012)

EARLY MINISTRY SUB-PHASE

1. ENTRY

1.1.Ministry Task

- Ministry task = an assignment from God.
- A ministry task is a simple assignment that focuses on the job to be done.
- The leader's accountability is to God.
- It is a special assignment that can be completed and evaluated.
- God's pattern seems to be to start with small ministry tasks.
- Emerging leaders are attracted to others who serve as mentors or masters and who challenge emerging leaders to undertake tasks, which can be of any size or nature.

1.2.Ministry Challenge

- The ministry challenge is closely related to the ministry task.
- A ministry challenge focuses on the leader's acceptance of his ministry.
- They include calls for people to
 - teach Sunday school classes,
 - be committee members,
 - help someone else perform a service,
 - lead a small group Bible study,
 - do evangelistic visitation,
 - do organizational support work,
 - organize social functions, and
 - Plan retreats.

- Self- Initiated Challenge:
 - It is very rare for a person to self-initiate a challenge.
 - E.g. creating new ministries.
 - Those who self-initiate often disrupts and threaten those in authority.
 - And if a conflict occurs, the promising quality / potential of the self-initiative can be destroyed / overlooked.
- Common Entry Patterns:
 - It is very common for most to come in via common entry patterns.
 - E.g. volunteering into current tasks.
- A common problem is “Plateauing” in a leader’s development.
 - Plateauing = A declining frequency of initiative and response to ministry challenges and ministry assignments. = lack of enthusiasm

MIDDLE MINISTRY SUB-PHASE

2. TRAINING

2.1 *Ministry Skills*

- This skill focuses on influencing people.
- The skills necessary are varied, for example:
 - A knowledge-focused group skill would be learning how to prepare Bible study materials for small groups.
 - Learning how to organize committees, write proposals, or persuade people of the importance of new ideas.
 - Relationship skill involves learning how to relate to superiors, colleagues, and subordinates in organizational structures.
 - Conflict management skills are especially needed in middle and later ministry development.

2.2 *Training Experience*

- This comes in the form of nonformal training:
 - a. **Informal apprenticeship**
 - b. **Nonformal workshops**
 - c. **Formal training**

2.3 *Giftedness Discovery: 8 Steps Process*

Step 1: Ministry Experience

- Gifts emerging thru leader having a ministry assignment.

Step 2: Discovery of Gift

- Gifts normally emerge in small groups

Step 3: Increased Used of that Gift

Step 4: Effectiveness in using that Gift Mix

- Gift-Mix = A set of spiritual gifts that a leader repeatedly demonstrates in ministry.
- Most leaders will reach this step.

Step 5: Discovery of other Gifts

- Full time leaders usually reach this step.

Step 6: Identification of Gift-Mix

- Leaders who move beyond a single local church (national or international sphere) will reach this step.

Step 7: Development of Gift-Cluster

- Gift-Cluster = harmonizing supportive gifts with the dominant gift that maximizes effectiveness.

Step 8: Convergence

- A time of productive and satisfying ministry.

3. RELATIONAL LEARNING (AKA SUBMISSION CLUSTER)

- Relational Learning is also known as the 'Submission Cluster'.
- The Submission Cluster comprises of:
 - Authority Insights
 - Relational Insights
 - Ministry Conflict
 - Leadership Backlash

3.1 Authority Insights

- 10 Commandments for Leaders to Lead with Spiritual Authority:
 - **Commandment 1 – Use Spiritual Authority** as a power base for their ministry.
 - Spiritual authority is delegated by God and differs from authority that is based on position or force.
 - This challenge occurs throughout their ministry, becoming more subtle as leaders mature.
 - **Commandment 2 – Recognize** the source of all authority: God.
 - **Commandment 3 – Acknowledge** that all authority belongs to God.
 - The leader does not own the authority.
 - The leader is just a channel.
 - **Commandment 4 – Be Responsible** to God for how that authority is exercised.
 - **Commandment 5 – Observe** God’s authority manifested in real-life situations.
 - **Commandment 6 – Objecting** authority means that a person is *subject* to God Himself and *not* the channel of authority (human).
 - **Commandment 7 – Followers** who are under God’s authority look for and recognize Spiritual Authority and willingly place themselves under it.
 - **Commandment 8 – Never** exercise Spiritual Authority for one’s own benefit, but for those under it.
 - **Commandment 9 – Do Not** insist on obedience – that is the moral responsibility of the follower.
 - **Commandment 10 – Defend** one’s own Spiritual Authority.
- The Ultimate Authority = Spiritual Authority
- But Do Not negate other kinds of authority; rather, put them in proper perspective.

3.2 Relational Insights

- Relational Insights = Relationships.
- Relational Insight comes as a result of
 - an authority clash,
 - a submission lesson, or
 - a ministry crisis.
- Subordinates must be very careful in “correcting” their leader.
- Sometimes being right on certain issues is less important than maintaining a positive relationship.

3.3 Ministry Conflict

- Conflict is a tool God uses to teach a leader lesson.
- Ministry conflict, like general conflict, tests a leader’s personal maturity.
- It is necessary for revealing character.
- What we truly are is revealed in a crisis.
- Closure in Conflict means:
 - Successfully resolved,
 - partially resolved, or
 - unresolved
- Closure is often weak but necessary in order for the leader to learn.
- God uses conflict for His purposes in a leader’s ministry.

3.4 Leadership Backlash

- Leadership Backlash happens after a Ministry Conflict.
- Leadership Backlash = Negative reactions of followers, other leaders, and Christians outside the group.
- This is how Leadership Backlash occurs:
 - Step 1: Leader gets a vision (direction) from God.
 - Step 2: The followers are convinced of the direction.
 - Step 3: The group moves in the direction given.
 - Step 4: The group experiences persecution, hard times, or attacks from Satan—spiritual warfare is common.
 - Step 5: There is backlash from the group.
 - Step 6: The leader is driven to God to seek affirmation in spite of the action's ramifications.
 - Step 7: God reveals Himself further: who He is, what He intends to do. He makes it clear that He will deliver.
 - Step 8: God vindicates Himself and the leader.
- Leadership backlash tests a leader's perseverance, clarity of vision, and faith.
- God can use difficult times to set the stage for deliverance that can come only from Him.
- God uses complications to develop inner-life maturity.
- A leader's ultimate success brings with it problems.
- Although followers may have originally agreed, but they now blame the leader.
- People forget what the situation was like before.
- Followers need to realize that submitting to spiritual authority involves obeying God by being loyal to the leader who is following God's direction.

LATER MINISTRY SUB-PHASE

4. DISCERNMENT

- Discernment = the enlargement of the leader's outlook.
- God develops discernment throughout the whole Ministry Maturing phase, but it peaks in the later ministry sub-phase.

4.1 Spiritual Warfare

- Spiritual Warfare refers to Ministry Conflict that is primarily supernatural.
- Spiritual Warfare = Physical situations may be caused by Spiritual Beings.
- Some leaders tend to go overboard, blaming all conflict and problems on spiritual warfare.
- They see spiritual forces behind all human realities.
- Other leaders are blind to spiritual reality and see no spiritual forces behind human actions.
- Don't underestimate and don't overestimate the spiritual warfare behind every situation.
- Discernment is necessary in spiritual warfare.
- God will give the necessary discernment as the leader is open to learn.

4.2 Power Items

4.2.1 Gifted Power

- Gifted Power = A leader uses a specific spiritual gift that clearly demonstrates the Holy Spirit's power.

4.2.2 Prayer Power

- Prayer Power = The prayer is answered in such a way that God's power and the authenticity of the leader's spiritual authority are clearly demonstrated.

4.2.3 Power Encounter

- Power Encounter = A crisis confrontation between people representing God and people representing other supernatural forces.
- God vindicates it in an unusual demonstration of His power.

4.2.4 Networking Power

- Networking Power = God helping the leader to create relationships with other leaders and networks of people.

4.3 Faith Challenge

- Faith Challenge refers to God challenging the leader to take steps of faith in ministry.
- A Faith Challenge involves three elements:
 - (1) a revelation from God concerning future plans,
 - (2) a realization by the leader that God is challenging him to act on the basis of this revelation, and
 - (3) a mindset that determines to make leadership decisions based on this firm conviction.

4.4 Prayer Challenge

- Prayer Challenge = If God calls you to a ministry, then He calls you to pray for that ministry.
- Prayer is not a burden but a release, a privilege to be entered joyfully.

4.5 Influence Challenge

- Influence Challenge refers to God prompting the leader to expand his sphere of influence.
- Sphere of Influence = number of people for whom a leader will give an account to God.
- A leader is not to consciously seek to expand his sphere of influence as if bigger were better.
- A leader is to accept God's given spheres of influence.

4.6 Ministry Affirmation

- Leaders often become discouraged and drop out. Ministry Affirmation is an antidote to this problem.
- Ministry Affirmation = Encouragement = God's pat on the back.
- Ministry Affirmation includes:
 - Vision,
 - Sign,
 - Successful Ministry Incident,
 - Human expressions of appreciation,
 - Inner satisfaction,
 - Expansion of sphere of influence.
- Vision and signs are easy to see, but real growth is when a leader can sense God's approval through the less spectacular affirmations like human expressions of appreciation and inner satisfaction.
- Often, divine affirmation comes when a leader seeks God in a time of isolation.
- Deliberate times of fasting and days of prayer spent alone with God produce the needed affirmation.
 - God often uses Ministry Affirmation to vindicate that leader before followers.

POINTS TO NOTE IN PHASE III

CONDUCT ISOLATION:

- Within isolation, God desires to teach one or more of the following lessons:
 - A new perspective on ministry
 - Rekindling of a sense of destiny
 - Flexibility in openness to new ideas and change
 - Broadening through exposure to others
 - Inner convictions from the Word
 - Guidance
- Your part is to respond to this isolation processing and identify the lessons that God has for you in it.

BE SUBMISSIVE

- He brought me here.
- It's by His will I am in this straight place.
- In that fact I will rest. He will keep me here in His love and give me grace to behave as His in His keeping, under His training, and for His time.

NOTE ABOUT PHASE II AND III

- Most people are anxious to bypass Phase II and get into III but Ministry activity or fruitfulness is not the focus of Phases I, II, and III.
- Many emerging leaders don't recognize this and become frustrated.
- Most people are constantly evaluating productivity and activities, while God is quietly evaluating their leadership potential.
- God is working primarily in the leader, not through him.
- But God is concerned with what we are (working in the leader) – not simply fruitfulness in ministry.
- God is quietly, in unusual ways, trying to get the leader to "see that one ministers out of what one is".
- People want to learn a thousand things – but God will teach us one thing in a thousand ways.
- He wants to teach us that we minister out of what we are.

NOTE ABOUT MOVING FROM PHASE III TO PHASE IV

- Two kinds of leaders that ***do not*** make it to Phase IV (after completing Phase III)
 - (1) those who plateau and show little growth in ministry or spiritual development
 - (2) those who are limited in ministry, or set aside from it.

- The kind of leader that ***progresses*** from Phase III to Phase IV is one who...
 - Reflects upon God's involvement in his life and ministry
 - Has a philosophical shift from 'competency in doing' to 'flowing from being'

PHASE IV: LIFE MATURING

- Leader identifies and uses his Spiritual Gift-Mix (in a ministry that is satisfying).
- Mature fruitfulness: isolation, crisis, and conflict take on new meaning.
- God uses his life to influence others.
- Giftedness emerges along with priorities.
- Communion with God becomes foundational; it is more important than success in ministry.
- He gains a sense of priorities concerning the best use of his gifts and understands that learning what not to do is as important as learning what to do.
- The principle that “ministry flows out of being” has new significance as the leader’s character mellows and matures.

PHASE V: CONVERGENCE

- Leader is moved by God into a role that matches gift-mix + experience + temperament
- Geographical location is important
- Uses the leader to the best that he has to offer
- Few leaders experience convergence.
- Often, they are promoted into roles that hinder their gift-mix.
- Sometimes they are hindered by their own lack of personal development.
- At other times, an organization may hinder a leader by keeping him in a limiting position.
- Few leaders minister out of what they are - rather, they minister out of the authority their role gives them.
- God prepares leaders for convergence.

PHASE VI: AFTERGLOW (CELEBRATION)

- Very few leaders reach this Phase (Celebration).
- Leaders in Afterglow have built up a lifetime of contacts and continue to exert influence in these relationships.
- Others will seek them out because of their consistent track record in following God.
- Their storehouse of wisdom gathered over a lifetime of leadership will continue to bless and benefit many.
- There is no recognizable developmental task in Phase VI other than to allow a lifetime of ministry to reflect the glory of God.

HOW TO IDENTIFY WHICH PHASE A LEADER IS AT?

1. PROCESS ITEMS

- Process items are:
 - Providential events
 - People
 - Circumstances
- God uses these process items to develop the leader.
- Different types of items occur at different times in the leader's life
- So they can be used to define which Phase the leader is at.
- For example:
 - Providential Event → Baby is baptized in church
 - People Involved → Parents and Pastor
 - Circumstances → Baby is just born and baptized
 - Which phase is this?
 - Obviously Phase I: Sovereign Foundations

2. BOUNDARY EVENTS

- Boundary Events = the shift from one phase to the next.
- Boundary events include such factors as:
 - Crises,
 - Promotions,
 - A new ministry,
 - Learning a major new concept,
 - Unusual experiences,
 - Life-changing encounters with a person,
 - A divine guidance experience, or
 - A geographic move.
- There are no set guidelines.
- Boundary events vary from individual to individual, but in general boundary events are change signals.
- They mark the end and then the beginning of a significant time in a leader's life.
- For example:
 - Boundary Event 1: A young pastor has been recently promoted to senior pastor position.
 - Boundary Event 2: He was situated to a new church location with a bigger congregation.
 - The Boundary Events showed the transition from Phase II: Inner Life Growth to Phase III: Ministry Maturing

3. SPHERE OF INFLUENCE

- God endows leaders with the capacity to influence.
- Sphere of influence describes a level or type of influence, and the people being influenced and for whom that leader will give an account to God.
- Numbers, or a change in the kind of sphere of influence, usually signals a change in development phases.
- A leader will exercise his gifts most effectively at a given level of influence.
- For example:
 - The archbishop recently retired from his post due to his old age.
 - He is well-respected by many senior pastors who know him personally.
 - His “Sphere of Influence” shows that he is transitioning from Phase V: Convergence to Phase VI: Afterglow.

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